



HILLINGDON  
LONDON



# Environment, Housing and Regeneration Select Committee

## Councillors on the Committee

Wayne Bridges (Chairman)  
Alan Chapman (Vice-Chairman)  
Nicola Brightman  
Allan Kauffman  
Alan Deville  
Scott Farley (Opposition Lead)  
Janet Gardner

**Date:** TUESDAY, 14 SEPTEMBER  
2021

**Time:** 7.00 PM

**Venue:** COMMITTEE ROOM 6 -  
CIVIC CENTRE, HIGH  
STREET, UXBRIDGE

**Published:** Monday 06 September 2021

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**Meeting  
Details:** Members of the Public and  
Media are welcome to attend.  
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Putting our residents first

Lloyd White  
Head of Democratic Services  
London Borough of Hillingdon,  
Phase II, Civic Centre, High Street, Uxbridge, UB8 1UW

## **Environment, Housing & Regeneration Select Committee**

### **Membership**

7 Councillors appointed on a proportional basis.

### **Terms of Reference**

To undertake the overview and scrutiny role in relation to the following Cabinet Member portfolio(s) and service areas:

<b>Cabinet Member Portfolio</b>	<ul style="list-style-type: none"><li>• Cabinet Member for Environment, Housing &amp; Regeneration</li></ul>
<b>Relevant service areas</b>	<ol style="list-style-type: none"><li>1. Planning &amp; Regeneration</li><li>2. Housing</li><li>3. Green Spaces, Sport &amp; Culture (only Green Spaces)</li><li>4. Waste Services</li></ol>

This Committee will also act as lead select committee on the monitoring and review of the following cross-cutting topics:

- Climate Change
- Local impacts of Heathrow expansion
- Local impacts of High Speed 2

### **Specific portfolio responsibilities of the Cabinet Member for Environment, Housing & Regeneration – Cllr Eddie Lavery**

1. To oversee and report to the Cabinet on the Council's responsibilities and initiatives in respect of:-

- Climate change, including air quality
- Council's flood policy,
- parks, open spaces, woodlands, allotments and other amenity land,
- reservoirs,
- provision and management of trees,
- Colne Valley Park
- Crematoriums, Cemeteries & Mortuary Service
- housing need for the Borough,
- homelessness duties,
- conditions of tenancies,
- home ownership,

- standards of privately let housing
- private sector housing grants,
- new homes initiatives,
- maximising the use of empty homes
- the Chrysalis programme of environmental improvements,
- Street Champions & Feel Proud [neighbourhood campaigns]
- Regeneration, including Town Centres
- Promoting a high quality built environment
- sustainable development
- Designation of conservation areas,
- Borough wide planning policies
- Planning enforcement policies,
- purchase notices,
- revocation of planning consents,
- stop notices
- recycling,
- waste strategy,
- civic amenity sites,
- refuse collection,
- street cleansing,
- trade waste.

# Agenda

- 1 Apologies for Absence
- 2 Declaration of Interest in matters coming before this meeting
- 3 To confirm that all items marked Part 1 will be considered in Public and that any items marked Part 2 will be considered in Private
- 4 To agree the Minutes of the previous meeting 1 - 6
- 5 Housing Strategy Development and Consultation 7 - 16
- 6 Annual complaint & service monitoring report for 1 April 2020 to 31 March 2021 17 - 56
- 7 First witness session for review - engagement with tenants and leaseholders 57 - 70
- 8 Cabinet Forward Plan 71 - 76
- 9 Work Programme 77 - 80

## Minutes

### ENVIRONMENT, HOUSING AND REGENERATION SELECT COMMITTEE

22 July 2021

Meeting held at Committee Room 5 - Civic Centre,  
High Street, Uxbridge



	<p><b>Committee Members Present:</b> Councillors Wayne Bridges (Chairman) Alan Chapman (Vice-Chairman) Nicola Brightman Allan Kauffman Scott Farley (Opposition Lead) Janet Gardner Darran Davies (In place of Alan Deville)</p> <p><b>LBH Officers Present:</b> Neil Fraser, Democratic Services Officer Andy Goodwin, Interim Financial Planning Manager Julia Johnson, Planning Policy and Infrastructure Manager Roz Johnson, Planning Services Manager</p>
14.	<p><b>APOLOGIES FOR ABSENCE</b> (<i>Agenda Item 1</i>)</p> <p>Apologies were received from Cllr Deville, with Cllr Davies present as substitute.</p>
15.	<p><b>DECLARATION OF INTEREST IN MATTERS COMING BEFORE THIS MEETING</b> (<i>Agenda Item 2</i>)</p> <p>None.</p>
16.	<p><b>TO CONFIRM THAT ALL ITEMS MARKED PART 1 WILL BE CONSIDERED IN PUBLIC AND THAT ANY ITEMS MARKED PART 2 WILL BE CONSIDERED IN PRIVATE</b> (<i>Agenda Item 3</i>)</p> <p>It was confirmed that all items would be considered in public.</p>
17.	<p><b>TO AGREE THE MINUTES OF THE PREVIOUS MEETING</b> (<i>Agenda Item 4</i>)</p> <p><b>RESOLVED:</b> That the minutes of the previous meeting be approved as a correct record.</p>
18.	<p><b>2022/23 BUDGET PLANNING REPORT FOR SERVICES WITHIN THE REMIT OF ENVIRONMENT, HOUSING AND REGENERATION SELECT COMMITTEE</b> (<i>Agenda Item 5</i>)</p> <p>Andy Goodwin - Interim Financial Planning Manager, introduced a report detailing the budget setting for services within the remit of the Committee.</p>

Key points from the report were highlighted, including details of the financial pressures generated by the ongoing Covid-19 pandemic and the additional funding received from government, together with earmarked Council reserves, in order to manage such pressures.

The impact of such pressures on Social Care was recognised as a national issue faced by most councils, while investment in school budgets still faced significant challenges where demand was outstripping government funding. The Council was working on a recovery plan with the Department for Education to bring that position back into balance in the medium to long term.

The financial standing of the Housing Revenue Account (HRA) was confirmed to be sound, with the 30 Year Business Plan demonstrating sustainability in the longer term.

Next steps were confirmed to be the formal presentation of the budget to Cabinet in December 2021, requesting approval of the budget proposals, followed by a return to this Committee in January 2022 to discuss the proposals further.

Members queried a number of points as a result of the report.

In response, the Committee was advised that, regarding the report's reference to a 'favourable outlook' on demand-led budgets, risk contingencies on such matters were reported separately. However, a review of relevant external factors had resulted in a favourable position in relation to the budget, driven by additional government funding. Regarding the impact of inflation on the budget, this was regularly reviewed, to ensure value for money regarding utilities, as well as employee salaries and service costs.

The HRA was confirmed to include both property acquisition and construction, as part of a proven portfolio.

It was requested that the officer provide further detail on how Hillingdon's management of the dedicated School Grant deficit compared to its statistical neighbours and nearby boroughs, as well as details of timescales for the construction of new Council properties, following the meeting.

**RESOLVED: That the report be noted.**

19. **NEW PLANNING POLICIES - PROPOSED PLANNING REFORMS IN ENGLAND**  
(Agenda Item 6)

Julia Johnson - Planning Policy and Infrastructure Manager, introduced a report detailing proposed planning reforms in England, and the concerns expressed regarding those proposals, following the government's white paper published in August 2020.

The proposals were summarised, which centred around the 'three pillars of change' and which aimed to overhaul the outdated planning system, streamline the process to deliver homes faster, protect valued green spaces, and build beautiful homes.

The consultation on the proposals had opened on 06 August 2020, and Hillingdon Council had submitted a response, approved by Cabinet in October 2020, detailing concerns relating to the potential negative impact of the changes on residents, businesses, and other service users. A government response to the consultation was not expected until Autumn 2021.

Members sought further clarity on a number of points, and in response, were advised that the Council had previously successfully lobbied to have its target for new homes as part of the London Plan reduced, though targets were likely to increase moving forward.

In addition, details on the use of digital technologies as part of new planning processes were still to be confirmed, though would likely form part of a national framework including data capture and sharing.

Regarding whether, under the new processes, local authorities would be able to control developments to ensure a good quality of construction and aesthetics in keeping with the existing street scene, the Committee was advised that there would be rules and guidance in place to ensure new developments were appropriate for their location area. Further guidance on construction within the Green Belt was awaited, together with definitions of area categories (e.g. growth areas).

**RESOLVED: That the report be noted.**

20. **DRAFT REVISED STATEMENT OF COMMUNITY INVOLVEMENT - CONSULTATION** (*Agenda Item 7*)

Julia Johnson - Planning Policy and Infrastructure Manager, introduced a report detailing revisions to the Statement of Community Involvement.

It was confirmed that, as the Local Planning Authority, Hillingdon was required to review its Statement of Community Involvement (SCI) every 5 years. As the Council was due to review its Local Plan, it was desirable to also produce an up-to-date SCI alongside any revisions to the Local Plan. It was highlighted that further guidance was awaited before aligning the reviewed SCI under the terms of the new planning reforms discussed in agenda item 6.

The Committee was requested to comment on the proposed SCI as set out in the appendix to the report.

Regarding a query on how neighbourhood forums were engaged with under the terms of the SCI, the Committee was advised that there were rules for the formation of neighbourhood forums, including the minimum number of members required, together with ratification by the Council that the Forum was representative of its community. Once approved, such Forums could then be engaged as part of any relevant consultations. Regarding the format of how residents were consulted with on the matter of developments within their local area, legislation required that the Planning Authority produce a site notice or that they advise neighbours, and while there was no set radius for whom should be notified, officers did have a level of discretion.

Members advised that some residents had complained that they had not been consulted on developments within their immediate areas.

Members expressed their view that further transparency on the use of CIL monies was required. In response, the Committee was advised that work was underway with the Council's ICT department to update its systems and create a new database, which would allow a greater level of detail to be reported as part of the annual CIL statement.

It was agreed that officers would provide further detail regarding any plans for the introduction of a refund to address damage to the public realm during constructions

(e.g. damage to pavements).

**RESOLVED: That the report be noted, and that the relevant comments made by the Committee be included in the forthcoming report to Cabinet.**

21. **SCOPING REPORT FOR REVIEW** (*Agenda Item 8*)

Consideration was given to the Scoping Report for the Committee's review, provisionally titled: "Our engagement with tenants and leaseholders - improving participation and feedback to improve service and satisfaction".

Members approved the report for implementation, though suggested that the any site visits be sufficiently prepped to ensure that they would add value to the review. It was agreed that the clerk would review suitable site visits in consultation with the Chairman and Labour Lead.

Regarding witness sessions, it was reiterated that witness sessions should include a wide variety of participants in order to obtain a broad spectrum of resident views.

On the matter of the suggested engagement with residents of the Hayes Town Centre and Avondale Drive estates, Members were informed that this was due to the existing engagement with those residents as part of recent regeneration of those areas. However, Members were reminded that, following the meeting, they could suggest residents for the clerk to contact to request their participation with the review.

While Members had due consideration to the suggested Terms of Reference to the review, it was suggested that as the review progressed, the Council's Engagement Strategy could be updated to include a standards checklist to ensure that

- a. housing was of sufficient quality for tenants when moving in;
- b. guidance on how tenants could contact the Council to resolve issues was provided; and
- c. a set of standards that the Council expected tenants to abide by was provided.

It was suggested that the engagement should focus on canvassing what residents actually wanted the Council/landlords to provide.

It was confirmed that, following a query from the Chairman, the Better Neighbourhood Fund was not available for the regeneration of playgrounds on estates, and it was agreed that the clerk would further explore and feed back to the Committee on this matter.

**RESOLVED: That the scoping report for the review be approved for implementation.**

22. **CABINET FORWARD PLAN** (*Agenda Item 9*)

Consideration was given to Cabinet's Forward Plan, as updated following publication of the meeting papers.

**RESOLVED: That the Cabinet Forward Plan be noted.**

23. **WORK PROGRAMME** (*Agenda Item 10*)

Consideration was given to the Committee's Work Programme for 2021 and beyond.

Members suggested additional topics for information reports, as follows:

- Recycling
- Pest Control
- Alleygating
- The Hillingdon First card
- Street Champions
- Climate Change

It was agreed that the clerk would review the above topics for suitability before bringing an updated work programme to the next meeting of the Committee.

**RESOLVED:**

- 1. That the Forward Plan be noted, and;**
- 2. That the clerk review the above topics for suitability before bringing an updated work programme to the next meeting of the Committee.**

The meeting, which commenced at 7.00 pm, closed at 8.15 pm.

These are the minutes of the above meeting. For more information on any of the resolutions please contact Neil Fraser on 01895 250692. Circulation of these minutes is to Councillors, Officers, the Press and Members of the Public.

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## Housing Strategy Development and Consultation

<b>Committee name</b>	Environment, Housing and Regeneration Select Committee
<b>Officer reporting</b>	Mark Billings, Debby Weller. Planning, Environment, Education and Community Services
<b>Papers with report</b>	None
<b>Ward</b>	All

### HEADLINES

The Environment, Housing and Regeneration Select Committee were given the opportunity to feed into the development of the draft Housing Strategy at their meeting on 8 June 2021. As part of the broader public consultation, the Select Committee has a further opportunity to provide more formal comments to Cabinet to consider before any final strategy is recommended to Full Council for adoption. The formal consultation period runs for ten weeks from 19 July 2021 to 26 September 2021. A copy of draft is available on the Council's website consultation [pages](#).

### RECOMMENDATIONS:

#### That the Committee:

- 1. Note the contents of the report and make formal comments for Cabinet to consider**

### SUPPORTING INFORMATION

1. The Housing Strategy is a key policy framework document for the council. The strategy provides direction and priorities for housing services but is not a statutory requirement. The Strategy identifies key challenges and sets out priorities for the coming 5 years. It takes account of and is compliant with national policy and legislation and the London Housing Strategy 2018: Homes for London.

### Housing Context and Challenges

2. Housing challenges in 2020 were dominated by the immediate issues thrown up by Covid-19, the consequences of which are continuing to play out. This has disrupted the housing market, delayed development, postponed evictions and seen a huge response to bring rough sleepers in, off the streets. It has also seen many people falling into difficulties with employment, debt and rent arrears and has brought tensions to the surface which have resulted in, amongst other things, mental health challenges and an increase in domestic abuse. There has been a rapid acceleration in remote working with many more people working from home and there are noticeable impacts on the housing market with a premium being placed on outdoor space,

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and a preference for houses over flats and for less crowded areas.

3. Building safety remains high on housing agendas in the continuing aftermath from the Grenfell Tower tragedy and there are still many difficult questions regarding the cladding scandal. The government has reiterated its determination to build back better; affordability is a continuing challenge and the need to increase the availability of affordable homes continues to grow; housing standards across sectors, social housing regulation and the ability of tenants to have their voice effectively heard remain prominent issues.
4. The government is placing clean growth and the UK's target to achieve net zero greenhouse gas emissions by 2050 at the heart of economic recovery. The falling cost of renewables, growing public pressure around climate change and the push for a green recovery is boosting decarbonisation plans. A drive towards decarbonising housing is gathering pace.
5. Many of the recent and forthcoming policy and legislative changes affecting housing are related to:
  - An ongoing need for more affordable homes and the desire to Build Back Better following the pandemic
  - The impact that the Grenfell Tower tragedy has had and continues to have in relation to safety and wider housing standards, housing regulation and the relationship between landlords and tenants
  - The increasing prominence of climate change and the wider sustainability agenda
  - A further notable change is the introduction of Domestic Abuse Act 2021

### **Housing Strategy Priorities**

6. The draft Housing Strategy identifies normalising service delivery following the Covid-19 pandemic and addressing climate change as two driving issues which cut across the various services and priorities. In addition to these two key issues, the following five priorities are identified:

Priority one:	Place Shaping
Priority two:	Increasing Access to Affordable Housing
Priority three:	Leading on Improving Housing Standards
Priority four:	Embracing the Charter for Social Housing Residents
Priority five:	Supporting Independent Living

### Place Shaping

7. The place shaping priority is concerned with looking at the needs of an area as a whole. A key theme is the relationship between housing and health, which has been brought into sharper focus by Covid-19 which revealed an unequal impact related to housing circumstances. Housing is recognised as a key determinant of health outcomes. Other issues relate to the climate and sustainability agenda including issues around flooding and to designing out crime and using data to better understand local issues.

## Place shaping

### ***Key outcome: Housing services contribute to ensuring inclusive, greener and sustainable places***

#### Aims

- Assist in shaping the built environment at a local level and collaborate across health, social care and housing sectors to create healthy places and improve wellbeing.
- Improve living standards through investment in stock condition and access to affordable homes.
- Prioritise actions to address fuel poverty.
- Identify and understand conditions and the local context, including environmental concerns such as flood risks that housing in the borough faces.
- Design and implement affordable and socially acceptable retrofit climate change adaptation measures.
- Work in partnership to identify priorities and take part in local area action.
- Take a 'Digital by Design' approach to improving service delivery.
- Improve the security of homes and their immediate surroundings.

#### Actions include:

- Contribute to the Joint Health and Wellbeing Strategy
- Review lettings arrangements to increase lettings to overcrowded households
- Identify areas at risk of flooding and increase flood resilience
- Make more use of mapping to understand the spatial dimension of housing issues
- Contribute to local area action from a housing perspective

## Increasing Access to Affordable Housing

8. The strategy aims to increase access to affordable housing in both the social and private rented sectors. There is a need for more affordable housing and in particular larger family homes for rent. A relatively small but steady supply of four bedroom homes is needed and a much larger regular supply of three bedroom homes. While demand for single bedroom properties is numerically the largest, supply of these homes in both the social and private sector is also more prevalent and the mismatch is therefore not as great as with larger dwellings. There is not one single initiative that will achieve the required increase in supply, but a concerted approach, looking in detail at the methods deployed and stages involved to maximise delivery by the Council and partner organisations. As well as new development, this includes making best use of existing social housing and accessing properties in the private rented sector.

### ***Key outcome: An improved ability for Hillingdon residents to access good quality affordable housing***

#### Aims

- Increase the provision of new affordable housing
- Take forward regeneration proposals to provide more, good quality, affordable housing
- Increase the proportion of affordable housing delivered as low cost rented housing to meet predominant housing need
- Include within Low Cost Home Ownership (LCHO) provision properties aimed at those with household incomes of £30,000 to £50,000

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- Maximise the availability of larger family homes of three and four bedrooms or more to rent at affordable levels.
- Prioritise ensuring the availability of housing to facilitate the progress of regeneration projects and to avoid the use of temporary accommodation for homeless households
- Release more under-occupied social rented properties for use by families
- Make best use of existing housing for instance, through transfers, conversions or extensions

Actions include:

- Maximise contributions via planning and embark on a local plan review
- Plan use of RTB receipts, including a continuing buy-back programme
- Increase council build programme and work with RPs and GLA
- Consider new regeneration options
- Increase low cost rent, provide some LCHO including for earners £30k to £50k
- Review social housing allocations
- Develop policy and register for LLR and other intermediate products
- Continue bespoke service for downsizers
- Review fixed term tenancy arrangements
- Consider extensions and conversions
- Continue to work with the fraud team

### Leading on Improving Housing Standards

9. A central commitment of this strategy is to address housing standards. It is proposed that there be an increase in investment in existing Council housing and in particular those elements that relate to safety, compliance and works to address climate change and fuel poverty. The strategy asserts that the Council is ambitious and seeks to set an example in responding to climate change. A Council regeneration programme is underway and further housing led regeneration is expected to follow. We are also determined to tackle poor standards in the private rented sector. We will focus efforts on higher risk properties and will consider options for introducing further licensing arrangements.

### ***Key outcome: Decent, safe, good quality housing across housing tenures***

Aims

- Continue to prioritise fire safety in works to and the management of the council's housing stock
- Increase investment in the council housing stock prioritising additional safety elements, compliance and works to address climate change and fuel poverty agendas
- Be prepared to meet the requirement of the new Building Safety regime
- Develop plans to decarbonise housing across tenures, starting with quantifying the requirements to achieve zero carbon in the council's housing stock
- Help low income households to reduce energy expenditure in their home
- Maximise the number of council owned homes with a Band C energy performance rating, or higher
- Develop a more detailed understanding of housing conditions in the public sector and establish a road map to ensuring that all council housing stock meets good housing standards

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- Develop a more detailed understanding of housing conditions in the private sector to inform future policy options including for discretionary licensing
- Work collaboratively across services and agencies and take a robust enforcement approach to combating rogue landlords

Actions include:

- For Council housing works prioritise fire and other health and safety, compliance and heating and insulation
- Improve customer insight across high risk buildings and restrict lettings to those who can self-evacuate
- Analyse costs of day to day repairs associated with disrepair to identify spend to save works
- Develop HRA business plan and Asset Management Strategy
- Develop a specification for private sector stock modelling
- Formalise structures for a joined up approach to the private rented sector
- Continue to use enforcement powers as appropriate
- Consider the feasibility of different licensing options
- Develop understanding of what would be required to achieve zero carbon across the housing stock and set out an approach towards decarbonising council housing stock
- Deliver green home grants work to council stock
- Investigate funding for Colne Park Traveller site

### Embracing the Charter for Social Housing Residents

10. The Charter for Social Housing Residents provides an opportunity to renew our relationship with tenants and leaseholders. We are undertaking a fundamental review of how we engage and what we engage about. In doing this we will be informed by our residents, aim for open communication and take full advantage of new digital methods while taking care to ensure that vulnerable residents are not excluded.

### ***Key outcome: The council working together with residents delivers high quality housing services***

Aims

- Meet consumer regulation standards
- Build up a more comprehensive profile of our tenants to inform service delivery
- Review how we make information available to residents and what information is provided
- Ensure that the residents' voice is heard at every level from policymaking to front line delivery
- Develop a comprehensive engagement strategy for greater meaningful engagement with council tenants and leaseholders.
- Implement a new structure to encourage wider resident involvement, scrutiny of our services and greater accountability and transparency
- Seek additional opportunities to improve service delivery through digitisation

Actions include:

- An annual review of Fire Safety Management Plans
- Establish a hoarder's panel
- Review structure for engagement and develop a comprehensive engagement strategy

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- Develop engagement strategies related to higher risk buildings
- Complete annual self-assessments against regulatory standards
- Develop a range of methods to capture data regarding our residents and keep it up to date
- Improve customer insight including via the STAR survey
- Set a baseline against the Regulator's proposed tenant satisfaction measures
- Consider residents feedback in developing our approach to investment in shared areas
- Analyse and review complaints regularly
- Identify further opportunities to deliver online services
- Complete post occupancy surveys of affordable housing developments
- Explore how better to engage private sector residents

### Supporting Independent Living

11. There is a particular need in the short term around housing homeless households. This is because we aim to reduce the use of temporary accommodation, at the same time that there is an increased demand for temporary accommodation for those affected by regeneration and there is a big risk of increased private rented sector evictions. The pathway around single homeless people and rough sleepers has developed considerably with strong local partnerships having been built up and we aim to further develop the pathway, particularly in relation to those with higher support needs. There is also a specific challenge in relation to those without recourse to public funds.
12. The Strategy reasserts the Council's support for people to live independently as far as possible. In supporting vulnerable groups, housing and social care colleagues work closely and are continually developing our joint processes and procedures. Partnership arrangements continue to strengthen around safeguarding vulnerable people. We are developing joint arrangements in respect of care leavers and are working towards DAHA (Domestic Abuse Housing Alliance) accreditation in relation to domestic abuse. We will also be looking at how we can better tailor housing services for those with autism, learning disabilities and disabilities more generally. Existing Council provision for older people will be reviewed.

### ***Key outcome: Hillingdon residents are supported to live as independently as possible***

#### Aims

- Reduce homelessness and rough sleeping
- Support people to sustain tenancies
- Increase awareness and action regarding adult safeguarding
- Achieve sustainable housing solutions for care leavers
- Become Domestic Abuse Housing Alliance (DAHA) accredited
- Develop housing plans to support the independence of residents with learning disabilities and/or mental health needs
- Develop autism friendly housing services
- Review existing dedicated housing provision for older people
- Plan for retrofitting of existing housing to address needs for adaptations, including for dementia
- Review the use of grants to support independent living

Actions include:

- Understanding housing and support needs of client groups
- Investigating causes and solutions for family and friend evictions
- Focus rough sleeper work on higher level support, building our partnering arrangements and providing low support HMOs
- A move on panel to ensure movement through the housing pathway
- Track outcomes for the target 1,000 rough sleeper cohort
- Engage with safeguarding partners and arrange refresher training
- Work towards DAHA accreditation
- Complete housing and social care protocol for care leavers
- Develop a supported accommodation plan for people with learning disabilities and mental health needs
- Establish a working group to consider autism friendly housing services
- Complete a review of council owned sheltered housing
- Investigate further measures to provide attractive downsizing options
- Establish a group to look at options to meet the needs of disabled people including a design code and how to increase the provision of evacuation lifts.

## Consultation

13. Considerable informal consultation was carried out prior to a complete draft being presented to Cabinet. The formal consultation process includes the following elements.

- All staff email – A notice and a follow up reminder has been placed in the all staff email to encourage staff to complete the survey.
- Hillingdon People – An advertisement was placed in the July/August edition of Hillingdon People directing residents to the online survey.
- Social media – Posts are being made on Twitter, Instagram, Facebook and Nextdoor. Engagement has been good with a reach of 13,612 and 529 link clicks.
- Online survey – An online survey is available on the council website 'Have your Say' page. The survey has been sent to a wide range of colleagues across the council and in partner organisations and to residents who have confirmed that we may contact them in this way.
- LBH front line staff workshop – A consultation workshop with front line housing staff took place on 12 August 2021.
- LBH meetings for key staff related to the five priorities – Five individual meetings are being arranged with a small number of key staff related to each of the strategies priorities. This will focus in particular on specific actions and key performance measures and to begin planning for implementation
- Homelessness Forum – An online forum was held on 11 August 2021 focussed on the Housing Strategy Consultation. A wide range of statutory and voluntary organisations concerned with homelessness and related areas attended including mental health, older people, migrants, domestic abuse, disability and access to employment.
- Landlord Forum – An online forum with landlords has been set for the 14 September 2021. This will include an agenda item on the Housing Strategy Consultation.
- Tenant and leaseholder service user workshops – dates have been set for two sessions, one day time (16<sup>th</sup> September) and one evening (2<sup>nd</sup> September)

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- Service user meetings – Trinity and P3 have agreed to host consultations sessions with service users. A Housing Strategy consultation item has been included on the Autism Partnership Board meeting on 21 September 2021.
- A Community Services Network meeting discussed the housing strategy on 1 September 2021. This included representatives from H4All, local churches, residents associations and others from the voluntary sector community.
- Housing Associations Meetings – a number of individual meetings are being arranged with some of the housing associations with the largest housing stock holdings in Hillingdon, those that are most active and some specialist providers

### Emerging results from the consultation

14. Up to 1 September 2021 the online survey has generated 57 responses. The proportions so far agreeing or disagreeing with the priorities and aims are as follows:

**Table One**

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
1 – Place Shaping	32%	30%	16%	14%	9%
2 – Affordable housing	33%	39%	14%	4%	11%
3 – Housing standards	35%	42%	14%	2%	7%
4 – Charter for social housing residents	39%	30%	18%	4%	11%
5 – Supporting independent living	47%	25%	14%	5%	9%

15. The survey respondents up to 1 September 2021, are made up of 32% council tenants, 2% in temporary accommodation, 18% private tenants, 9% housing association tenants and 40% owner occupiers. A majority are female - 58%, 32% are male and 11% prefer not to say. The most prevalent age bandings of respondents are 35 to 44 and 45 to 54. Only one respondent is under 25.

16. All five priorities have received predominantly favourable responses, with the strongest support for the priorities related to housing standards, independent living and affordable housing. Recurrent themes in the comments include:

- The need to address poor property conditions in existing council and housing association homes
- Affordable housing to be truly affordable, but also to include options for younger, working, low and middle income earners to access housing options including via the housing register
- Ensuring good quality and space standards, indoor and outdoor in new developments
- Actions need to be measurable and delivered. Identifying outcomes, staff, resources and timescales.
- Need for a strong focus on sustainability and for consideration of wider impacts of housing i.e. noise, traffic, pollution, availability of GPs, schools etc.

- Need for more wheelchair/accessible properties for disabled people under 60 as well as for older people
- Those overcrowded wait too long for housing. Some needing 3 bedrooms would accept 2
- Treat people as human beings who deserve to be listened to, not rushed and offered choice
- There is a need for additional support and AI and machine learning needs to be harnessed to assist those who are vulnerable.

A sample of other emerging results from the various consultation workshops and meetings includes:

- A need for greater support for those in temporary accommodation prior to a tenancy sign up to help reduce tenancy failure
- A need for more upstream work to be done with hospitals to prevent homelessness on discharge
- Consider assistance with deposits for working households to free-up social housing
- Form closer working relationships with housing associations to work collaboratively i.e. in relation to under-occupation and over-crowding
- Consider bringing JCP into the service in the form of clinics and work collaboratively alongside housing services, to address issues related to unemployment, UC claims and affordability issues including those linked to furlough.
- Sub-dividing of properties and a lack of proper facilities such as water pressure needs to be looked at in relation to addressing private sector standards. Flats above shops in a poor condition and converted outbuildings are further areas of concern.
- Concerns regarding office to residential conversions and the standard of accommodation provided
- Ongoing issues in relation to cladding
- Family homes being lost through conversion to HMOs
- The likelihood of increased homelessness, with evictions restarting
- A build-up of unsustainable debt
- Much market housing, being small and sold to investors off plan that the council has little influence over
- Concerns regarding those with mental health problems exacerbated by circumstances related to Covid and employment issues
- A big increase in co-morbidity, particularly drug and alcohol problems and mental health
- What additional support can be provided the community to help sustain tenancies
- Suggestion that the strategy makes greater reference to a Trauma Informed Approach across voluntary and statutory services
- The local authority working towards DAHA accreditation is seen as a positive move

17. An update on the consultation will be given verbally at the meeting and following the consultation end, the results will be collated and summarised in a report to accompany the final draft strategy which will be reported to Cabinet on 11<sup>th</sup> November and to Full Council for sign off on 13<sup>th</sup> January 2022.

### **Implications on related Council policies**

A role of the Select Committees is to make recommendations on service changes and

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improvements to the Cabinet who are responsible for the Council's policy and direction. The Housing Strategy is a key policy framework document for the Council.

### **How this report benefits Hillingdon residents**

The accessibility and quality of housing and its management have very significant impacts on the lives of residents. The Housing Strategy aims to prioritise activities resources and to achieve good housing outcomes for Hillingdon residents.

### **Financial Implications**

There are no direct financial implications resulting from the recommendations of this report.

It is important that the Committee considers cost effective proposals that benefit resident taxpayers in relation to this review, which would ultimately be determined by Cabinet as part of the Council's broader budget planning process.

### **Legal Implications**

None at this stage

### **BACKGROUND PAPERS**

Report to the Environment, Housing and Regeneration Select Committee 8<sup>th</sup> June 2021

## ANNUAL COMPLAINT & SERVICE MONITORING REPORT FOR 1 APRIL 2020 TO 31 MARCH 2021

<b>Committee name</b>	Environment, Housing and Regeneration Select Committee
<b>Officer reporting</b>	Ian Anderson - Business Manager, Complaints and Enquiries
<b>Papers with report</b>	Appendix A, B, C, D, E, F, G and H
<b>Ward</b>	All

### HEADLINES

To provide information to the Committee on key complaints and related service monitoring data.

### RECOMMENDATIONS:

**That the Committee note the contents of the report and provide any comments to officers as appropriate.**

### SUPPORTING INFORMATION

This report provides information and analysis of complaints and Members' Enquiries received between 1 April 2020 and 31 March 2021 and satisfies the requirement to publish annual information. The report includes:

- Appendix A: Background to the complaints process
- Appendix B: Complaints, compliments and Members' Enquiries trends for 2020/21
- Appendix C: Complaint and Compliment report for Housing Services for 2020/21
- Appendix D: Complaint and Compliment report for Adult Social Care for 2020/21
- Appendix E: Complaint and Compliment report for Children and Young People Services for 2020/21
- Appendix F: Complaint and Compliment report for Education Services for 2020/21
- Appendix G: Complaint and compliment report for Finance Directorate for 2020/21
- Appendix H: Other Local Government and Social Care Ombudsman investigations concluded during 2020/21

### Implications on related Council policies

A key role of Select Committees is to monitor the performance of Council services within their remit. Select Committees may also recommendations on service changes and improvements to the Cabinet who are responsible for the Council's policy and direction.

### How this report benefits Hillingdon residents

This report seeks to provide assurance that complaints and Members' Enquiries are being processed in accordance with the Council's published policies.

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## **Financial Implications**

There are no direct financial implications associated with this report.

## **Legal Implications**

None

## **BACKGROUND PAPERS**

NIL

## **APPENDIX A**

### **BACKGROUND TO THE COMPLAINT PROCESS**

#### **1. The Council's Vision**

The Council's vision is about 'putting our residents first'. Feedback in the form of complaints and compliments is seen as a very important source of information from residents about the quality of services and care provided by the Council. In cases where something has gone wrong, we are committed to putting it right and ensure that it does not happen again.

#### **2. What is a Complaint?**

In general terms a complaint can be considered as:

*"an expression of dissatisfaction by telephone, personal visit or in writing, about the standard of service, actions or lack of action by the Council or its staff affecting an individual or group of customers."*

#### **3. How can people complain?**

Complaints can be made in person, by telephone, in writing, via our website or email, either directly to the service area, Contact Centre or to the Complaints and Enquiries Team.

#### **4. Remedies for redress**

The purpose of redress is to remedy the injustice or hardship suffered and where possible to return a complainant to the position they would have been before the situation went wrong. Types of redress include:

- an apology;
- providing the service that should have been received in the first place;
- taking action or making a decision that the Council should have done before;
- reconsidering an incorrect decision;

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- improving procedures so that similar problems do not happen again; and
- if after an investigation by Council staff or the Ombudsman, it is concluded that as a result of maladministration there is no practical action that would provide a full and appropriate remedy or if the complainant has sustained loss or suffering, financial compensation may be the most appropriate approach.

## 5. Mediation

For some complaints it will not be appropriate, or possible, to resolve a complaint through the complaint process - particularly where there has been a breakdown in the relationship between the service provider and the service user or where emotions are running high. In such situations the Business Manager, Complaints and Enquiries will consider whether mediation is an option that should be considered. If both parties are agreeable, mediation by an independent mediator allows both parties to come together to see if they can reach a solution through dialogue.

## APPENDIX B

### COMPLAINT, COMPLIMENTS AND MEMBERS' ENQUIRIES FOR 2020/21

#### 1. Total number of complaints/compliments recorded for 1 April 2020 to 31 March 2021

Directorate	Informal complaints	Stage 1 complaints	Stage 2 Complaints	Stage 3 complaints	Ombudsman Investigations	Compliments
Finance	121	171	15	0	6	17
Adult Social Care	52	48	N/A	N/A	4	92
Children and Young People Services	86	87	0	0	1	132
Residents Services	2,328	483	27	0	23	351
<b>Total for 2020/21</b>	<b>2,587</b>	<b>789</b>	<b>42</b>	<b>0</b>	<b>34</b>	<b>502</b>

- Residents Services existed as a directorate until Jean Palmer OBE retired in January 2021. I have, therefore, reflected this in this report but in reports for future years it show data in the two new directorates that have replaced Residents Services.
- The Council's focus when dealing with complaints is in trying to resolve a complaint to the satisfaction of the resident. The figures above suggest that this is the case, with the volume of complaints decreasing when escalating up the complaint process i.e. only 30% of informal complaints (2,587) escalated to a Stage 1 complaint (789) and only 5% of Stage 1 complaints escalated to Stage 2 (42).
- The Council received a significant number of compliments (502) for this period and compares favourably when compared with the volume of Stage 1 complaints recorded (789).

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## 2. Total number of complaints/compliments recorded for 1 April 2016 to 31 March 2021

Year	Informal complaints	Stage 1 complaints	Stage 2 Complaints	Stage 3 complaints	Ombudsman Investigations	Compliments
2016/17	2,081	665	62	3	58	76
2017/18	2,090	889	43	1	50	146
2018/19	2,756	837	73	0	86	234
2019/20	2,339	861	80	0	59	301
2020/21	2,587	789	42	0	34	502

- The number of compliments recorded over the past 5 years has continued to rise from 76 in 2016/17 to 502 for 2021/21. This suggests that satisfaction levels are higher than in previous years.
- The number of informal complaints recorded for 2020/21 of 2,587 is significantly higher than the 2016/17 figure of 2,081. However, the number of formal complaints recorded (Stage 1, 2, and 3) is generally lower for 2020/21 than in previous years.
- The number of Ombudsman Investigations is lower for 2020/21 than in any other previous years. This is because the Local Government and Social Care Ombudsman decided to pause their investigations for 4 months to allow Local Authorities to focus on our Covid 19 response.
- The Council's Corporate complaints procedure was revised in 2017, which allowed officers to escalate a complaint direct from Stages 1 and/or 2 to the Ombudsman where it is felt that the decision cannot be overturned through the complaint process. This change in approach has been applied by officers and it is for this reason that there have been fewer Stage 2 complaints and no Stage 3 complaint investigations in the past 3 years.

## 3. Members Enquiries (MEs)

### Number of MEs recorded

Period	Residents Services	Adult Services	Children Services	Finance Directorate	Total
2016/17	8,755	170	67	193	9,185
2017/18	8,110	144	61	187	8,502
2018/19	11,308	117	69	181	11,675
2019/20	11,047	135	62	179	11,423
2020/21	9,533	145	54	228	9,960

- The number of MEs recorded for 2020/21 is lower than the two previous years and this is largely due to the restrictions in place as a result of the Covid 19 pandemic, where people were adhering to the Government Guidance to stay at home and only go out for essential travel.
- Residents Services accounts for 96% (9,533) of all MEs recorded and this pattern is consistent with the previous four years.

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- Over the past 5 years, Adult Services, Children and Young People's Services and the Finance Directorate recorded fewer MEs when compared with Residents Services. However, these enquiries tend to be more complex and take longer to address.

### MEs broken down by Ward

Ward	2016/17	2017/18	2018/19	2019/20	2020/21
Barnhill	157	148	354	282	290
Botwell	378	401	1,099	1,842	1,248
Brunel	266	311	377	215	169
Cavendish	126	164	163	120	81
Charville	549	537	529	542	362
Eastcote	231	300	233	249	170
Harefield	178	210	186	186	163
Heathrow Villages	290	270	553	496	255
Hillingdon East	634	878	814	841	778
Ickenham	87	146	149	116	97
Manor	155	161	158	193	162
Northwood	154	148	107	96	121
Northwood Hills	133	173	155	172	187
Pinkwell	343	304	615	515	522
South Ruislip	141	168	216	348	287
Townfield	396	484	664	624	605
Uxbridge North	256	273	302	258	169
Uxbridge South	2,218	1,444	2,095	1,128	1,218
West Drayton	380	336	452	367	491
West Ruislip	269	212	244	166	156
Yeading	514	455	1,005	1,703	1,655
Yiewsley	246	306	284	175	110
Miscellaneous	1,084	673	921	789	664
<b>Total</b>	<b>9,185</b>	<b>8,502</b>	<b>11,675</b>	<b>11,423</b>	<b>9,960</b>

- 13% (1,463) fewer MEs submitted for 2020/21 (9,960) when compared with the 2019/20 figure of 11,423. The 2020/21 figure was impacted by the Covid 19 pandemic when people were asked to stay at home and only make essential journeys.
- However, when the 2020/21 figure of 9,960 is compared against the 2016/17 figure of 9,185 and the 2017/18 figure of 8,502, 8% (775) and 15% (1,458) more MEs were recorded in 2020/21.
- The miscellaneous figure relates to enquiries from Elected Members such as MP's, enquiries from other Councillors, cross Ward enquiries, Mayors Office, etc.

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## Service areas that have the highest number of MEs recorded

Service Area	2016/17	2017/18	2018/19	2019/20	2020/21
Waste	3,588	3,340	5,566	5,950	4,964
Housing	917	905	1,239	1,288	1,269
Anti-Social Behaviour	1,257	1,261	1,649	1,408	1,176
Green Spaces	806	802	1,050	966	863
Planning	965	1,228	1,235	978	827
Business and Technical Support	330	416	313	312	313
Finance	193	187	181	179	228
Adult Social Care	170	144	117	135	145
Children Services	67	61	69	62	54

- Waste, Housing, Anti-Social Behaviour, Green Spaces and Planning Services (9,099) combined accounted for 91% of all MEs recorded for 2020/21.
- Waste Service accounted for 50% of all MEs with Housing, Anti-Social Behaviour, Green Spaces and Planning accounting for 13%, 12%, 9% and 8% respectively, of all ME recorded for 2020/21.

## APPENDIX C

### COMPLAINT AND COMPLIMENT REPORT FOR HOUSING SERVICES FOR 2020/21

#### SUMMARY OF ANALYSIS

##### Informal complaints

- 24% (111) more informal complaints recorded when comparing the 2019/20 figure of 457 with the 2020/21 figure of 568.

##### Stage 1 complaints

- 31% (54) more formal complaints recorded for 2020/21 of 231 when compared with 2019/20 figure of 177. Of the 231 Stage 1 complaints, 39 were upheld, 52 partially upheld, 127 not upheld and 13 withdrawn or cancelled. The average time taken to respond to a Stage 1 complaint is 9.89 working days, with 84% (195 out of 231) of complaints responded to within the 10-working day target.

##### Stage 2 complaints

- 29% (9) fewer Stage 2 complaints recorded when comparing the figure for 2019/20 of 31 with the 2020/21 figure of 22. Of the 22 Stage 2 complaints, 6 were upheld, 4 partially upheld and 12 not upheld. The average time taken to respond to a Stage 2 complaint is 10.85 working days – four complaints took 20+ days to respond to and these complaints had an adverse impact on the average response time.

##### Stage 3 complaints

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- There were no Stage 3 complaints investigated during 2020/21.

### **Investigation by the Local Government or Housing Ombudsman**

- 5 complaints were considered by the Ombudsman, 1 complaint was upheld, 3 not upheld and 1 not investigated.

### **Compliments**

- 132 compliments were recorded for 2020/21 which is rise from the 2019/20 figure of 92.

### **THE COMPLAINT PROCEDURE**

Housing complaints are managed in line with the Council's Corporate complaints procedure. This procedure operates as follows:

- The Informal Complaint (service request).
- Stage 1 – response from the Head of Service.
- Stage 2 – response from a Corporate Director
- Stage 3 – response from the Chief Executive of the Council
- Stage 4 - Designated Person for the Council
- Local Government and Social Care Ombudsman or Housing Ombudsman Service

### **DETAILED COMPLAINT REPORT**

A detailed report of all complaints and compliments for Housing Services is set out below.

#### **1. INFORMAL COMPLAINTS**

The feedback we have received from residents indicate that most want action to resolve their concerns on the spot by discussing the problem with an officer/manager rather than going through the more formal complaint route. If we can resolve a resident's issue in this way we will do so, immediately. We will continue to take this approach, wherever possible.

#### **Informal complaints (Service Requests)**

Year	1 April to 30 June (Q1)	1 July to 30 Sept (Q2)	1 Oct to 31 Dec (Q3)	1 Jan to 31 March (Q4)	Total
2016/17	157	97	109	92	455
2017/18	104	88	102	114	408
2018/19	94	90	114	123	421
2019/20	124	87	142	104	457
2020/21	84	86	155	243	568

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- 24% (111) more informal complaints recorded for 2020/21 of 568 when compared with the 2019/20 figure of 457. The increase in informal complaints was in the Repairs and Maintenance area, where residents were dissatisfied with the time taken to undertake repairs (Covid 19 restrictions impacted on timescales and the difficulties in sourcing material).

## 2. STAGE 1 COMPLAINTS

A Head of Service will aim to respond within 10 working days.

### Total number of Stage 1 complaints

Period	Total
2016/17	125
2017/18	170
2018/19	157
2019/20	177
2020/21	231

- 31% (54) more formal complaints registered for 2020/21 of 231 when compared with 2019/20 figure of 177.
- The increase in formal complaints was in the Repairs and Maintenance area, which was impacted by the Covid 19 restrictions, for the reasons I have given above.

### Outcome of complaints

Period	Upheld	Partially upheld	Not upheld	Withdrawn	Total
2016/17	22	14	82	7	125
2017/18	13	32	121	4	170
2018/19	22	44	84	7	157
2019/20	18	40	113	6	177
2020/21	39	52	127	13	231

- Of the 231 Stage 1 complaints, 17% (39) were upheld, 23% (52) partially upheld, 55% (127) not upheld and 5% (13) either cancelled or withdrawn.
- 81% of the Homeless Prevention complaints were not upheld because the majority of these were challenges of the Council's Social Housing Allocation Policy.

### Time taken to respond to a complaint at Stage 1 (working days)

	Time taken to respond to a Stage 1 complaint
2016/17	8.26
2017/18	7.80
2018/19	8.50
2019/20	8.09

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2020/21	9.89
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- The average time taken to respond to a Stage 1 complaint is 9.89 working days against the target of 10 working days.

### Number and % of complaints responded to within 10 working days

Period	Total number of complaints	Number responded to within 10 working days	% responded to within 10 working days
2016/17	125	99	79 %
2017/18	170	152	89 %
2018/19	157	129	82 %
2019/20	177	152	86 %
2020/21	231	195	84 %

- 84% (195 out of 231) Stage 1 complaints were responded to within 10 working days.

### 3. STAGE 2 COMPLAINTS

A Corporate Director will aim to respond to Stage 2 complaints within 10 working days.

#### Total number of Stage 2 complaints

Period	Total
2016/17	12
2017/18	10
2018/19	24
2019/20	31
2020/21	22

- 29% (9) fewer Stage 2 complaints recorded when compared with the 2019/20 figure of 31. However, when comparing the 2020/21 figure of 22 with the 2016/17 figure of 12, this is an 83 (10) rise in the number of Stage 2 complaints recorded.

The table below provides a summary of the 22 Stage 2 complaints.

Complaint details	Decision at Stage 2
<p><b>Complaint ref: 8474195</b> Miss X complained that following work undertaken by the Council, the issue had not been resolved.</p>	<p><b>Upheld</b> The Council accepted that the work undertaken had not been fully completed and as a gesture of goodwill offered Miss X a small sum of money by way of redress.</p>
<p><b>Complaint ref: 8569144</b> Mr X wanted the Council to give specific dates when the roofing repairs will begin, explain what is planned and provide a copy of the structural engineer's</p>	<p><b>Upheld</b> Mr X was advised that the Council needed to waterproof the canopy above his front door and bay window using a Procol liquid coating, which would be done on 8 January 2021. We apologised for the time taken to complete the repair.</p>

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report.	
<b>Complaint ref: 8547626</b> Mr X complained about the length of time taken to undertake work in his property.	<b>Upheld</b> Mr X was informed that some of the repairs in the lounge cannot be completed until repairs are done to the balcony and this work requires scaffolding which was delayed because of snow and ice but we would progress the work as soon as we could.
<b>Complaint ref: 8209395</b> Mrs X complained about the length of time it has taken for adaptation work to begin in her home.	<b>Upheld</b> Mrs X was informed that fencing work was impacted by Covid 19 pandemic as our contractor and the supplier had stopped work. We apologised for this delay and provided Mrs X with a date when the work would begin.
<b>Complaint ref: 8440009</b> Mr X requested that the Council assess how many people were living in a property.	<b>Upheld</b> Mr X was informed that there was no evidence that the House was being used as a house in multiple occupation or in need of repair or over-crowded and that it had adequate fire precautions in the property.
<b>Complaint ref: 8416296</b> Mr X complained about the length of time it was taken for a downstairs shower room to be installed.	<b>Upheld</b> We explained that revised drawings were needed as the original plans had been declined. Revised plans had been received from the architect and it was not going through the formal approval process. We apologised for the time taken to install the shower room.
<b>Complaint ref: 8209395</b> Mr X complained about the time it took for adaptation work to begin at his property.	<b>Partially Upheld</b> We apologised for the start date having to be put back, but this was because of Covid 19 pandemic as the contractor due to do the work had closed their offices during the first lockdown.
<b>Complaint ref: 8289177</b> Ms X complained about the conduct of an officer in the way he dealt with a report by her tenant that she was not undertaking repairs needed to her property.	<b>Partially Upheld</b> We apologised that timely response were not sent to her but advised that we were satisfied that a thorough investigation had been undertaken by the officer in accordance with our practices.
<b>Complaint ref: 8263990</b> Ms X complained about the list of repairs the Council agreed to undertake.	<b>Partially Upheld</b> Ms X was advised that the Council will undertake repairs and not improvements to the property which is not needed. We apologised that this was not made clear to her.
<b>Complaint ref: 8344153</b> Ms X complained about the time taken and the number of attempts to repair her outside stopcock so it can be turned off to renew the internal stopcock.	<b>Partially Upheld</b> The Council apologised for the number of visits needed and explained that more time and visits were needed as it needed to be co-ordinated with the water company and when officers attended, they could not, at first, find the stopcock, and then needed an unusual key which they had not come across before.
<b>Complaint ref: 8245448</b>	<b>Not Upheld</b>

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Ms X wanted compensation for the period from March to May 2018 when her boiler was non-operational.	Ms X was informed that we make every effort to repair a boiler until either part's cannot be found to repair it or until it becomes uneconomic to do so. Officers had attended and left the boiler in working order.
<b>Complaint ref: 8342868</b> Ms X complained that she was told that the work would not be undertaken until October 2020.	<b>Not Upheld</b> Ms X was informed that three works orders for non-emergency repairs were raised following two inspections of her flat after the leak. As a result, we had to stagger the work, with an electrician reconnect the extractor fan and re-clip some trunking, a decorator will repaint leak-stained ceilings in five rooms and a carpenter will renew the bath panel.
<b>Complaint ref: 8394968</b> Ms X complained about the length of time it took to fix her boiler.	<b>Not Upheld</b> Ms X was informed that there was no record to show that we had received a report that her boiler was not working, if we had, we would have sent operatives to undertake the repair, which is what we did when she did report it.
<b>Complaint ref: 8325787</b> Ms X complained about the length of time to install a dropped kerb by way of an adaptation to her property.	<b>Not Upheld</b> Ms X was informed that we needed to consult with local residents first whether a disabled parking bay could be removed. We had now completed the consultation and the work could progress.
<b>Complaint ref: 8214091</b> Ms W was unhappy that DFG work to her property was not progressed during the "lockdown".	<b>Not Upheld</b> Ms W was advised that we had to comply with the restrictions introduced because of Covid 19 and could not undertake work in her property during this period.
<b>Complaint ref: 8604809</b> Mrs X complained that an engineer attended to fit a new boiler on 29 December 2020 but could not undertake the work as it requires more than one operative to do the work.	<b>Not Upheld</b> Mrs X was informed that the Council cannot instal a new boiler until the rat problem in her property is resolved, the poison removed and she clears her property sufficiently to allow operatives to work in.
<b>Complaint ref: 8334591</b> Mr X complained that the property offered to him by way of a decant not suitable as it had insufficient space and a lot of work needed to be done.	<b>Not Upheld</b> Mr X was informed that the property met his needs as the Maintenance Service's void contractor did the conversion from shower to bath and that the property met the Council's Minimum Lettable Standard (MLS).
<b>Complaint ref: 8426863</b> Ms X is a leaseholder and complained about the time taken by the Council to complete repairs to her property – leak into her property from the resident above her.	<b>Not upheld</b> Ms X was informed that leaseholders are responsible for undertaking internal repairs themselves but as a gesture of goodwill the Council made an exception and agreed to undertake repairs in her property at no financial cost to her as the leaseholder.

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<p><b>Complaint ref: 8564594</b> Miss X complained about the time taken for work to the roof, guttering, loft and dampness was taking.</p>	<p><b>Not Upheld</b> Miss X was given specific dates when the Council would be able to undertake the work. She was also told that no evidence was found of rising damp.</p>
<p><b>Complaint ref: 8585899</b> Mr X complained that the Council was covering up corruption about when the report for repair was received and that his front door is not secure after it was broken into by the police.</p>	<p><b>Not Upheld</b> Mr X was informed that our records show clearly when he reported the repair request by email and that an additional bolt was installed to his door to make it more secure.</p>
<p><b>Complaint ref: 8541933</b> Ms X complained that the work proposed did not meet her needs.</p>	<p><b>Not Upheld</b> Ms X was informed that any works the Council does because of a Disabled Facilities Grants, is based on the recommendations made by the Occupational Therapist following an assessment.</p>
<p><b>Complaint ref: 8743874</b> Mr X complained that the work proposed for his brother did not meet his needs.</p>	<p><b>Not Upheld</b> Mr X was informed that the hard standing was completed in accordance with the recommendations in the Occupational Therapist assessment and are unable to extend the hard standing. This is because we are required to complete the works to the recommended measurements and in accordance with our policy.</p>

#### Time taken to respond to a complaint at Stage 2 (working days)

	Time taken to respond to a Stage 2 complaint
2016/17	11.16
2017/18	8.63
2018/19	8.83
2019/20	10.50
2020/21	10.85

- The average time taken to respond to a Stage 2 complaint is 10.85 working days against the target of 10 working days. Four complaints, 8263900, 8334591, 8344153 and 8564594 impacted adversely on the average response time for Stage 2 responses as they all took 20+ days for a response to be sent.

#### 4. STAGE 3 COMPLAINTS

At Stage 3, the Chief Executive commissions an investigation by an officer in Democratic Services and the aim is to respond within 15 working days.

There were no Stage 3 investigations from 1 April 2016 to 31 March 2021.

#### 5. INVESTIGATION BY THE COUNCIL'S DESIGNATED PERSON

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If a complaint is about a tenancy, leasehold, or other housing management issue, a complainant can either refer their complaint to the 'Designated Person' to see if they can help to the complaint. If the 'Designated Person' cannot resolve a complaint or if 8 weeks have elapsed since the Stage 3 response, a complainant can then complain to the Housing Ombudsman Service.

- There were no investigations undertaken by the Council's Designated Person.

## 6. INVESTIGATIONS BY THE LOCAL GOVERNMENT AND SOCIAL CARE OMBUDSMAN AND HOUSING OMBUDSMAN SERVICE

Where it appears that a Council's own investigations have not resolved the complaint, the complainant is entitled to refer their complaint to the relevant Ombudsman at any stage of the complaint process.

### Total number of Ombudsman investigations

Period	Total number
2016/17	22
2017/18	20
2018/19	16
2019/20	15
2020/21	5

- Fewer complaints were investigated by the Ombudsman during 2020/21 as they decided to pause their investigations for 4 months to allow Local Authorities to focus on our COVID-19 response. This is the reason why fewer investigations were concluded during this period.

The findings and decision of the investigations undertaken by the Ombudsman is set out below.

Complaint details	Ombudsman decision
<p><b>Complaint ref: 8184070</b> Mr X complained that the Council wrongly decided he had no housing need and therefore did not qualify to join the Housing Register. Mr X wanted the Council to let him to join the Housing Register and award him Band B priority on medical grounds.</p>	<p><b>Upheld</b> The Ombudsman found that that the Council wrongly decided he had no housing need because it did not follow the procedure in its housing allocations policy for medical assessments when it assessed i.e. must refer to the Councils Medical Adviser before making a decision. The Council agreed to reconsider Mr X's application and make a new decision.</p>
<p><b>Complaint ref: 8260465</b> Ms X complained that the Council delayed in carrying out a review of her housing register application between July and December 2019.</p>	<p><b>Not Upheld</b> The Ombudsman found that the Council was not at fault in the way it dealt with Ms X's housing register application.</p>
<p><b>Complaint ref: 8304110</b> Miss X complained that the Council would not consider her request for a larger Housing Association property to</p>	<p><b>Not Upheld</b> The Ombudsman found that the Council was not at fault when it considered Miss X's request for a larger Housing Association property, this is</p>

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accommodate her medical needs, as she has, and her two children occupy the only two bedrooms in her property.	because the Council made its decision in line with its policy.
<b>Complaint ref: 8288895</b> Mr X complained that the Council had not resolved his complaints of mould, repairs to his cat flap and his request for assistance to furnish the property and install flooring.	<b>Not Upheld</b> The Housing Ombudsman Service found no maladministration in the way the Council responded to Mr X's reports and requests for repairs.
<b>Complaint ref: 8195566</b> Mr X complained that the Council did not offer him a flat because it wrongly said he had rent arrears. He says the Council should move him into Band A due to the impact the error has had on him.	<b>Did not investigate</b> The Ombudsman found insufficient evidence of fault by the Council and insufficient evidence of injustice.

NB The remaining 18 Ombudsman investigations are shown under Appendix H.

## 7. COMPLIMENTS

### Number of compliments recorded

Period	Total number
2016/17	19
2017/18	24
2018/19	67
2019/20	92
2020/21	132

- 43% (40) more compliments were recorded when comparing the 2019/20 figure of 92 with the 2020/21 figure of 132.

### Here's what some people said about housing services:

*"I just wanted to write and thank you for helping me so much when you had to relocate me urgently. As you know, I suffer with chronic mental health issues and mobility issues and was terrified about having to move so quickly with Corona happening. You were extremely helpful and supportive and even after I moved in you assisted me with my worries about some things. You were professional but very empathetic and understanding. I am so grateful to be where I am and really hope I can stay here a long time. I am just starting to get settled. So grateful for all you help X. You are excellent in your job."*

*"I viewed my new home yesterday and signed the tenancy yesterday. I just wanted to email to say thank you so much! I am overwhelmed at the house it is beautiful and I intend to put my love for interior design into it. It was unfortunate circumstances that I had to be transferred but all of you were amazing from start to finish in particular X, Y and Z. I apologise for my constant emails/questions etc. I'm sure you probably don't get enough credit for your hard work, but I feel this was such a positive experience for me and the process has been smooth. Once again, you should all be recognised for your hard work, and I will be forever grateful."*

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“She was absolutely delighted with the service and said that she couldn't praise the operative or anybody at the council enough, she said that the works carried out were excellent and her door is now working perfectly. She said that the operative attended within half an hour of her reporting the issue, and she couldn't believe how quickly he arrived. She wanted to give him more than 10/10 for the question of how satisfied she was with the service from the operative. She also said that she was so grateful to the council for staying open and continuing with our work during everything that is going on - she was absolutely delighted with everything.”

“I can confirm that the re-routing of pipe work which was carried out today has been carried out by two fantastic guys who were X and Y, they were patient, friendly and very professional with not only with the work itself but with my husband Z really understanding and I would like to recommend them both to be put forward to a recognition scheme if there is one or even a Thank You from their supervisor or Manager please can you do this for me. Credit where credit is due.”

*“Thank you for sending such a lovely operative round, and that he showed his ID and was wearing the correct PPE, and she was very grateful.”*

*“Mr and Mrs Y called as they wanted to pass on a message of thanks, they advised he was a gentleman, very polite and very hard working and are very pleased with the job he carried out.”*

## **APPENDIX D**

### **COMPLAINT AND COMPLIMENT REPORT FOR ADULT SOCIAL CARE FOR 2020/21**

#### **SUMMARY OF ANALYSIS**

##### **Informal Complaints**

- 52 and 53 informal complaints (service requests) were recorded for 2020/21 and 2019/20, respectively.

##### **Stage 1 complaints**

- 48 Stage 1 complaints were recorded for 2020/21, which is a 7% (3) increase.
- The average time taken to respond to a Stage 1 complaint is 11.22 working days. 77% (37 out of 48) of Stage 1 complaints were responded to within our internal target of 10 working days and 96% (46 out of 48) were responded to within our published target of 20 working days.

##### **Local Government and Social Care Ombudsman (LGO)**

- The Ombudsman concluded 4 investigations during 2020/21, 2 were not upheld and they did not investigate the other two complaints.

##### **Compliments**

- 92 compliments were recorded for 2020/21, which is a 42% (27) rise on the 2019/20 figure of 65.

## THE COMPLAINT PROCEDURE

The procedure for dealing with Adult Social Care complaints is regulated by the 'The Local Authority Social Services and National Health Service Complaints (England) Regulations 2009'.

This procedure is far less prescriptive and allows for early escalation to the Local Government and Social Care Ombudsman should the complainant be dissatisfied with the response from the Local Authority. The intention of this procedure is to achieve resolution at the first attempt, to remove bureaucracy and is designed to empower complainants in shaping from the outset the approach to resolving the complaint.

- The Informal Complaint (service request).
- Stage 1 – response from a Director or Assistant Director or Head of Service of the area complained about.
- Local Government and Social Care Ombudsman.

## DETAILED COMPLAINT REPORT

A detailed explanation of all complaints and compliments for Adult Social Care is set out below.

### 1. THE INFORMAL COMPLAINT

The feedback we have received from residents indicate that most want action to resolve their concerns on the spot by discussing the problem with an officer/manager rather than going through the more formal complaint route. If we can resolve a resident's issue in this way we will do so, immediately. We will continue to take this approach, wherever possible.

#### Informal Complaints received – (Service requests)

Year	1 April to 30 June (Q1)	1 July to 30 Sept (Q2)	1 Oct to 31 Dec (Q3)	1 Jan to 31 March (Q4)	Total
2016/17	29	34	20	22	105
2017/18	18	18	12	16	64
2018/19	17	23	20	16	76
2019/20	18	10	14	11	53
2020/21	15	10	17	10	52

- 52 and 53 informal complaints (service requests) were recorded for 2020/21 and 2019/2020, respectively. When compared with the 2016/17 figure of 105, this amounts to 53 (50%) fewer informal complaints recorded.

### 2. STAGE 1 COMPLAINT - LOCAL RESOLUTION

At Stage 1 of the complaint process a Director or Assistant Director or Head of Service will carry out an investigation and aim to respond within 10 working days.

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## Total number of Stage 1 complaints recorded

Period	Total number
2016/17	35
2017/18	54
2018/19	40
2019/20	45
2020/21	48

- 3 (7%) more formal complaints recorded for 2020/21 then 2019/20

## Outcome of complaints

Period	Upheld	Partially upheld	Not upheld	Withdrawn/ cancelled	Total
2016/17	4	9	22	0	35
2017/18	3	11	36	4	54
2018/19	5	7	25	3	50
2019/20	10	9	25	1	45
2020/21	9	11	26	2	48

- The outcomes remain broadly similar when comparing the five years as a whole.
- For 2020/21, upheld, partially upheld and not upheld complaints was 19%, 23% and 54% respectively of all complaints recorded.

## Time taken to respond to a Stage 1 complaint (working days)

	Average time taken to respond to a complaint
2016/17	9.53
2017/18	9.52
2018/19	9.50
2019/20	11.49
2020/21	11.22

- The average time taken to respond to a Stage 1 complaint for 2020/21 is 11.22 working days, which is outside our internal target of 10 working days but within our published target of 20 working days.

## Number and % of complaints responded to within 10 working days

Period	Total number of complaints	Number responded to within 10 working days	% responded to within 10 working days
2016/17	35	27	83 %
2017/18	54	44	81 %
2018/19	40	33	83 %
2019/20	45	42	93 %
2020/21	48	37	77 %

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- 37 (77%) of Stage 1 complaints were responded to within our internal target of 10 working days and 46 (96%) were responded to within our published target of 20 working days.
- Covid 19 impacted on response times as it took us longer to undertake investigatory work.

### 3. LOCAL GOVERNMENT AND SOCIAL CARE OMBUDSMAN INVESTIGATIONS (LGO)

Where it appears that a Council's own investigation has not resolved the complaint, the complainant is entitled to refer their complaint to the LGO and at any stage of the complaint process.

#### Total number of LGO investigations

Period	Total Number
2016/17	8
2017/18	11
2018/19	9
2019/20	8
2020/21	4

Fewer complaints were investigated by the Ombudsman during 2020/21 as they decided to pause their investigations for 4 months to allow Local Authorities to focus on our COVID-19 response. This explains why fewer LGO investigations were concluded during this period.

The table below provides details of the complaints considered by the Ombudsman.

Complaint details	LGO decision
<p><b>Complaint ref: 7214117</b> Mr X complained that the Council stopped his home care package in October 2018, leaving him without the care and support he needed. He says this affected his health and wellbeing, causing him distress</p>	<p><b>Not upheld</b> The Ombudsman concluded that there was no fault in the way the Council assessed Mr X's care needs and decided he did not meet the criteria for formal care and support</p>
<p><b>Complaint ref: 7210457</b> Mr X complained that his mother remained longer in a private hospital in January 2019 than she should of, thereby incurring costs.</p>	<p><b>Not upheld</b> The Ombudsman did not uphold the complaint as there was no fault in the Council's actions.</p>
<p><b>Complaint ref: 8262234</b> Ms X complained that the new social worker she had been allocated was from a team led by a manger she does not feel able to work with due to a lack of trust on her part.</p>	<p><b>Did not investigate</b> The Ombudsman did not investigate Ms X's complaint because there is no evidence of fault by the Council which warrants an investigation.</p>
<p><b>Complaint ref: 8328231</b> Mr X was unhappy with how the Council dealt with safeguarding concerns raised about the residential care home where his mother lives.</p>	<p><b>Did not investigate</b> The Ombudsman did not investigate this complaint because the complainant is satisfied with the response he has now had from the Council and the matter he was complaining about</p>

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has been resolved.

#### 4. LEARNING FROM COMPLAINTS

I have looked at all the complaints recorded to identify errors and what we did to resolve these issues. Listed below are the main themes:

##### **Communication**

- In five complaints we apologised either for errors contained within our communication and/or incorrect information/advice provided.

##### **Delays**

- In three complaints we apologised for the time taken to decide whether to waive the fees or re-instate a service or that a carer attended an appointment late.

#### 5. COMPLIMENTS

##### **Number of compliments recorded**

Period	Total number
2016/17	79
2017/18	56
2018/19	68
2019/20	65
2020/21	92

- 42% (27) more compliments were recorded for 2020/21 when compared with the 2019/20 figure of 65. We also received 44 more compliments (92) than complaints (48) when comparing figures for 2020/21.

##### **Here's what some people have said.**

*"Thank you for organising the care for my husband after his discharge from Hillingdon Hospital. We appreciate your help and advice given during this difficult time."*

*"X and I were out walking by a local lake (Little Britain) when he told me he was "excited". When I asked him why he said it was because he would be seeing you tomorrow. X went on to say that you have been his Social Worker for a year now and also described you as a "foster parent". X quickly changed the terminology and said "you know what I mean" but I think it showed that he sees you as a positive paternal figure in his life. As you know X isn't one to compliment people unless he means it so he's clearly enjoying spending time with you which is really nice as some of our young people tend to have a less positive relationship with their social workers."*

*"Thank you and the team of staff for the excellent care and support at Swan house, where the residents are keeping safe and well. That is wonderful and highly appreciated."*

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*“Thank you for your Email and the kind comments within. I am humbled by the generous offer that X, Y and your Council colleagues have made. I will be guided by Z regarding the invoicing of the 40% charge for routes cancelled due to Coronavirus. Our time working together has come to an end too soon, so let me take this opportunity to wish you all the very best for the future. Hopefully, our paths will cross at some stage in the not-too-distant future. It has been a pleasure working with you and thank you once again.”*

*I wanted to put on record my thanks to and admiration for ..... and all responsible for the excellent and speedy response to my enquiry this morning. A long-term friend, my car mechanic to be precise, rang me last night in a frantic and terribly distressed state; his wife of 40 years or so had been sectioned and admitted to hospital in the “Riverside” due to severe mental health issues following the death’s, over some time, of both their two adults but young sons. My friend was deeply and overwhelmed concerned that after 7 days of admission his wife was likely to be discharged very soon to the home environment where he simply could not cope with her at present, especially as having visited her yesterday he felt she was nowhere near ready for discharge...could I help. I rang this morning to speak to X however having explained the situation and its apparent urgency to Y she sprang into action contacting Z who took the situation in hand. My friend was contacted by the team manager and is now being given support with an ongoing element to help him cope and the team have contacted the hospital to make sure that my friends wife is properly assessed, treated and managed etc. These prompt actions will I am sure have averted problems and reassured these two hard working and good people, both in their 70’s I think about this frightful situation.”*

## **APPENDIX E**

### **COMPLAINT REPORT FOR CHILDREN AND YOUNG PEOPLE SERVICE'S FOR 2020/21**

#### **SUMMARY OF ANALYSIS**

##### **Informal Complaints**

- 86 informal complaints (service requests) were recorded for 2020/21, which is slightly less than the 2019/20 figure of 88.

##### **Stage 1 complaints**

- 87 Stage 1 complaints were recorded for 2020/21, which is 23% (16) more than the 2019/20 figure of 71. The average time taken to respond to a Stage 1 complaint is 9.82 working days and 83% (72 out of 87) Stage 1 complaints were responded to within 10 working days.

##### **Stage 2 and 3 Complaints**

- There were no Stage 2 investigations concluded during this period.
- There were no Stage 3 review hearings held during this period.

##### **Local Government and Social Care Ombudsman (LGO)**

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- One investigation was concluded during this period, the Ombudsman decided not to investigate the complaint.

## Compliments

- Compliments recorded have risen from 124 for 2019/20 to 132 for 2020/21.

## THE COMPLAINT PROCEDURE

Complaints made by children or on their behalf are governed by the Children's Act 1989, Representations Procedure (England) Regulations 2006 (Statutory Instrument 2006 No. 1738). This sets out the three-stage complaint procedure that Local Authorities are required to follow when dealing with complaints made by for example any child or young person, any local authority foster carer, children leaving care, etc. Hillingdon's procedure operates as follows:

- The Informal Complaint (service request).
- Stage 1 – Local Resolution - response from the Head of Service or Assistant Director.
- Stage 2 – Independent Investigation by two people (Investigating Officer and Independent Person).
- Stage 3 – Review Panel comprising of three independent people
- Local Government and Social Care Ombudsman.

## DETAILED COMPLAINT REPORT

A detailed report of all complaints and compliments for Children and Young People Service's is set out below.

### 1. THE INFORMAL COMPLAINT

The feedback we have received from residents indicate that most want action to resolve their concerns on the spot by discussing the problem with an officer/manager rather than going through the more formal complaint route. If we can resolve a resident's issue in this way we will do so, immediately. We will continue to take this approach, wherever possible.

#### Informal Complaints received – (Service requests)

Year	1 April to 30 June (Q1)	1 July to 30 Sept (Q2)	1 Oct to 31 Dec (Q3)	1 Jan to 31 March (Q4)	Total
2016/17	33	26	29	15	103
2017/18	14	15	16	15	60
2018/19	14	23	33	21	91
2019/20	21	16	25	26	88
2020/21	21	18	21	26	86

- The number of informal complaints (service requests) recorded remains broadly similar when compared with previous years.

## 2. **STAGE 1 – LOCAL RESOLUTION**

An Assistant Director or Head of Service will investigate and aim to respond to complaints within 10 working days.

### **Total number of complaints recorded**

Period	Total number
2016/17	33
2017/18	53
2018/19	60
2019/20	71
2020/21	87

- 23% (16) rise in Stage 1 complaints recorded when compared with the 2019/20 figure of 71 with the 2020/21 figure of 87.

### **Outcome of complaints**

Period	Upheld	Partially upheld	Not upheld	Withdrawn	Total
2016/17	0	12	17	4	33
2017/18	4	10	36	3	53
2018/19	9	15	32	4	60
2019/20	9	21	37	4	71
2020/21	9	25	47	6	87

Proportionally, the volume of upheld, partially upheld, and not upheld complaints remains broadly the same for 2019/20 and 2020/21.

### **Time taken to respond to a complaint (working days)**

	<b>Working days</b>
2016/17	10.63
2017/18	10.75
2018/19	10.82
2019/20	9.75
2020/21	9.82

- The average time taken to respond to a Stage 1 complaint is 9.82 working days for 2020/21, which is within the 10-working day target set.

### **Number and % of complaints responded to within 10 working days**

Period	Total number of complaints	Number dealt with within 10 working days	% dealt with within 10 working days

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2016/17	33	25	76 %
2017/18	53	45	85 %
2018/19	60	47	78%
2019/20	71	57	80 %
2020/21	87	72	83 %

- 83% (72) of Stage 1 complaints were responded to within the 10-working day target. This is comparable with previous years.

### 3. **STAGE 2 INVESTIGATIONS**

A Stage 2 investigation is conducted by an Investigating Officer (IO) and Independent Person (IP) with specialist skills and knowledge of the Children's Act. The timescale to conclude such an investigation is set by statute at 25 working days but this may be extended to a maximum of 65 working days.

Period	Total number
2016/17	0
2017/18	2
2018/19	2
2019/20	0
2020/21	0

- No Stage 2 children's investigations were commissioned during this period.

### 4. **STAGE 3 INVESTIGATIONS**

At Stage 3 of the statutory complaint process, three people independent of the Council, will consider the complaint and wherever possible work towards a resolution. The timescale to conclude such an investigation is 45 working days.

- There were no Stage 3 investigations undertaken between 2016 to 2021.

### 5. **INVESTIGATION BY THE LOCAL GOVERNMENT AND SOCIAL CARE OMBUDSMAN (LGO)**

Where it appears that a Council's own investigations have not resolved the complaint, the complainant is entitled to refer their complaint to the Local Government and Social Care Ombudsman and at any stage of the complaint process.

Period	Total number
2016/17	4
2017/18	7
2018/19	5
2019/20	1
2020/21	1

- Fewer complaints were concluded by the Ombudsman during 2020/21 as they decided to pause their investigations for 4 months to allow Local Authorities to focus on our COVID-

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19 response. This explains why fewer LGO investigations were concluded during this period.

One complaint was investigated by the Ombudsman and their findings is set out below.

Complaint details	LGO decision
<b>Complaint ref: 8559009</b> Mr S was unhappy with the way an officer conducted a meeting, he felt that the officer was biased and unprofessional.	<b>Did not investigate</b> The Ombudsman did not investigate this as they could not consider whether the Council should take any safeguarding action because a Court is considering this.

## 6. LEARNING FROM COMPLAINTS

I looked at all the complaints recorded to identify errors and what we did to resolve these issues. Listed below are the main themes:

- **Communication**

12 people complained about communication issues i.e. lack of communication, that we did not explain things clearly, poor written communication, not informing them of changes with staffing dealing with their case, etc.

- **Delays**

Seven people complained about delays in services that we provided particularly with completing Annual Reviews and Education Health and Care Plan. We apologised in all cases.

## 7. COMPLIMENTS

### Number of compliments recorded

Period	Total number
2016/17	46
2017/18	60
2018/19	12
2019/20	124
2020/21	132

- 6% (8) rise in the number of compliments recorded for 2020/21 of 132 when compared with the 2019/20 figure of 124.
- 34% (45) more compliments recorded than complaints when comparing the Stage 1 complaint figure of 87 with the number of compliments recorded of 132.

Here's what some people have said.

*"Thank you for the update. I am impressed by your hard work and diligence on this case. This has been one of our high-profile cases due to the complexity, extensive SSD involvement and*

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*high-risk indicators. The professional network has also been difficult to manage including xxx SSD' S lack of cooperation. I know we have had many discussions over this case resulting in good outcomes for the children. I am so glad that finally we now have a clear permanency plan for X and Y."*

*"I just wanted to say a huge thank you for all of your support this year. It is so reassuring, especially during these unsettling and remote working times, to be able to contact you both for advice and support. Both me and my safeguarding team are very appreciative of your help.*

*"It's been pleasure to have you as personal adviser. I'm glad to have you I would like to say thank you for all your supports and advice. I'm happy to be one of your clients because you're friendly, intelligent, patient and quick response more than a personal adviser."*

*"I just wanted to drop you a quick email to say a huge thank you for your contributions to the case conference this morning. You are fantastic and have undertaken so many steps to protect mum and the children before the case even came to conference. Your commitment to keeping women and their children safe is brilliant and you leave no stone unturned when it comes to devising risk assessments and safety plans. The conference would have been so much harder this morning if it wasn't for your expertise and I'm hugely grateful. This case is such high risk and I'm glad the children and their mum have got such amazing support around them."*

*"Hi X just wanted to share my good news with you .... Y has started college doing beauty therapy ... she didn't do too well with exams, but it was to be expected! On the other side she has come out of this ordeal a whole new person ... and I would like to say thank you and we will be eternally grateful for the input you put in to help us through in the very beginning lots of love and sending you and your family all the best"*

## **APPENDIX F**

### **COMPLAINT AND COMPLIMENT REPORT FOR EDUCATION SERVICES FOR 2020/21**

#### **SUMMARY OF ANALYSIS**

##### **Informal Complaints**

- Informal complaints (service requests) have risen from 8 for 2019/20 to 22 for the same period in 2020/21. This was largely due to the increase in complaints forwarded to the Council from Ofsted for us to investigate.

##### **Formal Complaints**

- There were 3 Stage 1 complaints recorded for this period. One complaint was upheld and 2 not upheld with all three complaints being responded to within 10 working days.
- There were no Stage 2 and 3 complaints investigations undertaken during this period.

##### **Local Government and Social Care Ombudsman (LGO)**

- There were no LGO investigations concluded during this period.

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## Compliments

- 4 compliments were recorded for 2020/21, which is a rise from the 2019/20 figure of 1.

## THE COMPLAINT PROCEDURE

Complaints about education and schools are governed by the Education Act 2002. The Local Authority will only deal with complaints that are education related such as the provision of the national curriculum, school admission appeals, exclusions, special educational needs assessments, child protection issues, allegations of child abuse, etc.

Complaints about the internal management of a school must initially be made in writing to the Headteacher of the school. If this fails to resolve the issue, concerns should then be raised with the chair of governors. If a complainant remains dissatisfied, they can then escalate their complaint to the Department for Education and beyond that to the Parliamentary and Health Service Ombudsman via a Member of Parliament.

For those complaints where this Local Authority has a statutory duty to investigate, we will deal with these complaints under the Council's Corporate complaints procedure as follows:

- The Informal Complaint (service request)
- Stage 1 – response from the Head of Service.
- Stage 2 – response from the Corporate Director for Planning, Environment, Education and Community Services
- Stage 3 – response from the Chief Executive of the Council.
- Local Government and Social Care Ombudsman.

## DETAILED COMPLAINT REPORT

A more detailed explanation of how the complaint procedure operates, the main complaint themes and statistical data for each stage of the complaint process is provided below.

### **A. THE INFORMAL COMPLAINT**

The feedback we have received from residents indicate that most want action to resolve their concerns on the spot by discussing the problem with an officer/manager rather than going through the more formal complaint route. If we can resolve a resident's issue in this way we will do so, immediately. We will continue to take this approach, wherever possible.

#### **Informal Complaints received – (Service requests)**

Year	1 April to 30 June (Q1)	1 July to 30 Sept (Q2)	1 Oct to 31 Dec (Q3)	1 Jan to 31 March (Q4)	Total
2016/17	6	4	6	2	18

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2017/18	2	2	4	6	14
2018/19	8	2	6	4	20
2019/20	4	2	0	2	8
2020/21	1	2	11	8	22

- Informal complaints have risen significantly from 8 for 2019/20 to 22 for 2020/21. Most of these informal complaints were complaints received by Ofsted which they asked the Council to investigate.

## **B. STAGE 1 – LOCAL RESOLUTION**

The Head of Service will aim to respond within 10 working days.

### **Total number of complaints recorded**

Period	Total number
2016/17	6
2017/18	33
2018/19	32
2019/20	16
2020/21	3

- With so many schools closed during much of this period or providing education virtually, the volume of complaints recorded has dropped from 16 for 2019/20 to 3 for 2020/21.

### **Outcome of complaints**

Period	Upheld	Partially upheld	Not upheld	Withdrawn	Total
2016/17	0	0	6	0	6
2017/18	0	2	30	1	33
2018/19	1	1	29	1	32
2019/20	2	6	8	0	16
2020/21	1	0	2	0	3

- Volumes of complaints is low, which was expected as many schools have been closed during much of this period because of the Covid 19 pandemic.

### **Time taken to respond to a complaint (working days)**

	Working days
2016/17	7
2017/18	9.36
2018/19	10.84
2019/20	8.94
2020/21	7.67

- The average time taken to respond to a Stage 1 complaint was 7.67 working days.

## Number and % of complaints responded to within 10 working days

Period	Total number of complaints	Number dealt with within 10 working days	% dealt with within 10 working days
2016/17	6	6	100 %
2017/18	33	28	85 %
2018/19	32	25	78 %
2019/20	13	12	92 %
2020/21	3	3	100 %

- All three complaints were responded to within the 10-working day target.

### c. **STAGE 2 COMPLAINTS**

The Corporate Director for Planning, Environment, Education and Community Services will aim to respond to Stage 2 complaints within 10 working days.

Period	Total number
2016/17	0
2017/18	0
2018/19	0
2019/20	1
2020/21	0

There were no Stage 2 investigations undertaken during 2020/21

### d. **STAGE 3 COMPLAINTS**

At Stage 3, the Chief Executive commissions an investigation by an officer in Democratic Services and the aim is to respond within 15 working days.

- There were no Stage 3 complaints from 1 April 2016 to 31 March 2021.

### e. **LOCAL GOVERNMENT AND SOCIAL CARE OMBUDSMAN (LGO) INVESTIGATIONS**

Where it appears that a Council's own investigations have not resolved the complaint, the complainant is entitled to refer their complaint to the LGO and at any stage of the complaint process.

#### **Total number of LGO investigation**

Period	Total number
2016/17	1
2017/18	1
2018/19	4
2019/20	0
2020/21	0

- There were no investigations concluded by the Ombudsman during this period.

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## f. LEARNING FROM COMPLAINTS

In the one upheld complaint, a staff member was overheard swearing in a classroom. We apologised for this and that it would be dealt with internally through our appraisal process. This was considered to be a one-off incident rather than an issue for the College as a whole.

## g. COMPLIMENTS

### Compliments recorded

Period	Total number
2016/17	4
2017/18	2
2018/19	1
2019/20	1
2020/21	4

- A small increase in the volume of compliments recorded for 2020/21 of 4 when compared with the 2019/20 figure of 1.

Here's what some people have said:

*"I would like to thank the School Placement and Admissions Team, particularly X, who I feel has gone above and beyond in helping me secure a school place for my 5-year-old. As a military family posted to the area short notice during the middle of a global pandemic her kindness and prompt replies have made a stressful situation much more manageable. I am extremely grateful for her help and would like this to be formally recognised."*

*"I would like to start with a wholehearted thank you to both you and your team. At a time of such unprecedented stress and anxiety for people and parents in the UK/Hillingdon your department has done amazingly to keep going with this whole process and in spite of some of the absolute crap you read about in the media, you should all be commended for forming some sort of normality out of the turmoil."*

*"I thank you for the work you do and the immense difference you make in Safeguarding our more vulnerable clients. Secondly thank you for the support you give to us in the secondary school environment and thirdly, apologies can you resend the attachment as my system appears to have corrupted the content."*

## APPENDIX G

### COMPLAINT AND COMPLIMENT REPORT FOR FINANCE DIRECTORATE

#### SUMMARY OF ANALYSIS

##### Informal complaints

- There were 39 more informal complaints (service requests) recorded when comparing the

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same period for 2019/20 of 82 with the same period in 2020/21 of 121.

### **Stage 1 complaints**

- 42 fewer Stage 1 complaints when comparing the figure for 2019/20 of 213 with the 2020/21 figure of 171. The average time taken to respond to a Stage 1 complaint is 5.78 working days with 99% of all Stage 1 complaints responded to within 10 working days.

### **Stage 2 complaints**

- 6 fewer Stage 2 complaints recorded for 2020/21 of 15 with the 2019/20 figure of 21. Business Grant complaints and our application of the Business Support Grant accounted for 47% (7) of all Stage 2 complaints. The average time taken to respond to a Stage 2 complaint is 6.87 working days with 100% of Stage 2 complaints responded to within 10 working days.

### **Stage 3 complaints**

- There were no Stage 3 complaints recorded for 2020/21.

### **Local Government and Social Care Ombudsman (LGO) referrals**

- 6 complaints were concluded by the Ombudsman during this period with 1 upheld, 1 not upheld and the Ombudsman decided not to investigate the other 4 complaints received.

### **Compliments**

- 17 compliments were recorded in 2020/21, which is 7 more than the 2019/20 figure of 10.

## **THE COMPLAINT PROCEDURE**

Finance Directorate complaints are managed in line with the Council's Corporate complaints procedure. This procedure operates as follows:

- The Informal Complaint (service request)
- Stage 1 – response from a senior officer from the Appeals and Complaints Team.
- Stage 2 – response from the Corporate Director for Finance.
- Stage 3 – response from the Chief Executive of the Council.
- Local Government and Social Care Ombudsman.

## **DETAILED COMPLAINT REPORT**

A more detailed explanation of how the complaint procedure operates, the main complaint themes and statistical data for each stage of the complaint process is provided below.

## 1. THE INFORMAL COMPLAINT

The feedback we have received from residents indicate that most want action to resolve their concerns on the spot by discussing the problem with an officer/manager rather than going through the more formal complaint route. If we can resolve a resident's issue in this way we will do so, immediately. We will continue to take this approach, wherever possible.

### Informal complaints received – (Service requests)

Year	1 April to 30 June (Q1)	1 July to 30 Sept (Q2)	1 Oct to 31 Dec (Q3)	1 Jan to 31 March (Q4)	Total
2016/17	97	73	64	182	416
2017/18	129	36	26	31	222
2018/19	25	30	33	20	108
2019/20	25	22	16	19	82
2020/21	18	9	23	71	121

- 48% (39) more informal complaints (service requests) recorded for 2020/21 then 2019/20. This is partly because of the higher volume of informal complaints recorded for quarter 4 of 71, which is because of an unusually high number of Business Rate complaints relating to our application of the Business Support Grant.

## 2. STAGE 1 COMPLAINTS

An experienced officer from the Appeals and Complaints Team will investigate the complaint and aim to respond within 10 working days.

### Total number of Stage 1 complaints

Period	Housing Benefit	Council Tax	Finance	Total
2016/17	105	179	1	285
2017/18	91	141	11	243
2018/19	72	157	6	235
2019/20	82	125	6	213
2020/21	45	121	5	171

- 20% (42) fewer Stage 1 complaints when comparing the 2019/20 figure of 213 with the 2020/21 figure of 171. Whilst the figure for 2020/21 figure is lower than previous years, it is offset by the higher figure for informal complaints.

### Outcome of complaints

Period	Upheld	Partially upheld	Not upheld	Withdrawn	Total
2016/17	72	34	174	5	285
2017/18	40	37	161	5	243
2018/19	19	24	191	1	235
2019/20	38	23	151	1	213
2020/21	15	16	140	0	171

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- Proportionally, the outcome of complaints remains broadly similar to previous years with upheld, partially upheld, and not upheld complaints accounting for 9%, 9% and 82% respectively of all complaints recorded.

### Time taken to respond to complaint at Stage 1 – working days

	Working days
2016/17	6.22
2017/18	6.81
2018/19	6.39
2019/20	5.79
2020/21	5.78

- The average time taken to respond to a Stage 1 complaint is 5.78 working days against a target of 10 working days.

### Number and % of complaints responded to within 10 working days

Period	Total number of complaints	Number responded to within 10 working days	% responded to within 10 working days
2016/17	285	283	99 %
2017/18	243	241	99 %
2018/19	235	231	98 %
2019/20	213	210	99 %
2020/21	171	169	99 %

- 99% (169 out of 171) of Stage 1 complaints were responded to within the 10-working day target. This continues to remain a high performing area. The only complaints to miss the target was 8210227 and 8214901 and there were valid reasons why they could not be completed with 10 working days.

### 3. STAGE 2 COMPLAINTS

The Corporate Director for Finance will investigate and aim to respond within 10 working days.

#### Total number of Stage 2 complaints

Period	Housing Benefit	Council Tax	Finance	Total
2016/17	11	28	1	40
2017/18	7	16	0	23
2018/19	7	20	0	27
2019/20	10	10	1	21
2020/21	6	9	0	15

- The number of Stage 2 complaints has fallen from 21 in 2019/20 to 15 for 2020/21. Business Grants complaints accounted for 47% (7) of all Stage 2 complaints.

#### Time taken to respond to a complaint at Stage 2

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	<b>Working days</b>
2016/17	5.35
2017/18	4.30
2018/19	5.88
2019/20	7.38
2020/21	6.87

- The average time taken to respond to a Stage 2 complaint is 6.87 working days against the target of 10-working days.

#### **Number and % of complaints responded to within 10 working days**

Period	Total number of complaints	Number responded to within 10 working days	% responded to within 10 working days
2016/17	40	38	95 %
2017/18	23	23	100 %
2018/19	27	25	93 %
2019/20	21	19	90 %
2020/21	15	15	100 %

- All Stage 2 complaints were responded to within 10-working days.

#### **4. STAGE 3 COMPLAINTS**

At Stage 3, the Chief Executive commissions an investigation by an officer in Democratic Services and the aim is to respond within 15 working days.

#### **Total number of Stage 3 complaints recorded**

<b>Period</b>	<b>Total number</b>
2016/17	3
2017/18	0
2018/19	0
2019/20	0
2020/21	0

- No Stage 3 complaints were investigated during 2020/21 nor for the previous 3 years. This is because the Council's Corporate complaints procedure was reviewed in 2017/18 and it allowed officers to escalate a complaint direct from Stages 1 or 2 to the Ombudsman in cases where the decision is unlikely to be overturned. Officers have applied the revised policy since 2017/18

#### **5. LOCAL GOVERNMENT AND SOCIAL CARE OMBUDSMAN INVESTIGATION (LGO)**

Where it appears that a Council's own investigations have not resolved the complaint, the complainant is entitled to refer their complaint to the LGO and at any stage of the complaint process.

## Total number of LGO investigations

Period	Total number
2016/17	8
2017/18	10
2018/19	12
2019/20	8
2020/21	6

- Fewer complaints were investigated by the Ombudsman during 2020/21 as they decided to pause their investigations for 4 months to allow Local Authorities to focus on our COVID-19 response. This explains why fewer LGO investigations were concluded during this period.

The findings and decision of the complaints investigated by the LGO is set out below.

Complaint details	LGO decision
<p><b>Complaint ref: 8214901</b> Mr X complained about how the Council his mother's care costs.</p>	<p><b>Upheld</b> The Ombudsman found that the Council was at fault for not specifying how much Mrs Y's care charges would be. The Council apologised and agreed to review its procedure.</p>
<p><b>Complaint ref: 8395749</b> Mr X complained that the Council unreasonably decided to backdate charges when it became aware that Mrs X received extra benefit in 2020.</p>	<p><b>Not Upheld</b> The Ombudsman found no evidence of fault in the Council's financial assessment of Mrs X's contribution towards care charges.</p>
<p><b>Complaint ref: 8321615</b> Mr X complained about matters related to his application for a COVID-19-related business grant. He states this caused stress and his business had to spend time pursuing the matter.</p>	<p><b>Did not investigate</b> The Ombudsman did not investigate this complaint as the main issue had been resolved as the Council has now paid the grant. Investigation would be disproportionate in the circumstances and would be unlikely to find fault significantly affecting what happened</p>
<p><b>Complaint ref: 8352977</b> Mr X complained about the Council's decision not to award his firm a business rates 'holiday' for 2020/21.</p>	<p><b>Did not investigate</b> The Ombudsman did not investigate this complaint as there is not enough evidence of fault by the Council.</p>
<p><b>Complaint ref: 8660153</b> Mr X complained about the Council's handling of his request for small business rates relief for premises he bought in 2020. He does not think he owes the business rates the Council is demanding from him.</p>	<p><b>Did not investigate</b> The Ombudsman decided not to investigate this complaint as the Magistrates' Court is better placed to decide whether Mr X is liable for business rates for the premises.</p>
<p><b>Complaint ref: 8632395</b> Mr X complained that the Council failed to pay his business any grants during</p>	<p><b>Did not investigate</b> The Ombudsman did not investigate this complaint as there is not enough evidence of fault by the</p>

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COVID-19 or to award Small Business Rates Relief.	Council.
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## 6. LEARNING FROM COMPLAINTS

In 11 complaints we apologised for incorrect information provided, delay in sending a Council Tax bill, delay in refunding payments and delay in responding to a communication.

## 7. COMPLIMENTS

### Number of compliments recorded

Period	Total number
2016/17	0
2017/18	4
2018/19	2
2019/20	10
2020/21	17

- 70% (7) more compliments were recorded for 2020/21 when compared with the 2019/20 figure of 10.

### Here's what some people said about the Administration and Finance Service:

*"My thanks go out to everyone working in this awfully difficult situation and a special thank you to Miss X who dealt with my call with sensitivity and understanding."*

*"I am sorry that I am late in responding for your kind action taken in favour my mother, Mrs.Z. I understand from my sister, Y that she had sent a thank you letter to all of you. Both my mother and I would like to express our deep gratitude to all of you (although belatedly) for your kind and compassionate service. Our admiration goes to all the carers and to all of you for also doing a superb job in times of this Coronavirus pandemic."*

*"Thank you so much for your email and approving the grant, it really is a huge relief, much appreciated."*

*"Many thanks for your prompt assistance. This is a massive help towards us keeping a business that has been established for over 50 years in the borough of Hillingdon."*

*"Thank you very much for your time, understanding and patience X. That made me cry, I thought I was going to lose my shop. I can only imagine the level of fraudulent claims you guys are dealing with. I can keep my studio and only source of income now. Should you ever fancy a tattoo, there is one on the house for you."*

*"Just wanted to say a HUGE thank you to the Team at Hillingdon, for the speed and efficiency in getting the COVID grants out to small businesses. It's made such a massive difference to my business, as we wouldn't be here otherwise. It must have been difficult as it's such a new way of working for everyone - but you had to implement a system to get it out there. You have done a great job."*

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“My thanks go out to everyone working in this awfully difficult situation and a special thank you to Miss X who dealt with my call with sensitivity and understanding.”

## APPENDIX H – Other Local Government and Social Care Ombudsman Investigations concluded during 2020/21

I have set out below the 18 remaining Resident Services investigations concluded by the Ombudsman – please Appendix C for the other 5.

Service area	Complaint details	Ombudsman decision
Anti-social behaviour	<b>Complaint ref: 8244787</b> Mr X complained that the Council failed to properly investigate or take appropriate action in relation to smoke which enters his property from the restaurant below.	<b>Upheld</b> The Ombudsman found that the Council failed to fully investigate Mr X's reports of nuisance and this amounts to fault.
Anti-social behaviour	<b>Complaint ref: 8306111</b> Mr X complained that the Council should not have issued an Abatement Notice because he did not have a mattress and toilet in his garden. He wants the council to cancel the Notice and apologise for not checking before issuing the Notice.	<b>Did not investigate</b> The Ombudsman did not investigate this complaint as there is insufficient evidence to warrant an investigation.
Anti-social behaviour	<b>Complaint ref: 8425692</b> Mr X complained that in September 2020 the Council issued a fixed penalty notice requiring him to pay £400 for the inappropriate disposal of household waste. Mr X says the Council should not have issued the notice, that he took reasonable steps to have the waste collected from the assigned position, and that the Council has not acted properly in how it has dealt with the matter.	<b>Did not investigate</b> The Ombudsman did not investigate Mr X's complaint as it is for a court to decide any dispute about the issuing of the fixed penalty notice.
Anti-social behaviour	<b>Complaint ref: 8479612</b> Mr X complained about the Council's response to numerous complaints he has made about various matters, including repairs to the footpath, hedges overhanging the pavement and officers turning a blind eye to fly-tipping.	<b>Did not investigate</b> The Ombudsman did not investigate the complaint because the limited injustice caused to Mr X as a result of the claimed fault is insufficient to warrant an investigation

Green Spaces	<b>Complaint ref: 8511054</b> Ms X complained that the Council buried her mother in the wrong plot	<b>Did not investigate</b> The Ombudsman did not investigate because the Council offered her a fair remedy.
Green Spaces	<b>Complaint ref: 8247536</b> Mr X complained that the trees to the rear of his property are blocking light into his garden	<b>Did not investigate</b> The Ombudsman did not investigate this complaint as he was unlikely to find fault in the way the Council considered the complaint
Green Spaces	<b>Complaint ref: 8154318</b> Mr X disagrees with the Council's decision to refuse his application for a dropped kerb.	<b>Did not investigate</b> The Ombudsman did not investigate this complaint because there is insufficient evidence of fault by the Council.
Green Spaces	<b>Complaint ref: 8303224</b> Mr X says there is dangerous play equipment in a park and he disagrees with the Council's assessment that it is safe.	<b>Did not investigate</b> The Ombudsman did not investigate this complaint because there is insufficient evidence of fault by the Council
Highways	<b>Complaint ref: 8122840</b> Mr X complained that the Council provided misleading signs and markings where the public highway meets a private road. He says it extended double yellow lines on the private land and when he entered the site, he received a £100 private penalty. He wants the Council to end the parking restrictions where it meets private land.	<b>Did not investigate</b> The Ombudsman did not investigate this complaint because there is insufficient evidence of fault which would warrant an investigation.
Highways	<b>Complaint ref: 8426933</b> Ms X complained that the authorised contractors working on HS2 to carry out works outside her home at weekends as well as during the week for over two months affording residents no respite from the noise and disruption.	<b>Not upheld</b> The Ombudsman found that there are no grounds to criticise the Council's decision to complete the works at weekends and during the night.
Highways	<b>Complaint ref: 8446134</b> Mr X complained that the Council refused his application for a dropped kerb and kept the application fee.	<b>Did not investigate</b> The Ombudsman did not investigate this complaint about an unsuccessful application for a dropped kerb as there is insufficient evidence of fault by the Council
Highways	<b>Complaint ref: 8606048</b> Mr X complained that the Council would not replace	<b>Did not investigate</b>

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	the quadrant kerbs with tapered kerbs on his crossover. He wants the Council to replace the kerb stones.	The Ombudsman did not investigate this complaint because there is insufficient evidence of fault by the Council.
Parking	<b>Complaint ref: 8543971</b> Mr X complained that the Council has failed to take appropriate action to deal with parking issues on his road. He says he and his wife are mentally exhausted and have spent money to deal with the matter themselves.	<b>Did not investigate</b> The Ombudsman did not investigate Mr X's complaint that the Council refusal to implement a proposal for parking restrictions on his road as it is submitted too late.
Planning	<b>Complaint ref: 8473814</b> Mr X says the Council has failed to act on his reports that his neighbour has built a roof extension without planning permission. Mr X is concerned the structure is unsafe and says it has damaged his property.	<b>Did not investigate</b> The Ombudsman did not investigate this complaint because he is unlikely to find fault in the way the Council decided not to take planning enforcement action or decided that it cannot act under the Building Act 1984.
Planning	<b>Complaint ref: 8463354</b> Mr X complained that the Council has failed to take action against his neighbour for breaching planning control. He says his neighbour's development is unsightly and out of keeping with the character and appearance of the area.	<b>Did not investigate</b> The Ombudsman did not investigate this complaint because it is unlikely they would find fault by the Council.
Transport and Projects	<b>Complaint ref: 8405870</b> Mr X complained that in 2015 the Council created a 'bus cage' – yellow markings indicating a bus stop – outside a property he owns. He says this caused access problems and has decreased the amount of rent he can charge for his property.	<b>Did not investigate</b> The Ombudsman did not investigate this complaint because the complaint is made too late.
Transport and Projects	<b>Complaint ref: 8440394</b> Ms X complains that the Council has failed to remove fallen trees, leaves and debris from a stretch of road by her home and it has closed dialogue with her about the implementation of safety measures.	<b>Not upheld</b> The Ombudsman did not uphold this complaint because there is insufficient evidence of fault in the way the Council reached its decision on how it would respond to Ms X's concerns to justify starting an investigation.
Waste	<b>Complaint ref: 8205608</b> Mr X complained that the lack of food waste recycling provision by the Council. He feels the lack of provision constitutes discrimination and a lack of equal opportunities towards residents in flats, since separate food	<b>Did not investigate</b> The Ombudsman did not investigate this complaint because there is currently no legal or policy requirement for it do so and for that reason the Ombudsman cannot find fault with the position of the Council, or the steps it is taking.

	waste collection is offered by the Council for kerbside residents.	
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## Our engagement with tenants and leaseholders - improving participation and feedback to improve service and satisfaction - 1<sup>st</sup> Witness Session

<b>Committee name</b>	Environment, Housing & Regeneration Select Committee
<b>Officer reporting</b>	Rod Smith – Residents Services
<b>Papers with report</b>	Appendix A - Current engagement framework with CET Appendix B - Options for engagement
<b>Ward</b>	All

### HEADLINES

This report sets out the need for the Council's landlord service to have a documented involvement and engagement strategy for its tenants and leaseholders, and presents information to the Select Committee on the range of involvement and engagement options for consideration as part of its review.

### RECOMMENDATIONS:

**That the Committee:**

- 1. Note the requirement for the Council's landlord service to have a documented approach to tenant and leaseholder engagement under the Regulatory regime for social housing.**
- 2. Consider the potential range of options to include in a tenant and leaseholder involvement and engagement offer**
- 3. Following feedback from witnesses and Officers, make recommendations regarding the content of the Council's Tenant & Leaseholder Engagement Strategy**

### SUPPORTING INFORMATION

#### Introduction

The Council's landlord service is entering a new period of Regulatory scrutiny as set out in the 'Charter for Social Housing Residents; Social Housing White Paper' which was published in November 2020. The government's clear intention is to make effective use of the Regulator of Social Housing to ensure that residents in social housing are safe, are listened to, live in good quality homes, and have access to redress when things go wrong.

Ensuring that residents in social housing have a 'voice' and are listened to is seen as key. The government, through the Regulator of Social Housing, has clear expectations regarding a step change in approach' which will see engagement and involvement as a 'golden thread' running

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through services delivered by social housing providers. To align itself with these expectations the Council is developing a 'Tenant & Leaseholder Engagement and Involvement Strategy'.

This presents the Environment, Housing & Regeneration Select Committee with an opportunity to shape the development of the Strategy at a very early stage.

### **Hierarchy of tenant & leaseholder engagement**

Figure 1 below sets out a simple hierarchy of involvement across five distinct layers. It is important to recognise that approaches to engagement and involvement should not be a 'one size fits all' and as such accessible opportunities should be available to residents at a pace and level which they find meaningful and useful.

**Figure 1 – Hierarchy of involvement**



At the very base of the hierarchy is good quality and timely information. This may be enough to meet the needs of a wide group of residents, but it is important to note that the provision of this information is essentially 'one-way'.

Within this hierarchy, we currently produce the Tenants and Leaseholders Annual Report that informs how the council is performing as a landlord. We include messages on rent statements, direct mailing and also use our social media platforms including the website to share information. In line with the council's push towards digital inclusion, the aim is to continue to keep our residents informed and encourage participation to the level where they feel empowered to influence decisions and shape the services on offer.

Moving up the hierarchy, consultation necessitates the provision of information and feedback. At its most basic level, under section 105 of the Housing Act 1985 the Council has a legal obligation to consult with its secure tenants on matters of housing management such as changes to the management, maintenance, improvement or demolition of homes let by them, or changes in the provision of amenities. Under section 20 of the Landlord & Tenant Act 1985 as

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amended, the Council also has a legal obligation to consult with leaseholders regarding certain qualifying works and services where the Council intends to pass on the cost of works and services to leaseholders under the terms of their leases. These legal obligations are a statutory minimum. Consultation at this level, albeit basic, can clearly be extended and applied more widely.

Consultation in all cases stem from information received for feedback, especially where changes to services are being considered that will directly impact on our tenants and leaseholders. The council through its obligation carry out a number of statutory consultations, these include the Council's Annual Budget Consultation, Housing Strategy Consultation and Sheltered Housing Service Consultation. Other options are through the STAR (Survey of Tenants and Residents) survey, undertaken by tenants and leaseholders to seek feedback about the areas they live in and the services they receive. The next STAR survey is scheduled to run from October to December with a report to be produced in January. Customer Engagement Team is currently working with managers to put together a series of questions that would form the survey. The aim is to get as many tenants and leaseholders involved in the process. The Council also consults with its Housing Forum members (Senate) mainly through scheduled meetings (twice a year) where they get to interact and discuss with various service managers and senior management with the view to influence decisions on various service areas.

Most recently the council ran a successful consultation seeking residents views on a proposal to regenerate two estates in the Hayes area. The outcome was very positive and has resulted to the council committing to redevelop both estates for the residents living in the area. The proposal was successful for a number of reasons, mainly because of the hierarchy of involvement approach that was used. Residents were informed and consulted through various ways and platforms, got involved and worked in collaboration to shape and produce the Landlord Offer which sets out the commitments of the council to the residents. The council continues to work in collaboration with stakeholders and residents to finalise the design of properties to be built. Feedback so far has been positive and residents have been given the opportunity to have a say every step of the redevelopment process which creates that sense of empowerment and ownership for residents.

Involvement by its very nature implies that there is participation and a positive communication climate where there is a two-way flow of information. Moving up the hierarchy of involvement a natural extension of 'involvement' is 'collaboration'. A collaborative approach to engagement and involvement implies partnership working on key aspects of service which matter to residents, and which builds trust and capacity.

At the pinnacle of the hierarchy of involvement it would be appropriate to see greater levels of empowerment and even 'control', underpinned by strong partnership working.

In summary terms, any engagement and involvement strategy will need to clearly set out the extent of any 'offer' across the various layers of the involvement hierarchy.

## **Potential offers under the ‘hierarchy of involvement’**

In recent years the Council has generally operated towards the lower end of the involvement hierarchy. The focus has been on informing and engaging with tenants and leaseholds at a more basic level, including ‘statutory consultation, which had limited scope to inform or shape services. The ‘step-change’ in approach envisaged by the Regulator of Social Housing and identified by the Landlord Service as part of its own ‘self-assessment’ against the emerging regulatory standards, will necessitate the landlord offer moving up the hierarchy of involvement in a managed way.

The aim is to develop an Engagement Strategy in consultation with a selection of tenants, leaseholders, service managers and stakeholders including recommendations from the Select Committee that would help shape the final strategy. The strategy will consider the common barriers to resident engagement, hard to reach groups, BMEs, single parent and young people. The strategy will be an evolving document with elements of monitoring and review and will be delivered at three levels based on time commitment over three years fulfilling regulatory requirements of social housing providers. The recent pandemic has slightly steered engagement with residents towards the non-traditional ways of engaging and this will be considered when developing the strategy and options for engagement.

Creating a menu of options for residents to be involved in various ways will increase participation. They will get involved at their own pace and frequency suitable to them. Please see attached Appendices with options.

Appendix A – Current Engagement Framework

Appendix B - Options for Engagement

## **IMPLICATIONS ON COUNCIL RELATED POLICIES**

A role of the Select Committees is to make recommendations on service changes and improvements to the Cabinet who are responsible for the Council’s policy and direction.

The Council’s Landlord Service is in the process of developing a Tenant & Leaseholder Engagement Strategy.

## **HOW THIS REPORT WILL BENEFIT HILLINGDON RESIDENTS**

The opportunity presents to incorporate appropriate recommendations into the emerging Tenant & Leaseholder Engagement Strategy. This will benefit the Council’s tenants and leaseholders by clearly setting out to them the full spectrum of involvement and engagement opportunities available to them which will improve transparency and help to shape and improve the landlord services they receive.

## **FINANCIAL IMPLICATIONS**

There are no financial implications arising from this report. However, the establishment of a

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Tenant & Leaseholder Engagement Strategy which supports meaningful opportunities to tenants and leaseholders to tailor services and to ensure the Council has a clear focus on services which matter to residents makes good business sense.

## **LEGAL IMPLICATIONS**

There are no legal implications arising from this report.

## **BACKGROUND PAPERS**

The Social Housing Charter

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## Appendix A - Current Engagement Framework

Engagement Mechanism	Purpose	Current status	Suggested improvements
<p><b>Hillingdon Housing Forum (Senate)</b></p>	<p>The Senate is an open forum for tenants and leaseholders that provides them an opportunity to be informed about services, monitor performance and influence service improvements.</p> <p>Meetings take place twice a year.</p>	<p><b>Active</b> - Currently between 20 and 30 tenants and leaseholders attend Senate on a regular basis.</p> <p>The last meeting took place in December 2019 before the pandemic.</p> <p>Meetings to resume in 2022</p>	<p>Aim to increase the number of tenants and leaseholders in attendance or that are able to contribute in another way.</p>
<p><b>Database of Tenants and Leaseholders of Hillingdon Housing Service</b></p>	<p>This is a database of tenants and leaseholders who have agreed to take part in service review/satisfaction surveys, focus groups or workshops.</p>	<p><b>Active.</b> There are currently approx. 400 tenants and leaseholders on the database. They are invited to take part in various engagement activities.</p>	<p>Promotion of the panel to managers to ensure it is used effectively.</p> <p>Increase the number of emails on our database to improve the speed of communication and reduce the cost of surveys (when surveys are required).</p>
<p><b>Hillingdon Association of Council (Domestic) Leaseholders</b></p>	<p>The Association is run independently by leaseholders for leaseholders and is funded every year in the form of a grant payment that all council leaseholders in Hillingdon elect to pay into.</p> <p>The Association works to ensure a fair deal for leaseholders and acts as an advocate for leaseholder queries.</p> <p>The group is fully constituted.</p>	<p><b>Active.</b> The Customer Engagement Team provide advice and support when required.</p> <p>The group arrange and manage their own meetings but under their agreement with us they are expected to hold an annual general meeting,</p>	<p>Ensure participation keep the Association informed of all engagement activities.</p>
<p><b>Hillingdon Disabled Tenants &amp; Residents Association</b></p>	<p>This group is led by tenants and leaseholders with physical and sensory disabilities. Their role is to work with housing management to ensure the needs of tenants with disabilities are considered in relation to service delivery.</p>	<p><b>Inactive.</b> The group met quarterly. The Customer Engagement Team provided intensive advice and support due to the varied needs of those involved.</p> <p>The group is also</p>	<p>Group needs to be refreshed. Work needs to be done with members to capacity build so that they can become independent. CET was responsible for managing their annual grant and organising and</p>

Engagement Mechanism	Purpose	Current status	Suggested improvements
	The group before it became inactive was fully constituted and funded from the HRA.	represented on the Disabilities Assembly steering group and received regular attendance from the Hillingdon Champion for Health, Wellbeing and Disabilities as well as Social Care managers	running their meetings.
<b>The Sheltered Housing Forum</b>	Led by a resident committee and attended by elected representatives of all 22 Sheltered Housing Schemes, the forum meets quarterly to discuss all aspects of housing service delivery related to sheltered housing.	<p><b>Active.</b> The Customer Engagement Team supports the agenda planning, facilitates suitable speakers and provides advice and guidance with regards to the governance of the committee.</p> <p>The committee is fully constituted but does not receive an annual grant.</p> <p>Meetings have not been held due to the pandemic.</p>	Members are satisfied with the way the Forum is run. An annual general meeting is held every year providing members with an opportunity to re-elect representatives and nominate new representatives or ways of working.
<b>Rabbs Mill Tenant Management Organisation (TMO)</b>	The Rabbs Mill co-operative manage their own housing services themselves with the support of an annual payment from the HRA, approx £80,000. This covers the cost of an estate manager, a caretaker, grounds maintenance service and day-to-day repairs. The TMO have been functioning since 1986. This is the only TMO in Hillingdon.	<b>Active.</b> The management agreement is reviewed every 5 years. The TMO recently sort for help with managing its activities. The committee has approached the council about dissolving the committee. There is a need to support capacity build to enable the tenants to run the affairs of the cooperation. A new agreement to be signed.	Review to be carried out. There is a need to explore different ways of working. This can be done through a menu of options where tenants decide to manage the day to day affairs of the organisation (eg caretaking) and the council takes over the maintenance and statutory activities of the block.
<b>Tenant &amp; Residents Associations (TRA)/ Community Groups</b>	<p>A traditional mechanism for tenant engagement, these are community-based groups of tenants, leaseholders and private homeowners that live in a specific area and work together to improve their neighbourhoods.</p> <p>To be recognised by the</p>	<p><b>3 TRAs funded by HRA:</b></p> <ul style="list-style-type: none"> <li>● Oak Farm</li> <li>● Harefield</li> <li>● Austin and Silverdale Road</li> </ul> <p>The Customer Engagement Team support these groups with their development, day-to-day management</p>	There has been a steady decline in interest from tenants in forming TRAs over the years. There appears to be more interest in developing informal estate-based activities to tackle persistent issues such as anti-social behaviour. The Customer

Engagement Mechanism	Purpose	Current status	Suggested improvements
	<p>Council, TRAs must be fully constituted.</p> <p>The council supports by providing advice and guidance to a number of TRAs that are not funded through HRA</p>	<p>including governance, an annual grant (max: £700).</p> <p>TRAs arrange and manage their own meetings in agreement with their members. However under the current governance arrangements Associations are required to hold an annual general meeting and at least 2 general meetings a year for their members.</p>	<p>Engagement Team are currently exploring other models of estate-based engagement for future consideration. Training and capacity building is vital in sustaining TRAs</p>
<p><b>New Tenant Experience (Sessions)</b></p>	<p>These are focus groups with new tenants that have experienced the lettings process and new tenant visits. Feedback assists in improving the process and the quality of information provided.</p>	<p>Due to the pandemic, no sessions have taken place.</p> <p>In line with exploring new ways of working, feedback is currently being collated through direct phone calls to new tenants with the aim to producing quarterly reports that would give services insight into how well the services are performing and information for possible service improvements.</p>	<p>Information to be reviewed with service managers for service development.</p>

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## Appendix B: Options for engagement against the Hierarchy of Involvement

<b>INFORM:</b> Ensure residents are kept up to date and have access to the right information.	Engagement Mechanism	Purpose	Time commitment	Frequency
	LBH's Social media and website	Share info and key messages re: Housing services including the use of self-service forms and headline performance information	Up to 30 mins	Daily/Weekly
	Tenants and Leaseholders Annual Report	Highlighting how the council as a landlord is performing and delivering value for money. The aim is to move this mechanism from informing to collaborating.	Up to 2hrs	Yearly
	Letters, contact with staff, telephone calls.	For most part low level involvement	Up to 30 mins	As required
	Meetings and visits	Include info re: regulatory compliance	Up to 2 hours	As required
<b>CONSULT:</b> Providing information for feedback	Engagement Mechanism	Purpose	Time commitment	Frequency
	STAR (Survey of Tenants and Residents)	Nationally recognised industry standard survey of tenant and leaseholder satisfaction. It is carried out by around 350 social housing providers. Councils, Housing Associations, and Arm's Length Management Organisations (ALMOs)	Up to 1 hour	Yearly
	Meetings, including virtual when applicable.	To consult on specific issues or area of service, including special interest groups	Up to 2 hours	As required

	Surveys (reactive/proactive/transactional)	Carried out to receive feedback on satisfaction levels from services offered. Armchair exercise.	Up to 30 mins	As required
	<b>Statutory</b> Satisfaction Surveys	Carried out to received feedback especially when changes to services are being considered that would impact tenants/leaseholders. Eg Housing Strategy Consultation, Annual Budget Consultation	Up to 2 hours	As required
<b>INVOLVE</b>	<b>Engagement Mechanism</b>	<b>Purpose</b>	<b>Time commitment</b>	<b>Frequency</b>
	Assemblies	Older People's Assembly Disability Assembly Carers Forum	Up to 2 hours	Quarterly
	Meet the Manager	As part of being open, accessible and accountable, residents will have the opportunity to be invited to meet the manager and ask questions about specific areas of service. The manager will also seek the views of attendees on various issues. This could be part of a bigger meeting or meeting held solely with a service manager.	Up to 1 hour	Quarterly
	Community Clubs	To provide a friendly opportunity in a social/informal setting for residents to interact to meet up with other local people and get involved in the local area. Ideal for new tenants.		Flexible

	<b>Engagement Mechanism</b>	<b>Purpose</b>	<b>Time commitment</b>	<b>Frequency</b>
<b>COLLABORATE</b>	IT Focus group	To assist with the continual development of innovative self-service technology, including LBH website and social media platforms	Up to 1 hour	As required
	Estate Marshalls	Independent feedback on standards of our estates and communal areas		Flexible
	Annual report	To work in partnership to produce the report. This will include influencing content, style and layout.		Flexible
	Various engagement activities to meet the 7 themes of the Social Housing White Paper	To ensure LBH as a landlord is compliant with the regulators request. This will include establishing service standards. Please see Appendix C	Vary depending on activity.	Flexible
	Senate	Please refer to Appendix 1, in addition to representatives who will attend Housing Board meetings.		Bi-annual
<b>EMPOWER</b>	Tenant Management Organisation (TMO)	Please refer to Appendix 1	TBC	TBC
	Health and Safety focus group – High rise blocks	Keeping in line with the regulator’s statutory requirements. This group will work in LBH to make sure high-rise blocks are compliant.	Up to 1.30mins	Quarterly
	Scrutiny Panels: Will be made up of engaged residents.	To scrutinise various services and provide recommendations for improvements where necessary. This can be done as a group via workshops, through individual feedback engagement activities etc	May vary depending on the task.	Flexible

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## CABINET FORWARD PLAN

<b>Committee name</b>	Environment, Housing & Regeneration Select Committee
<b>Officer reporting</b>	Neil Fraser, Democratic Services Officer
<b>Papers with report</b>	Appendix A – Forward Plan
<b>Ward</b>	All

### HEADLINES

The Committee is required by its Terms of Reference to consider the Cabinet Forward Plan and comment as appropriate to the decision-maker on key decisions which relate to services within its remit (before they are taken by the Cabinet or by the Cabinet Member).

### RECOMMENDATIONS

**That the Environment, Housing & Regeneration Select Committee notes and comments on items going to Cabinet.**

### SUPPORTING INFORMATION

The latest published Forward Plan is attached.

#### Implications on related Council policies

The role of the Select Committees is to make recommendations on service changes and improvements to the Cabinet, who are responsible for the Council's policy and direction.

#### How this report benefits Hillingdon residents

Select Committees directly engage residents in shaping policy and recommendations and the Committees seek to improve the way the Council provides services to residents.

#### Financial Implications

None at this stage.

#### Legal Implications

None at this stage.

### BACKGROUND PAPERS

NIL.

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<i>Ref</i>	Upcoming Decisions	Further details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	<b>NEW ITEM</b>	Public / Private Decision & reasons
SI = Standard Item each month									
Council Departments: I = Infrastructure, Transport & Building Services P + Planning, Environment, Education & Community Services SC = Social Care CR&S – Corporate Resources & Services FD= Finance									
<b>Cabinet Meeting – 14 October 2021</b>									
032	<b>Cranford Park Project: Restoration Contract</b>	Cabinet will progress this important local conservation project by considering a contract for the repair and restoration of the historic buildings, structures and landscapes at Cranford Park, and the building of visitor facilities to include a café, interpretation, public toilets, new playground, enlarged and landscaped car park, a perimeter cycling/walking track and improved park entrances and signage.	Heathrow Villages, Pinkwell		Cllr Jonathan Bianco	RS - Charmian Baker			Private (3)
082	<b>Statement of Community Involvement</b>	Following Cabinet approval to consult on this in June, this report seeks final approval on a revised Statement of Community Involvement, which will set out how the Council will involve all sections of the community in the planning process and engage with	All		Cllr Eddie Lavery - Environment, Housing & Regeneration	PE - Prag Shah / Julia Johnson / Tom Campbell	<b>Public consultation</b>	<b>NEW</b>	Public

		local communities, businesses and other interested parties when developing and reviewing planning documents and determining planning applications. It will replace the Council's current Statement of Community Involvement from 2006.							
081	<b>Approval to establish a Dynamic Purchasing System for Temporary Accommodation</b>	Cabinet approval will be sought to establish a Dynamic Purchasing System for Temporary Accommodation for Housing Services, enabling improved procurement and sourcing.	N/A		Cllr Eddie Lavery - Environment, Housing & Regeneration	PE - Mark Billings		<b>NEW</b>	Public
<b>Cabinet meeting - 11 November 2021</b>									
56b	<b>Hillingdon's Housing Strategy 2021-2026 (POLICY FRAMEWORK)</b>	The Borough's Housing Strategy is being reviewed during 2021. The strategy will set out the key housing issues locally and the Council's proposed housing priorities. Following public, stakeholder and Policy Overview Committee consultation, a final draft of the Strategy will be presented to Cabinet for recommendation and if agreed, to full Council in	All	<b>Proposed Full Council adoption - 18 November 2021</b>		PE - Debbie Weller / Mark Billings / Dan Kennedy	Select Committee pre-engagement and consultation / public consultation / stakeholder consultation		Public

		November for final adoption.							
<b>Cabinet meeting – 16 December 2021</b>									
038(a) )	<b>The Council's Budget - Medium Term Financial Forecast 2022/23 - 2026/27 (BUDGET FRAMEWORK)</b>	This report will set out the Medium Term Financial Forecast (MTFF), which includes the draft General Fund reserve budget and capital programme for 2022/23 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration.	All	To full Council on 24/2/22	Cllr Ian Edwards / Cllr Martin Goddard	FD - Paul Whaymand	Public consultation through the Select Committee process and statutory consultation with businesses & ratepayers		Public
<b>Cabinet meeting – 17 February 2022</b>									
038(b) )	<b>The Council's Budget - Medium Term Financial Forecast 2022/23 - 2026/27 (BUDGET FRAMEWORK)</b>	Following consultation, this report will set out the Medium Term Financial Forecast (MTFF), which includes the draft General Fund reserve budget and capital programme for 2022/23 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration.	All	To full Council on 24/2/22	Cllr Ian Edwards & Cllr Martin Goddard	FD - Paul Whaymand	Public consultation through the Select Committee process and statutory consultation with businesses & ratepayers		Public

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## WORK PROGRAMME

<b>Committee name</b>	Environment, Housing & Regeneration Select Committee
<b>Officer reporting</b>	Neil Fraser, Chief Executive's Office
<b>Papers with report</b>	Appendix A – Work Programme
<b>Ward</b>	All

## HEADLINES

To enable the Committee to note future meeting dates and to forward plan its work for the current municipal year.

## RECOMMENDATIONS

**That the Environment, Housing & Regeneration Select Committee considers the report and agrees any amendments.**

## SUPPORTING INFORMATION

1. The Committee's meetings will start at 7pm and the witnesses attending each of the meetings are generally representatives from external organisations, some of whom travel from outside of the Borough. Forthcoming meeting dates are as follows:

Meeting Date	Room
14 September 2021	CR6
13 October 2021	CR5
25 November 2021	CR5
20 January 2022	CR5
16 February 2022	CR5
16 March 2022	CR5
14 April 2022	CR5

## Implications on related Council policies

The role of the Select Committees is to make recommendations on service changes and improvements to the Cabinet, who are responsible for the Council's policy and direction.

## How this report benefits Hillingdon residents

Select Committees directly engage residents in shaping policy and recommendations and the Committees seek to improve the way the Council provides services to residents.

## Financial Implications

None at this stage.

## **Legal Implications**

None at this stage.

## **BACKGROUND PAPERS**

NIL.

# WORK PROGRAMME 01 May 2021 - June 2022

ENVIRONMENT, HOUSING AND REGENERATION SELECT COMMITTEE	September	October	November	2022	January	February	March	April	May	June
	14	13	25		20	16	16	14 TBC	TBC	
<b>REVIEW:</b>										
Topic selection / scoping stage										
Witness / evidence / consultation stage	Witness Session									
Findings, conclusions and recommendations			Findings							
Final review report agreement					Approval					
Target Cabinet reporting							Cabinet			
<b>Regular service &amp; performance monitoring</b>										
Complaints & Service Annual Report	X									
CIL Expenditure Monitoring - Annual Report						X				
Mid-year budget / budget planning report					X					
Cabinet's Budget Proposals For Next Financial Year	X	X	X	X	X	X	X	X	X	X
Cabinet Forward Plan Monthly Monitoring	X	X	X	X	X	X	X	X	X	X
<b>One-off service monitoring</b>										
New Call-in Process										
New Planning Policies - Proposed planning reforms	X									
Housing Strategy development & consultation		X								
Draft Revised Statement of Community Involvement			X							
Redevelopment of High Streets following Pandemic					X	X	X	X	X	X
Strategic Climate Action Plan: Progress Update					X	X	X	X	X	X
Houses of Multiple Occupancy within the Borough					X	X	X	X	X	X
Empty Properties within the Private Sector						X				
HS2 Update (TBC)								X		
Recycling		X								
<b>Past review delivery</b>										
Littering and Fly-tipping review		X								

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