



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: THURSDAY, 20 JANUARY
2022

Time: 7.00 PM

Venue: COMMITTEE ROOM 5 -
CIVIC CENTRE, HIGH
STREET, UXBRIDGE

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Contact: nfraser@hillington.gov.uk /
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**Meeting
Details:** Members of the Public and
Media are welcome to attend.
This meeting may also be
broadcast live.

You can view the agenda
at www.hillingdon.gov.uk or
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and scan the code below:



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:

Cabinet Member Portfolio	<ul style="list-style-type: none">• Cabinet Member for Environment, Housing & Regeneration
Relevant service areas	<ol style="list-style-type: none">1. Planning & Regeneration2. Housing3. Green Spaces, Sport & Culture (only Green Spaces)4. Waste Services

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 - 4
- 5 Cabinet's Budget Proposals For Next Financial Year 5 - 14
- 6 Progress Update - Climate Action Strategic Plan 15 - 22
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- 11 Work Programme 97 - 100

Minutes

ENVIRONMENT, HOUSING AND REGENERATION SELECT COMMITTEE

25 November 2021



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

	<p>Committee Members Present: Councillors Wayne Bridges (Chairman) Nicola Brightman Allan Kauffman Alan Deville Scott Farley (Opposition Lead) Janet Gardner Farhad Choubedar (In place of Alan Chapman)</p> <p>LBH Officers Present: Dan Kennedy, Corporate Director - Planning, Environment, Education and Community Services Paul Richards, Head of Green Spaces, Sport and Culture Neil Fraser, Democratic Services Officer Marion Finney, Customer Engagement Officer Rod Smith, Head of Housing & Tenancy Management</p>
42.	<p>APOLOGIES FOR ABSENCE (<i>Agenda Item 1</i>)</p> <p>Apologies were received from Councillor Chapman, with Councillor Choubedar present as his substitute.</p>
43.	<p>DECLARATION OF INTEREST IN MATTERS COMING BEFORE THIS MEETING (<i>Agenda Item 2</i>)</p> <p>None.</p>
44.	<p>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 (<i>Agenda Item 3</i>)</p> <p>It was confirmed that all items were classed as Part 1 and would therefore be considered in public.</p>
45.	<p>TO AGREE THE MINUTES OF THE PREVIOUS MEETING (<i>Agenda Item 4</i>)</p> <p>Regarding minute 38, the Committee requested that its thanks to officers be included. It was also confirmed that the requested ASBET letter had been received.</p> <p>RESOLVED: That the minutes of the meeting held on 13 October 2021 be approved as correct record, subject to the above amendment.</p>

46. **UPDATE ON THE WORK OF GREEN SPACES AND THE IMPACT OF COVID-19 ON THE COUNCIL'S PARKS AND OPEN SPACES** (*Agenda Item 5*)

Paul Richards - Head of Green Spaces, Sport and Culture, provided the Committee with an update on the work of Green Spaces, and the impact of Covid-19 on the Council's parks and open spaces, during 2020-21.

The report was summarised, with the importance of the Borough's parks and open spaces to resident mental health and physical wellbeing during the covid-19 pandemic and periodic lockdowns highlighted.

Throughout the pandemic, parks and open spaces had remained open, and had seen a significant increase in visitors. To address the challenges that came with such an increase, staff numbers had also been increased to provide additional litter picking efforts alongside the installation of further bins and commercial waste units.

Opportunities for residents to take part in sport had continued, as restrictions allowed, and Green Spaces had worked closely with various sporting associations including the Lawn Tennis Association, the Football Association, and the English Cricket Board ensure equipment and locations were suitable for safe use. A new booking process for tennis courts had been introduced, sporting equipment such as goals and pitch markings had been provided, and further work was underway regarding a bid for funding for artificial wickets and practice nets. Children's playgrounds had been made available once restrictions had been lifted.

Ruislip Lido was seen as a key attraction for the Borough, and an important site for residents throughout the pandemic. To promote visitor and resident safety, and reduce traffic congestion, a one-way system around the Lido had been introduced alongside a limit on visitors on site at any one time. Additional staff were also on site to manage the increased number of visitors and their impact, including the increase in dog fouling, while a consultation was underway with nearby residents regarding potential parking measures.

Dog ownership in general had increased throughout the pandemic, and the Committee was reminded that commercial dog walkers were required to hold a licence, with enforcement action and penalties applied where required.

The work to enhance green spaces and promote environmental benefits had continued, including an increase in the planting of trees, plants and wildflowers, alongside innovations regarding maintenance and selection to promote better survival rates and biodiversity. Partnerships and advice had been sought with Trees for Cities, as well as Trees for Streets and Plantlife. Hillingdon had once again been granted the highest number of Green Flags nationally, retaining its title as the UK's greenest borough.

Floral displays and competitions had also continued, with judging carried out remotely. With regard to floral displays, locations for such displays were chosen to maximise resident enjoyment, taking into consideration footfall, visibility, and suggestion requests from Ward Councillors. A Council contract with a third party for the production and maintenance of displays was in place, though plantings were supplemented by Uxbridge BID. Where plant growth was reported to affect driver or pedestrian visibility (and therefore safety), officers would take immediate action to cut the growth.

Regarding tree planting, and the prevention of new plantings being ripped out by

vandals, it was accepted that this was a challenge to overcome. To combat this, the team had piloted the planting of smaller trees and saplings, but in greater numbers, in Long Lane. It was hoped that this would result in a greater 'root to shoot' ratio with better tree development over time, and would also have the benefit of reducing the amount of grass cutting and maintenance required. The initiative would be rolled out to other areas moving forward.

Smart technology and electrical equipment was being used, or explored for use, to ensure an integrated approach to weed control, thereby reducing chemical usage and a reliance on traditional fossil fuels to power equipment.

The Council's Conservation and Countryside officers regularly reviewed the Borough's watercourses to promote water flow and prevent flooding, alongside volunteers.

On engaging with the public, officers continued to help and support litter picking and other volunteer groups with equipment or advice (including legal advice, where necessary).

It was accepted that the waiting lists for allotments had increased throughout the pandemic, owing to an increase in resident interest compounded by a moratorium on enforcement action to remove allotments that were not being used/maintained. Officers would be aiming to reduce waiting list numbers through review action moving forward, alongside an update of the Terms and Conditions for users.

The Committee asked whether the new charges for tennis courts had been means tested to that low-income families weren't disproportionately affected. Officers advised that the pricing structure was regularly reviewed, and potential 'season passes' or other pricing structures could be implemented in the future.

The Committee thanked officers for the report and their efforts throughout the pandemic. It was requested that the number of residents sponsoring trees be confirmed following the meeting.

RESOLVED: That the report be noted.

47. **REVIEW FINDINGS - 'OUR ENGAGEMENT WITH TENANTS AND LEASEHOLDERS - IMPROVING PARTICIPATION AND FEEDBACK TO IMPROVE SERVICE AND SATISFACTION'** (*Agenda Item 6*)

The Committee considered the draft recommendations to Cabinet resulting from their review into engagement with tenants and leaseholders, circulated prior to the meeting.

The clerk confirmed that the intent of the recommendations was to provide the parameters for the suggested strategy and delivery plan, allowing officers the agility to amend those plans in response to future resident feedback. The Committee was reminded that the recommendations included a suggestion that officers attend future meetings at regular intervals to allow the Committee to monitor the success of the strategy and delivery plan, and milestones achieved, in light of that further resident feedback.

Members suggested that the draft recommendations make specific reference to the negative feedback received from the witnesses at the previous information gathering session. The clerk advised that the suggested recommendations included a request that Cabinet acknowledge resident feedback received, alongside the requirement for

continued improvement. The rationale for the recommendations, supported by evidence, would be set out in greater detail in the body of the forthcoming report to Cabinet itself.

The Committee was reminded that the resident feedback received so far was based on a small subset of tenants and leaseholders and further, larger, consultations would be carried out as the strategy and delivery plans progressed.

It was requested that the first recommendation be amended to highlight feedback received from residents in person versus feedback received from online surveys. It was agreed that the wording of this recommendation could be reviewed.

It was requested that delegated authority be granted to the clerk to undertake the requested amendments, or any further amendments necessary, in consultation with the Chairman.

RESOLVED:

- 1. That the draft recommendations be approved subject to amendment as suggested; and**
- 2. That delegated authority be granted to the clerk to undertake the requested amendments, or any further amendments required, in consultation with the Chairman.**

48. **CABINET FORWARD PLAN** (*Agenda Item 7*)

Consideration was given to Cabinet's Forward Plan, and it was:

RESOLVED: That the Cabinet forward Plan be noted.

49. **WORK PROGRAMME** (*Agenda Item 8*)

Consideration was given to the Committee's Work Programme.

Regarding the forthcoming information items on the topics of HMOs and empty properties, it was requested that any requests for detail to be included in the reports be forwarded to the clerk. To aid Members, it was agreed that the clerk would circulate suggestions previously put forward by the Chairman.

RESOLVED: That the Cabinet Forward Plan be noted.

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 . Circulation of these minutes is to Councillors, Officers, the Press and Members of the Public.

2022/23 BUDGET PROPOSALS FOR SERVICES WITHIN THE REMIT OF ENVIRONMENT, HOUSING & REGENERATION SELECT COMMITTEE

Committee name	Environment, Housing and Regeneration Select Committee
Officer reporting	Iain Watters / Gemma McNamara, Finance
Papers with report	Appendix A8i & Appendix A8ii - The Council's Budget (2022/23 - 2026/27) - Medium Term Financial Forecast
Ward	All

HEADLINES

1. To comply with the Budget and Policy Framework procedure rules as part of the agreed consultation process for the General Fund and Housing Revenue Account budgets, alongside the Council's Capital Programme, this report sets out the draft revenue budget and Capital Programme for the services within the remit of the Environment, Housing & Regeneration Select Committee. Following consideration by Cabinet on 16 December 2021, these proposals are now under consultation, and the relevant proposals being discussed at the January cycle of the Select Committees.
2. Cabinet will next consider the budget proposals on 17 February 2022, and the report will include comments received from Select Committees. At the meeting on 17 February 2022 Cabinet will make recommendations to full Council regarding the budget and Council Tax levels for 2022/23. Subsequently, Council will then meet to agree the budgets and Council Tax for 2022/23 on 24 February 2022.
3. The Committee needs to consider the budget proposals as they relate to the relevant service areas within the Environment, Housing & Regeneration Cabinet Portfolio, but within the corporate context and the constraints applying as a result of the aggregate financial position of the authority.

RECOMMENDATION

That the Committee notes the budget projections contained in the report and comments as appropriate on the combined budget proposals affecting the relevant service areas within the Environment, Housing & Regeneration Cabinet Portfolio, within the context of the corporate budgetary position.

SUPPORTING INFORMATION

General Fund Budget

Budget Strategy

4. Budget proposals for 2022/23 have been prepared in the context of a wider strategy addressing the five-year MTFP period through which service expenditure is to be managed

within available resources. This is to be achieved through a combination of delivering efficiency savings, manageable increases in the Council Tax, and Fees and Charges, while maintaining General Balances at 2021/22 levels.

5. This budget strategy is based upon strong foundations, with the latest monitoring position for the 2021/22 financial year reporting a net underspend of £419k which will leave uncommitted General Balances at £26,520k entering the 2022/23 financial year. Of the £10,416k savings within the 2021/22 budget, 79% are either already banked or track for delivery, with 12% at an earlier stage of implementation and potential risks on 9% - relating to the Leisure Centre management fee. Further information on this position is set out in the budget monitoring report also presented to Cabinet in December 2021, but it is expected that all 2021/22 savings will ultimately be banked in full.
6. Based on 1.8% per annum increases in the core Council Tax and 1% per annum increases in the Social Care Precept, funding available to support service expenditure is projected to grow by £32,034k to £270,279k between 2021/22 and 2026/27. A combination of inflation and demand-led pressures (including the on-going impacts of the COVID-19 pandemic), together with capital investment plans would require a £66,341k uplift in service expenditure. However, to date, a savings programme of £29,572k has been developed, enabling delivery of a balanced budget for 2022/23 and leaving a residual budget gap of £4,735k in later years of the MTF period.

Table 1: Budget Strategy

	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000
Total Resources	238,245	249,862	251,897	256,317	263,130	270,279
Total Service Expenditure	238,245	249,862	255,005	259,640	267,650	275,014
Budget Gap	0	0	(3,108)	(3,323)	(4,520)	(4,735)
<u>Of which, Service Expenditure in the remit of this committee:</u> Environment, Housing & Regeneration	30,228	30,240	30,175	30,765	31,340	31,899
Total	30,228	30,240	30,175	30,765	31,340	31,899

7. A significant factor affecting the development of this budget strategy is the on-going impact of COVID-19 on Council services and finances, with pandemic related costs over and above planned service expenditure of £31,492k in 2020/21 and £18,710k in 2021/22. While these extraordinary costs have been financed from specific grants to date, it is not expected that further funding will be forthcoming and on-going structural pressures emerging from the pandemic of £7,098k are contributing towards the overall budget gap by 2026/27.
8. Notwithstanding the additional challenge presented by the pandemic, this budget strategy does not rely upon use of General Balances to support service expenditure and therefore maintains these at £26,520k over the five-year MTF period. A review of the range of general risks affecting the Council indicates that the recommended level of uncommitted reserves should be between £15,000k and £32,000k.

9. In addition to General Balances, the Council holds Earmarked Reserves to manage specific risks, projects and cyclical expenditure commitments. At 31 March 2022, these are projected to total £30,185k, with £11,162k of this sum held to manage COVID-19 costs. This strategy limits budgeted releases from Earmarked Reserves to £10,108k, with £2,660k of previously planned releases and £7,448k COVID-19 funds being drawn down, leaving £20,077k of Earmarked Reserves on the balance sheet. Of this remaining balance, £4,164k is held to meet potential future COVID-19 costs.
10. This draft budget outlines £383,070k of proposed capital expenditure – including substantial investment in local infrastructure, a new leisure centre and delivery of significant additional SEND capacity in the borough’s schools – of which £121,746k is to be financed through borrowing.
11. Taken together with historic capital spending, this investment will result in the Capital Financing Requirement peaking at £311,768k in 2025/26 and declining thereafter. Of this peak borrowing requirement, £273,484k is expected to necessitate external borrowing, with £38,285k being financed through General Fund reserves and working capital.

Budget Proposals for the Environment, Housing & Regeneration Select Committee

12. Service expenditure will grow due to inflationary pressures, demand-led growth and other corporate items including capital financing costs. The below table sets out the impact of these expenditure movements across the Cabinet Portfolios within the remit of this Select Committee for 2022/23.

Table 2: Service Expenditure Budget Proposals

	2021/22	Inflation	Demand-led Growth	Corporate Items	Savings Proposals	2022/23
	£'000	£'000	£'000	£'000	£'000	£'000
Environment, Housing & Regeneration	30,228	1,405	610	0	(2,003)	30,240
Total Service Expenditure	30,228	1,405	610	0	(2,003)	30,240

13. Inflation: Cost pressures of £1,405k are projected against 2021/22 expenditure going into 2022/23, with material uplifts in relation to workforce budgets, contracted expenditure and energy costs. In line with wider MTFE modelling, inflation projections are predicated on CPI exceeding 4% during 2022/23 before returning to the Bank of England target rate of 2%.
14. Demand-Led Growth: items within the remit of this Select Committee account for £610k of the £24,932k increase across the Council, with a breakdown of these items presented below.
15. An uplift of £610k is projected on waste disposal costs, with circa 2% per annum growth in waste tonnages and 2% per annum disposal costs driving this sustained increase in costs, although there remains scope for volatility in both demand and price. Provision has been included within this budget to manage the requirement for additional vehicles and collection routes to account for population growth within the borough.

16. No additional provision for homelessness prevention has been incorporated into this budget, as current levels of specific grant funding for the service are sufficient to manage demand, although, in line with other demand-led service budgets this will continue to be closely monitored.

Savings Proposals

17. As detailed in the Consultation Budget presented to December Cabinet, £10,381k of savings proposals have been incorporated into the draft budget for 2022/23, with £2,003k falling within the remit of this Select Committee, with details of these items at Cabinet Portfolio level discussed below.
- i. Environment, Housing and Regeneration: On-going reviews across Green Spaces are expected to secure savings of £737k through improvements to operating models, contract management and maximising income where appropriate. Reduction in waste volumes through food waste and recycling initiatives are expected to secure savings of £550k, while a programme of activity around homelessness prevention is planned to secure £250k through more cost effective use of temporary accommodation, increasing supply and maximising grant income. In addition, Fees and Charges proposals are projected to secure £466k of additional income. Furthermore, £2,591k is included in the budget strategy from 2023/24 to 2026/27, with £1,956k of this linked to inflationary uplifts in Fees and Charges and the remainder from reviews across Commercial Waste and Green Spaces.

Capital Proposals

18. Capital investment of £383,070k over the period 2021/22 to 2026/27 has been incorporated into the wider General Fund budget strategy set out within this report, with £215,689k investment in major projects, primarily delivering new or expanded infrastructure, and £158,464k investment in recurrent programme of works, ensuring that existing infrastructure is maintained and improved. An overview of these investment plans is detailed in appendix A8 that accompanied the Consultation Budget Report presented at December Cabinet.

Table 3: General Fund Capital Programme by Cabinet Portfolio

	Major Projects £'000	Programme of Works £'000	Total £'000
Capital Programme	215,689	158,464	374,153
Contingency			8,917
Total Capital Programme	215,689	158,464	383,070
<u>Of which, Service Expenditure in the remit of this committee:</u>			
Environment, Housing & Regeneration	0	9,740	9,740
Total	0	9,740	9,740

19. Further to the overview presented above, the below section sets out the Capital Proposals within the remit of this Select Committee.

20. Environment, Housing and Regeneration: Investment in the Chrysalis Programme, alongside a range of other environmental projects and funds to manage the cyclical renewal of playgrounds across the borough.

Housing Revenue Account

Background

21. The HRA is a ring-fenced, self-financing account whereby rental income from the Council's 10,222 social housing units are reinvested in the management, maintenance and expansion of stock for the benefit for tenants. Underlying detailed budget proposals for the 2022/23 financial year and the period to 2026/27 is a 30 Year Business Plan, which demonstrates that over the longer term the HRA is financially sustainable and that proposed capital investment will maintain this position.
22. The HRA budget strategy over the MTFF period is structured around three key work programmes:
- Housing Supply – delivering more than 100 new homes per annum to support increasing demand for social housing in a growing borough.
 - Estate Regeneration – delivery of 369 new homes across the Avondale and Hayes Town Centre estates, a net increase of 185 during the MTFF period on the current configuration.
 - Works to Stock – an enhanced programme of works on a five-year cycle.
23. Forward looking financial plans are based on solid foundations, with an underspend of £109k reported on the 2021/22 budget and unallocated reserves projected to total £15,292k at 31 March 2022. Given that £15,000k reserves are judged to provide sufficient capacity for risk management purposes, the budget strategy releases £292k to support capital investment and maintains unallocated reserves at the target level.
24. Over the period to 2026/27, measures to strengthen the regulatory regime for residents of Social Housing will necessitate additional capacity being created within Housing Services, with this budget outlining a range of efficiency savings to meet this cost and the additional capacity required to support the enhanced works to stock programme and major programme of capital investment.
25. Capital investment plans will result in the HRA Capital Financing Requirement reaching £335,062k in 2026/27, with both the budget strategy and 30 Year Business Plan demonstrating that the ongoing servicing and repayment of this level of borrowing can be sustained.

Rental Income

26. HRA Rental Income is projected to grow from £58,944k in 2021/22 to £73,510k by 2026/27, with this £14,566k increase in funding driven by a combination of inflationary rent increases and net growth of 500 dwellings as investment in delivery of new stock outstrips losses through Right to Buy sales. Annual rental increases continue to be based on CPI+1% in line

with HM Government guidance, with provision of 1.35% included to allow for void units in 2022/23, declining to 1.0% over the MTFF period.

Service Expenditure

27. The below table sets out the 2022/23 Service Expenditure for the Housing Revenue Account, setting out the changes over the next financial year:

Table 4: HRA Service Expenditure 2022/23

	£'000	£'000
Roll Forward Budget		39,923
Inflation	1,593	
Capital Charges	813	
Savings	(924)	
Growth	924	
Contribution to Finance Capital Programme	19,652	
Total Service Expenditure		61,981

Inflation

28. Inflationary cost pressures of £1,593k are projected within the HRA, with material uplifts relating to workforce costs, materials in relation to repairs and maintenance works and energy inflation. Further analysis of the inflation requirement is presented in Appendix B2 that accompanied the Council's Consultation Budget that was presented to Cabinet in December 2021.

Capital Charges

29. Capital investment plans necessitate £234,829k of new borrowing over the period to 2026/27, the ongoing servicing and repayment of which will add £813k to HRA service expenditure for 2022/23, increasing to £4,781k over the MTFF period.

Growth

30. Projections for service expenditure have been uplifted by £924k in 2022/23, increasing by a further £190k in 2023/24 to take account of changes in requirements placed upon the HRA by HM Government and local policy decisions. Within this total growth figure, £373k of growth has been included to fund additional costs linked to the incoming Social Housing Regulator's expectations and consumer standards charter. In terms of local policy decisions, additional funding of £250k to reduce void levels from 1.35% to 1.00% over the medium term and £250k to facilitate efficient use of existing stock are expected to maximise housing supply. Further investment of £201k in additional workforce capacity to implement the enhanced programme of works and £40k to manage Council Tax costs on long term empty units have also been included.

SAVINGS

31. A programme of £924k in 2022/23 has been developed to fund the above growth items, with £500k secured through zero based reviews of service expenditure, £199k through an

efficiency review of housing services and £352k from a range of further BID projects – including the impact of robotics in streamlining business processes, with £190k of this programme expected to impact in 2023/24.

Capital Programme

32. Capital investment of £518,953k in expansion and enhancement of the housing stock over the period 2021/22 to 2026/27 has been fully reflected within this draft budget, including £325,034k funding to deliver 869 new dwellings gross and £193,919k investment in existing housing stock. Further detail on these investment plans can be found in Appendix B5 that accompanied the Consultation Budget Report presented to Cabinet on 16 December 2021.

Table 5: HRA Capital Programme

	2021/22 Budget £'000	2022/23 Draft Budget £'000	2023/24 Draft Budget £'000	2024/25 Draft Budget £'000	2025/26 Draft Budget £'000	2026/27 Draft Budget £'000
Major Projects	24,536	36,177	26,253	36,387	37,116	37,857
Housing Regeneration Programme	15,143	14,607	32,848	21,028	23,385	19,697
Programmes of Work	29,646	27,083	33,199	34,114	36,071	33,806
Total	69,325	77,867	92,300	91,529	96,572	91,360

Implications on related Council policies

33. 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.

How this report benefits Hillingdon residents

34. 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

35. None at this stage.

Legal Implications

36. None at this stage.

BACKGROUND PAPERS

THE COUNCIL'S BUDGET: MEDIUM TERM FINANCIAL FOECAST 2022/23 - 2026/27, presented to 16 December 2021 Cabinet Meeting

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Prior Year Budget	Project	2021-2027 Project Budget			Total Capital Programme		
		Live Project Budget	Grants and Contributions	Council Resources	Total Project Budget	Total Released Budget	Percentage Released Budget
£'000		£'000	£'000	£'000	£'000	£'000	%
	Programme of Works						
	<u>Environment, Housing and Regeneration</u>						
N/A	Chrysalis Programme	6,613	0	(6,613)	6,613	1,613	24%
N/A	Environmental and Recreational Initiatives - Pollution Screening	1,468	(1,468)	0	1,468	236	16%
N/A	Environmental and Recreational Initiatives - Green Spaces	508	(70)	(438)	508	246	48%
N/A	Green Spaces Section 106 Projects	76	(76)	0	76	76	100%
N/A	Private Sector Renewal Grants	10	0	(10)	10	10	100%
N/A	Landlord Property Renovation Grants	25	0	(25)	25	0	0%
N/A	Homeless Provision	40	(40)	0	40	0	0%
N/A	Playground Replacement Programme	1,000	0	(1,000)	1,000	0	0%
	Total Programme of Works	9,740	(1,654)	(8,086)	9,740	2,181	22%

Prior Year Budget £'000	Project	Project Budget						Total £'000
		2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
	Programme of Works							
	<u>Environment, Housing and Regeneration</u>							
N/A	Chrysalis Programme	1,613	1,000	1,000	1,000	1,000	1,000	6,613
N/A	Environmental and Recreational Initiatives - Pollution Screening	468	500	500	0	0	0	1,468
N/A	Environmental and Recreational Initiatives - Green Spaces	349	0	159	0	0	0	508
N/A	Green Spaces Section 106 Projects	76	0	0	0	0	0	76
N/A	Private Sector Renewal Grants	10	0	0	0	0	0	10
N/A	Landlord Property Renovation Grants	25	0	0	0	0	0	25
N/A	Homeless Provision	40	0	0	0	0	0	40
N/A	Playground Replacement Programme	0	200	200	200	200	200	1,000
	<u>Families, Education and Wellbeing</u>							
N/A	Youth Provision	900	700	400	400	400	0	2,800
N/A	Devolved Capital to Schools	773	222	222	222	222	222	1,883
	<u>Health and Social Care</u>							
N/A	Equipment Capitalisation - Social Care	2,243	2,359	2,359	2,359	2,359	2,359	14,038
	Total Programme of Works	6,497	4,981	4,840	4,181	4,181	3,781	28,461

Progress Update - Climate Action Strategic Plan

Committee name	Environment, Housing and Regeneration Select Committee
Officer reporting	David Haygarth, Climate Action Manager.
Papers with report	Please see list of background papers with weblinks.
Ward	All

HEADLINES

The Councils Climate Action Strategic Plan was adopted in July 2021. This report provides a progress update for Members. It outlines actions taken by officers to establish organisational approaches and accountability for climate action, while simultaneously aligning current and future projects to the strategic vision and intentions of the plan.

A further report for this Select Committee is scheduled for 14th April 2022. That will update Members with further detail on specific action plans and operational activities being taken to achieve the strategic goals.

RECOMMENDATIONS:

That the Committee:

- 1. Notes the sustainable approach being taken to integrate the climate action strategic plan into Council business.**
- 2. Notes the corporate approach taken to ensure officers have the awareness and capability to provide leadership and effective management of our climate action work.**
- 3. Notes the work of the communications team to raise awareness of the plan across the organisation.**
- 4. Considers how any future policy reviews in Council services, can be informed by the requirements of the Climate Action Strategic Plan.**
- 5. Agrees to review progress on specific action plans in April 2022.**

SUPPORTING INFORMATION

The Climate Emergency

The climate emergency refers to the situation brought about by increasing temperatures across the planet, caused by greenhouse gas emissions. Internationally, governments have agreed to try to limit the temperature increase to prevent catastrophic climate related events. Globally, these are best understood as sea level rise, crop failure and climate related mass migration. More locally, increasingly severe and damaging weather events, disruption and flooding are possible. Responding to this, the Council unanimously declared a climate emergency in 2020 and created a Climate Action Strategic Plan, which was adopted in 2021. This plan builds on the Councils strong track record of reducing greenhouse gas emissions across a range of activities.

The strategic plan sets out our vision to, **“become the greenest London borough, to protect and enhance the environment, and to provide a brighter prospect for future generations.”** This statement is rooted in the belief that we have the capability to use our resources and expertise to tackle the climate emergency, lead our community and create opportunity in the process.

Underpinning the vision are a range of stated aims and activities, categorised below.

- 6 corporate climate commitments
- 62 strategic objectives (across 9 themes)
- 16 action plans

These aims and activities were adopted following a full public consultation on the draft strategic action plan, which completed on 20th June 2021. The consultation secured hundreds of comments from residents, businesses, and other bodies in the borough. Officers collated the responses and recognising the huge support and the concerns of the public, amended many objectives to take account of those views. Making Council intent clearer, commentaries were added to each of the existing themes. Recognising the views of the consultees were broader than the Councils first draft, three commitments and two themes were added.

The Environment, Housing and Regeneration Select Committee was also consulted on the 8th June and provided helpful commentary. All information received was consolidated into an updated draft and adopted by Cabinet on the 8th July.

A Sustainable Approach

Reducing greenhouse gas emissions is not the sole intended outcome of the strategic plan. Taking a sustainable approach to climate action brings a range of benefits to our borough. Through investment in carbon reduction technologies and practices we can improve a range of social, economic, and environmental outcomes. When we think about the target of being carbon neutral, we are also thinking of what more we can do in the process to achieve complementary aims. Part of this approach involves drawing on existing staff expertise, transforming existing services to have lower emissions and providing leadership to our residents, schools, and businesses. In terms of organisation delivery, the aim is to make climate action part of our everyday approach to business and develop our existing skills and expertise to into the new task.

The climate action role is the strategic organisational lead in this respect, linking council services and plans to the objectives in the plan. It also provides technical direction on climate change activities across the organisation and updates the Cabinet Member and Corporate Director on progress at monthly intervals. A key part of the climate action role is ensuring colleagues are aware of the strategic plan and incorporate tactical climate goals into their service delivery. Once colleagues are informed on the plan and its relationship to their role, they can connect their specific goals and target to the climate objectives and targets.

Operating in this way allows climate action to become an integrated business as usual matter, augmenting existing skills and expertise of colleagues. However, it requires organisational acceptance before it can occur. To achieve this a series of climate action briefings were arranged, sequentially targeting the different layers of management, and presented internally by the climate action manager.

Corporate Management Briefing

The council's corporate management team (CMT) were briefed on the steps needed to begin the process of integrating climate action. The corporate directors agreed to act as organisational "enablers" of climate action. They also agreed to hold quarterly governance sessions to ensure the strategic plan is meeting its objectives and aligned with other requirements. Finally, they nominated Heads of Service to act in a steering role, to ensure service objectives were aligned with the strategic aims.

Senior Management Briefing

All five senior management teams (SMT) received a service specific presentation, setting out the strategic plan, its commitments, and the recommended approach to delivery. SMT's considered how their own operations linked to the strategy and, establishing their own baseline. The briefing considered the need to understand the current emissions trajectory to 2030, the ways to reduce fossil fuel use and the opportunities that may allow us to go further to reduce emissions. The briefing explained how the climate action plan linked to leadership and general activities in buildings and transport, what we can do to improve and recognition of organisational change. It then discussed service specific areas and how those linked to the objectives of the plan.

Departmental Service Managers Briefing

Five more online briefing sessions were provided to communicate the intent and delivery methods of the strategic climate action plan. Approximately 100+ service level managers and team leaders were briefed on the rationale of the plan and, how teams will be able to align with the 62 strategic objectives. Several existing projects were highlighted, and new ideas put forward, which are being incorporated to the various action plans. Sessions were recorded for staff unable to attend, allowing the briefings to reach most colleagues in management positions. They can now brief their officers and teams on the corporate approaches of integrating climate action into business

The management parameters are summarised below.

Requirement	Remit	Function
6 corporate climate commitments	Corporate Management Team	Enabling, oversight, governance and leadership for SMT's,
62 strategic objectives (across 9 themes)	Senior Management Teams	Act as steering groups for each theme, ensuring climate objectives are part of service delivery, guidance to managers
16 action plans	Departmental managers or specialist officers.	Development of action plans, implementation of activities, monitoring and reporting progress.

Communications

Classification: Public

Environment, Housing and Regeneration Select Committee – 20 January 2022

A key part of climate action work is communicating our efforts. The council's communications team have played an important role in this area and excellent progress has been made to raise awareness of climate action. This began with the publication of the strategic plan in the Hillingdon corporate format. It was hosted on a new climate action webpage explaining our commitments and plans.

Further pages were added, detailing ways to for residents and businesses to reduce their carbon footprint and, links to specialist support. The team also brought together the documentary and youtube links, detailing the journey of the strategy through key Council meetings. Various news stories and campaigns were also arranged, some of which were timed to coincide with COP26. This has increased visibility of the topic throughout the organisation and further afield.

As the action plans develop, more web pages will be created linking the various activities across the council back to our strategic objectives.

Amendments to the Climate Action Strategic Plan

At full Council in November 2021, Members unanimously agreed to new objectives in the climate action strategic plan. Mindful of the COP26 and the need to do more to tackle climate change the Council agreed to update the climate change strategy to:

- ensure that, where practical and cost effective, all the council's procured services are net carbon zero by 2035.
- support and work with businesses and organisations towards making the entire borough net zero carbon by 2050.
- review the Council's investment strategy within the next 12 months to give consideration to climate change impacts in the council's investment portfolio.

The Council also committed to increasing its accountability and transparency on climate change action by:

- proactively including young people in the process, ensuring that they have a voice in shaping the future.
- publicly reporting on the level of investment in the fossil fuel industry that our investment plans have.
- holding an annual 'people's assembly' with residents and relevant organisations to discuss and shape revisions to the climate change action plan.

The existing published strategy will be updated with these goals and published on the Council website.

Action Plan Development

The strategic plan has created 16 action plans spanning the broad range of council services and operations. Throughout the process of engagement with management, it is clear the council is already doing a lot to tackle climate change. These existing activities require linking to the strategic objectives to form a basis of our action plans. Continued analysis is required to understand the additional work and resources are required to develop the action plans to meet all the strategic objectives and climate commitments.

Implications on related Council 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. Identified adopted council policies are relevant to the progress of the climate action strategic plan are.

The London Borough of Hillingdon Air Quality Plan adopted 2019. This precedes the Climate Action strategic plan and does not yet refer to it. At a suitable opportunity, this can be updated.

The London Borough of Hillingdon Flood Action Plan adopted 2021, which refers to the climate action strategic plan.

These two plans serve specific requirements, while also meeting strategic climate objectives. Therefore, they are viewed as already providing the basis of two of the sixteen required action plans. In addition, the Council adopted a new Housing Strategy in November 2021. This strategy has important links to community leadership objectives in the climate action strategic plan.

Notably, during 2021 the Housing team undertook extensive internal consultation with colleagues across the Council. As a result, climate action criteria feature throughout the new strategy in various areas. The Housing Strategy also makes clear references to the commitments of the Climate Action Strategic Plan, making a coherent policy link between the two framework documents.

The collaboration between teams has linked objectives several areas which ultimately will enhance our services and increase joined up working across the Council. It is therefore recommended when policy and strategy come up for review in other services, the links to climate action strategic objectives should be thoroughly assessed.

How this report benefits Hillingdon residents

None at this stage, pending any findings by the Committee and any recommendations forwarded to Cabinet.

Financial Implications

There are several funding opportunities available for climate action work. The council has access to Section 106 carbon offset funding to support projects that will reduce carbon emissions. Projects may receive part or full funding providing they meet the "additionality" criteria set out in the London Plan. Officers are also researching the potential of using the Community Infrastructure Levy (CIL) to support projects in the borough. This could be deployed to support initiatives such as district heating schemes and, electric vehicle charging points.

Further funding for carbon reduction work was identified in the councils draft medium-term financial forecast (MTFF) presented to Cabinet on December 16th, 2021. Substantial investment at the Civic Centre was identified and improvements to energy efficiency will necessarily form part of that schedule of works.

Within the context of Property and Infrastructure, (para. 48 of the MTFF Cabinet report) expenditure of £25 million to be spent over the next 5 years was identified for, "investment in initiatives to reduce the boroughs carbon footprint."

In lieu of detailed proposals, it is important to note that any activity that reduces the council's energy consumption and carbon emissions will likely provide a saving on energy expenditure.

Officers will continue to consider opportunities for any additional investment required for the action plans and examine further any complementary external funding opportunities.

Legal Implications

The Borough Solicitor confirms that the legal implications are included in the body of the report.

BACKGROUND PAPERS

London Borough Hillingdon Full Council Climate Declaration 2020:

https://www.hillingdon.gov.uk/media/7901/Climate-Change-Declaration-2030/pdf/Climate_Change_Declaration_2030_-_Full_Council_16_January_2020.pdf?m=1639390684777

London Borough of Hillingdon Climate Action Strategic Plan (Adopted July 2021)

https://www.hillingdon.gov.uk/media/7171/Strategic-climate-action-plan/pdf/Climate_strategy_adopted_July_2021_1.pdf?m=1632473850913

London Borough of Hillingdon Full Council

Agenda Item 40, Motion from Councillor Mathers

<https://modgov.hillingdon.gov.uk/ieListDocuments.aspx?CId=117&MId=3972>

London Borough of Hillingdon Climate Action Webpages

<https://www.hillingdon.gov.uk/climate-action>

London Borough of Hillingdon Cabinet Meeting 16th December 2021

Agenda Item 6, The Councils Medium Term Financial Forecast MTF, 2022/3 – 2026/7

<https://modgov.hillingdon.gov.uk/ieListDocuments.aspx?CId=115&MId=4174>

London Borough of Hillingdon Cabinet Meeting 11th November 2021

Agenda Item 6, Housing Strategy for Adoption, Appendix 2

<https://modgov.hillingdon.gov.uk/ieListDocuments.aspx?CId=115&MId=4173>

London Borough Hillingdon Cabinet Meeting 30th May 2019

Agenda Item 8, Air Quality Action Plan.

<https://modgov.hillingdon.gov.uk/ieListDocuments.aspx?CId=115&MId=3178>

London Borough of Hillingdon Cabinet Meeting 27th May 2019

Agenda Item 6, Flood Action Plan.

<https://modgov.hillingdon.gov.uk/ieListDocuments.aspx?CId=115&MId=3917>

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Homelessness Update

Committee name	Environment, Housing and Regeneration Select Committee
Officer reporting	Mark Billings, Planning, Environment, Education and Community Services
Papers with report	None
Ward	All

HEADLINES

This report provides information relating to homeless applications in Hillingdon, including reasons for homelessness, 'bed and breakfast' bookings and move on into social and private rented housing. Further information is provided regarding the housing pathway for rough sleepers in Hillingdon. Note: The vast majority of B&B in Hillingdon is self-contained accommodation. The term does not generally refer to guest house type accommodation, but denotes higher cost temporary accommodation charged on a nightly basis.

RECOMMENDATIONS:

That the Committee:

- 1. Note the contents of the report.**

SUPPORTING INFORMATION

Homeless Approaches

- Between April and November 2021 (two thirds of the year) there have been a total 1,743 approaches from households either threatened with homelessness or already homeless. Of these 696 were families and 1,047 were single people. Figure one below shows the homeless approaches on a monthly basis. On average there are 218 approaches each month, which equates to around ten approaches each working day.
- The most common reasons for homelessness are family evictions (360), fleeing domestic abuse (214) and Section 21 (generally private rented sector) evictions (182). These are the most common reasons for both families and single people. In total these three reasons accounted for 43% of all approaches during the period covered. Other notable reasons include:
 - Rough sleeping which is predominantly an issue for single homeless people with 79 approaches from rough sleepers in total, of which 73 were single people.
 - In addition, there were 128 'sofa surfers' or 'friends no longer willing to accommodate' of which 102 were single people.
 - There have been 62 approaches from former asylum seekers, 42 single people and 20 families

Figure one



Early rehousing interventions

3. If a homeless or potentially homeless household requires rehousing, the aim is where possible to facilitate a move to settled accommodation, without the need for a placement in emergency temporary accommodation. Between April and November, 261 households were rehoused in this way. The bed size breakdown is shown in table one.

Table one: Early rehousing interventions

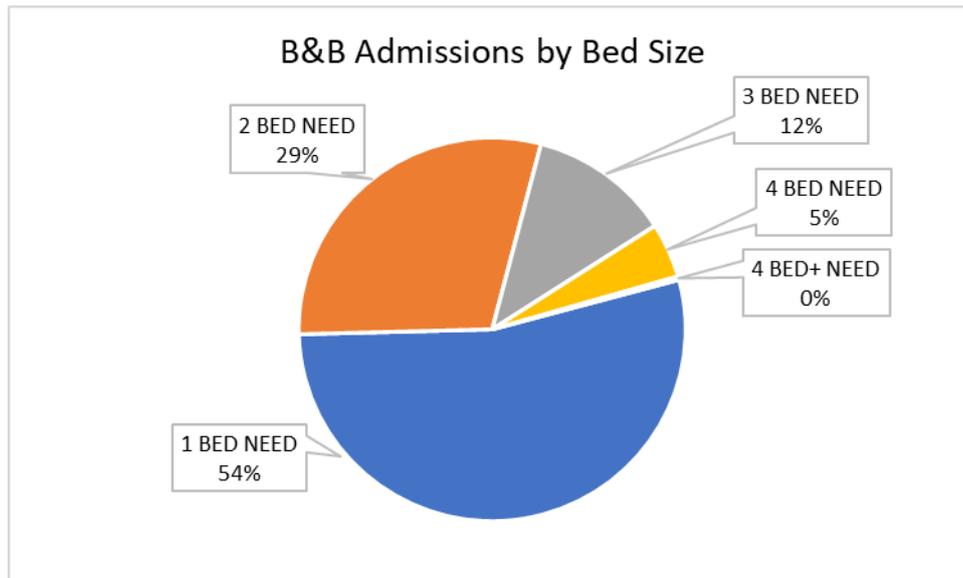
	Shared	1 bed	2 bed	3 bed	4 bed	Total
Bedsize	84	117	40	15	5	261*

*65 of these are supported placements.

'Bed and Breakfast' Bookings

4. During the period April to November 2021 period there have been a total of 346 bookings of homeless households into B&B (emergency) accommodation. Of these 186 were single people and 160 were families of two or more. This represents less than 6% of the total number of approaches.

Figure two



5. The most common approach reasons for those booked into B&B mirror the most common reasons for approaches overall. The number of bookings April to November were as follows:

- Domestic abuse 63 bookings
- Family evictions 53 bookings
- Rough sleepers 38 bookings
- S21s 29 bookings

Current numbers in temporary accommodation and bed and breakfast

6. As at the end of November 2021, there were a total of 436 households placed in temporary accommodation. Of which:

- Bed and Breakfast 171
- Dedicated Council owned temporary accommodation 204
- Private sector leased 61

Move-on from Temporary Accommodation

7. There have been 244 households in total moved on from temporary accommodation between April and November 2021, of which 107 have been into the private rented sector and 137 have been into social housing. Another 15 have moved on from temporary accommodation for various reasons including withdrawal of application, discharge of duty or no longer eligible for assistance.

Table two: Move on from temporary accommodation

	Shared	1 bed	2 bed	3 bed	4 bed	Total
Private Sector	24*	48	17	12	6	107
Social Sector	0	61	40	27	9	137
Total	24	109	57	39	15	244

*17 of these are supported placements

London Benchmarking Statistics

8. The information below compares Hillingdon homelessness data with other London boroughs.

- The London boroughs with over 1,000 homelessness application during 2020/21 are shown in table three. At 1,751 Hillingdon is the 16th highest.
- Table four shows the London boroughs that accepted above the average % of applications at the prevention stage. It also includes the relief stage acceptances for those boroughs.
- Table five shows the accommodation outcomes during 2020/21 which shows a high proportion of outcomes in Hillingdon where accommodation has been secured.
- Table six shows numbers in temporary accommodation, with Hillingdon having very low numbers compared to most London boroughs

Table three: Homelessness Applications 2020/21

Southwark	3,669	Waltham Forest	1,932
Haringey	3,438	Havering	1,837
Lambeth	3,245	Westminster	1,805
Lewisham	3,166	Hillingdon	1,751
Brent	2,951	Greenwich	1,750
Ealing	2,379	Islington	1,698
Croydon	2,379	Barking and Dagenham	1,505
Hackney	2,224	Camden	1,203
Barnet	2,111	Bromley	1,190
Tower Hamlets	2,042	Hammersmith and Fulham	1,076
Enfield	2,029	Kensington and Chelsea	1,049

Table four: % Accepted at Prevention and Relief Stage 2020/21

Local Authority	No. of Applications	No. of prevention duties accepted	Prevention Duties as % of total applications	No. of Relief duties accepted	Relief Duties as % of total applications
England	282,240	119,400	42.3%	149,160	52.8%
London	54,890	23,990	43.7%	27,770	50.6%
Hillingdon	1,751	1287	73.5%	440	25.1%
Merton	567	396	69.8%	155	27.3%
Lewisham	3,166	1830	57.8%	1318	41.6%
Barking and Dagenham	1,505	864	57.4%	543	36.1%
Islington	1,698	938	55.2%	685	40.3%
Barnet	2,111	1124	53.2%	906	42.9%
Havering	1,837	977	53.2%	755	41.1%
Waltham Forest	1932	996	51.6%	927	48.0%
Ealing	2,471	1234	49.9%	1205	48.8%
Lambeth	3,243	1535	47.3%	1679	51.8%
Enfield	2,029	955	47.1%	950	46.8%
Kingston	449	210	46.8%	217	48.3%

Table five: Accommodation Outcomes 2020/21

Local Authority	No. Prevention Duties Ended	% Prevention Duties Ended by securing Accommodation	No. Relief Duties Ended	% Relief Duties Ended by securing Accommodation	% that secured accommodation at end of either duty
England	116,460	59.4%	166,300	39.8%	47.9%
London	23,820	57.4%	33,860	33.0%	43.1%
Merton	435	80.69%	179	59.2%	74.4%
Ealing	1,340	69.78%	1,522	51.5%	60.1%
Hillingdon	1,091	65.17%	636	48.4%	59.0%
Hammersmith and Fulham	378	56.08%	614	57.2%	56.8%
Brent	1,135	62.47%	1,398	51.6%	56.5%
Sutton	339	75.22%	457	41.1%	55.7%
Haringey	1,625	60.37%	1,057	47.7%	55.4%
Camden	363	54.55%	831	54.8%	54.7%
Islington	701	90.44%	895	20.0%	50.9%
Barnet	1,229	65.09%	1,269	35.9%	50.2%
Greenwich	707	64.64%	1,053	38.1%	48.8%
Tower Hamlets	691	55.28%	1,161	42.0%	47.0%
Kensington and Chelsea	287	66.20%	802	37.5%	45.1%
Harrow	228	51.75%	534	41.8%	44.8%
Enfield	968	54.44%	1,167	36.5%	44.6%

Table six: Temporary Accommodation (TA) 30 June 2021

Local Authority	Total In TA	Families in TA	Families in TA per 000 H'holds	Families in B&B	TA Per 1000 H'holds
England	96,600	60,490	2.6	1,400	4.08
London	60,830	42,290	11.9	390	17.07
Newham	5,454	3,839	33.4	1	47.48
Southwark	2,936	1,491	11.1	0	21.90
Redbridge	2,686	1,883	17.4	21	24.75
Ealing	2,463	1,858	15.1	21	20.04
Wandsworth	2,410	1,521	11.2	1	17.76
Barnet	2,244	1,236	8.1	1	14.77
Croydon	2,008	1,484	9.6	58	13.03
Barking and Dagenham	1,439	1,208	15.4	-	18.37
Harrow	1,114	875	10.1	3	12.89
Hammersmith and Fulham	1,054	819	10.0	0	12.90
Havering	890	577	5.4	0	8.40
Sutton	814	511	6.2	3	9.80
Islington	764	456	4.3	-	7.15
Camden	517	285	2.5	0	4.53
Hillingdon	451	268	2.4	3	4.09
Richmond upon Thames	283	139	1.7	-	3.37
Merton	213	136	1.7	1	2.69
City of London	7	5	1.2	-	1.63

Note: In this DLUHC table B&B refers to shared accommodation.

Rough Sleepers

9. There has been a very substantial reduction in rough sleeping in Hillingdon. The number of rough sleepers at the official annual count in November 2019 was 106 and this reduced to 11 in November 2020. At the November 2021 count the number has reduced further to 9.
10. Heathrow Airport has long been a recognised hot spot for rough sleeping and there has been a concerted drive to drastically reduce rough sleeping at the airport and to prevent the airport being viewed as a destination for rough sleepers. The approach has achieved considerable success but will require ongoing action to prevent a return to the previous situation.
11. Central to the approach has been a multi-agency and multi-disciplinary co-ordinated response to rough sleeping. Partnership working in the borough amongst those with an interest in single homelessness and rough sleepers has strengthened to a significant degree and much clearer pathways for rough sleepers have developed and are continuing to be enhanced.
12. The availability of grant funding, especially via the Government's Rough Sleeping Initiative (RSI) has assisted considerably in the development of our approach. RSI is currently in its fourth year and a 3-year funding proposal for 2022/23 to 2024/25 is in development. Action taken in response to Covid19 has also had a very significant impact on rough sleeping in Hillingdon and across London and the country as a whole.

13. The onset of Covid-19 prompted a large-scale exercise to bring rough sleepers in, off the streets and this made a dramatic impact on rough sleeping. In Hillingdon a concerted four-day effort housed 170 rough sleepers from Heathrow airport. The majority were housed in GLA procured hotel rooms across London. Within Hillingdon RSI funding was used to enable a 33-bed unit, to be leased specifically for the purpose of bringing rough sleepers in from the streets. Initially, 30 rough sleepers were housed in borough. Any subsequent flow of rough sleepers has continued to be housed, either through reconnection with other Boroughs or initially into temporary accommodation in Hillingdon prior to move on to the private rented sector or in some instances, into social housing. In the following months rough sleeper numbers housed in borough increased to over 100. A total of 160 rough sleepers have been moved on to settled housing since this time. On 31 December 2021 there were a total of 61 former rough sleepers in temporary accommodation in Hillingdon.
14. Between April and November 2021 there were 38 rough sleepers booked into B&B accommodation. This does not include those who are initially assessed as having a connection to another borough but are placed into temporary accommodation on a very short-term basis in Hillingdon while reconnection is arranged.
15. Rough Sleeping Initiative (RSI) funding from the MHCLG (now DLUHC) has helped to significantly increase outreach services, floating support, and accommodation options. RSI funding has been instrumental in increasing the supply of supported bedspaces leased by Trinity which form an important part of the homelessness pathway. There is a significant supply of bedspaces for those with low support needs and a more limited supply for those with higher level needs. 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.
16. CNWL Mental health outreach colleagues and ARCH are key partners and our work with North West London CCG has resulted in good outcomes in GP registrations, Covid vaccinations and dental health. Frequent contact with a wide range of agencies has been and continues to be instrumental in ensuring that numbers of rough sleepers at the airport do not start to rise again. Airport security have worked to restrict access so that only those that intend to fly are able to remain at the airport without challenge.
17. Numbers of rough sleepers on any specific day are low, averaging 5 to 10 per night. On 31 December there were 7 rough sleepers. However, as there is a high level of flow, specifically at Heathrow Airport, the number of individuals sleeping rough over a period of time is high i.e. During December 2021 there were 57 rough sleepers that were engaged with by outreach services of which 35 were new to rough sleeping.

Table Seven: Rough sleeping data

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Number sleeping rough as at end of:	13	11	12	9	7	4	6	9	7
Of those, new to rough sleeping	0	5	5	7	3	1	3	2	4
Total individuals sleeping rough in month	19	37	16	38	46	51	50	55	57
Of those, new to rough sleeping	4	20	5	33	29	31	30	38	35
Rough sleepers in TA	82	68	66	70	67	65	59	59	61
UK nationals in TA	45	33	34	32	28	28	24	23	26
EEA nationals in TA	12	9	8	11	12	14	13	15	13
Rest of the world nationals in TA	26	26	24	27	27	23	22	21	22
Under 25s in TA	8	5	4	0	3	3	3	3	3

18. In line with government strategy the council aims to eliminate the need for rough sleeping in the borough by the end of 2024. Our targets for rough sleepers differentiate between the airport and the rest of the borough. For in-borough rough sleepers we have adopted the challenging target of zero rough sleepers. For the airport we have adopted a more cautious approach. The airport is known to have previously attracted large numbers of rough sleepers from across the capital and beyond. Although numbers bedding down at the airport are now low, there is still a constant flow of rough sleepers arriving at the airport every night who are engaged with by airport security and partner agencies to either return to their area of origin or be referred on to other services. As we emerge from the pandemic, more travel is taking place and the airport is becoming busier making it more difficult to identify rough sleepers. Eviction activity is restarting meaning that more people are likely to become homeless and for some this will mean street homelessness. Given these issues, realistically we must expect some additional homelessness pressures at the airport and have therefore set a threshold of 20, which we are working to keep as close to zero as possible.

19. Current work strands have been seeking to strengthen our approach to upstream prevention in all areas. Revised contractual arrangements with an organisation called 'P3' will strengthen our approach to preventing homelessness amongst young people including family evictions. P3 are our commissioned resource working with young people in the borough. We aim to proactively engage with young people at the earliest opportunity so that risk of rough sleeping can be identified and tackled before a young person becomes homeless.

20. We are also concentrating on developing closer working relations with housing associations to ensure that issues are identified and addressed early before they escalate. A new protocol has been developed between housing and social care with regard to care leavers. Regular meetings take place with police and probation and a named contact within our service. For the most part this means that those at risk of homelessness engage with our services before becoming street homeless. We are also working with discharge teams in local hospitals to improve processes aimed at early identification of those who are homeless or are most likely to become homeless on discharge. Hillingdon is part of the London Offender Homeless Prevention Group.

Implications on related Council 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 approach to Homelessness is set out in the Preventing Homelessness and Rough Sleeping Strategy 2019 to 2024. This also forms part of the Council's Housing Strategy 2021 to

2026 under the priority of 'Supporting Independent Living'. The Housing Strategy is a key policy framework document for the Council.

How this report benefits Hillingdon residents

Actions that the Council takes in relation to homelessness can have significant benefits for Hillingdon residents. Homelessness can have devastating, long-term and wide-ranging impacts which extend beyond housing to physical and mental health, education and employment opportunities and quality of life.

Financial Implications

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

Legal Implications

None at this stage.

BACKGROUND PAPERS

NIL.

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Houses in Multiple Occupation (HMO's)

Committee name	Environment, Housing and Regeneration Select Committee
Officer reporting	Mark Billings, Planning, Environment, Education and Community Services
Papers with report	None
Ward	All

HEADLINES

This report provides information relating to houses in multiple occupation (HMOs) in Hillingdon.

RECOMMENDATIONS:

That the Committee:

- 1. Note the contents of the report.**

SUPPORTING INFORMATION

1. The Private Sector Housing team is a regulatory service which is responsible for delivering the Council's statutory functions in the private housing sector. This includes raising housing standards in owner occupied properties, properties managed by Registered Providers (Housing Associations) and the private rented sector. The team focuses its efforts on properties where the worst housing conditions are found, which can be in HMO's. HMO's tend to be properties at the bottom end of the private rented housing market, where those on the lowest incomes and most vulnerable tenants are housed and typically where standards of management are lowest. Poor housing conditions include damp and mould growth, lack of heating, inadequate fire precautions and falls within the property.
2. There are extra legal responsibilities that landlords are required to comply with if the home rented is an HMO to reduce the risk of fire and to make sure that people living in shared houses or flats have adequate facilities. Landlords must make sure that:
 - Proper fire safety measures are in place, including working smoke alarms
 - Annual gas safety checks are carried out
 - Electrics are checked every 5 years
 - The property is not overcrowded
 - There are enough cooking and bathroom facilities for the number of people living there
 - Communal areas and shared facilities are clean and in good repair
 - There are enough rubbish bins/bags

HMO Definitions

3. A home is an HMO if both of the following apply:

- At least 3 tenants live there, forming more than 1 household
 - The toilet, bathroom or kitchen facilities are shared with other tenants
4. A home is a large HMO if both of the following apply:
- At least 5 tenants live there, forming more than 1 household
 - The toilet, bathroom or kitchen facilities are shared with other tenants

HMO Mandatory Licensing

5. All large HMOs where there are at least five tenants living there, forming more than one household and there is sharing of facilities, require a licence. Prior to 1 October 2018 HMO licensing requirements only applied to dwellings of 3 or more storeys. At the same time that the 3 or more storey criteria was removed, the Government also introduced new mandatory conditions in HMO licences to regulate the size and use of rooms as sleeping accommodation. For all new or renewed HMO licences applied for since 1 October 2018, bedroom sizes must be at least:
- 6.51 square metres for a person aged 10 or over
 - 10.22 square metres for 2 people aged 10 or over
 - 4.64 square metres for a child under 10 years
6. Before issuing an HMO licence, the council must be satisfied that the proposed licence holder (and manager) of the property is a fit and proper person(s).
7. Hillingdon Council's HMO standards are published on the [council's website](#).

HMOs in Hillingdon

8. The number of multi-adult households in the private rented sector in Hillingdon increased between the census years of 2001 and 2011 from 1,608 to 3,074 and this trend is likely to have continued. Not all are HMOs. These numbers include HMOs with shared facilities where for most purposes, the residents are not defined as forming a single household, as well as single people living together as a group who are defined as a single household for most purposes and individuals with lodgers.
9. At 21st December 2021 there were 650 HMOs licensed in Hillingdon, but it is thought that the number which should be licensed is higher. Because it is a long time since the last census, it is difficult to produce a current robust estimate of the number of HMOs. Census 2021 data will begin to become available during 2022. This will not provide exact numbers requiring a licence but will help to produce better estimates. It is thought that the number of HMOs that would require a licence is likely to be at least double the number currently licensed. Identifying those HMOs that should be licensed and dealing with licensing applications promptly are priorities for the Private Sector Housing Team. The PSH team has seen an increase in the intelligence received on suspected HMO's in the Borough.
10. The wards with the highest numbers of licensed HMOs are:
- Uxbridge South 100

- Brunel 83
- Heathrow Villages 50

11. Because the Council is concerned about the effects of high concentrations of student housing in certain areas, it has an Article 4 Direction in operation. This means that it is necessary to obtain planning permission to convert a single family dwelling (Use Class C3) to a HMO with between 3 and 6 unrelated people sharing (Use Class C4) throughout the wards of Brunel and Uxbridge South.
12. Improving the administration of licensing HMOs has been and continues to be a priority for the private sector housing team. A total of 285 licenses were issued between 1st April 2020 and 31st March 2021. Since April 2021 a further 100 licenses were issued. We have a legal duty to ensure that all applications for licences are determined within a reasonable time. Twelve weeks is regarded as reasonable and this is the target adopted by Hillingdon and most other local authorities. Licence applications are being dealt with in a timely manner.

Inspections of HMOs

13. Prior to Covid19, inspections of HMOs would normally take place prior to a licence being granted. With the onset of Covid19 Officers are no longer inspecting properties before issuing licences. We have introduced 'Desktop Interviews with Landlords' to verify housing conditions and other information. Where possible we are prioritising high-risk licensable properties to protect vulnerable tenants and target imminent risks to health. Follow up inspections of properties are being scheduled.
14. We are inspecting properties where:
- there is a duty to inspect because, for example, there is an imminent risk to a tenant's health due to a serious hazard e.g. no hot water or heating, pests (rats)
 - a serious hazard was previously identified and may still exist
 - where we have been made aware that a tenant is vulnerable, and it is not clear if conditions are hazardous.
15. During 2021, proactive inspecting of HMOs restarted for those that had been licensed but not yet inspected. Those properties where there have been complaints will continue to be prioritised. Proactive inspections will concentrate initially on those HMOs that have already been licensed, with the intention of moving to inspections prior to licensing. Ideally all HMOs will be inspected at least once during the period of the licence. In addition, certificates for gas safety are requested on an annual basis. Electrical safety certificates last for five years.

Enforcement Action

16. Under the Housing Act 2004 the Council is required to take 'appropriate enforcement action' for defects found in properties which fall under either a Category 1 (duty to take action) or Category 2 (may take action). During 2021/22 two civil penalties have been issued for breaches of HMO management regulations for £20,000 in total.

17. The Council will also work with HMO landlords to ensure that their properties are compliant with the Minimum Energy Efficiency Standards (MEES) when they grant a new tenancy to new or existing tenants.

Discretionary Licensing

18. Officers are considering options for discretionary licensing to raise standards and assist in deterring rogue landlords from managing private rented accommodation. Consideration is being given to both selective licensing for some parts of the borough and for additional licensing powers.

- Additional licensing – licensing can be extended to include HMOs not covered by mandatory licensing for example to cover all HMOs in a specific area or across the whole borough. Additional licensing can be introduced where the local authority believes that a significant proportion of HMOs are poorly managed and giving rise to problems for residents or the general public. The local authority must consult those who are likely to be affected. The council previously had an additional licensing scheme which applied to some parts of the borough and that has now ended. Most of the properties covered by the additional licensing scheme now require a mandatory HMO licence following the widening of the licensing criteria in October 2018.
- Selective licensing – All privately rented properties within a selective licensing area have to be licensed, regardless of whether or not the property is an HMO. Selective licensing does not specifically relate to HMOs. Schemes may be introduced in areas of low demand housing or areas with significant anti-social behaviour problems. The local authority has to consult local landlords before introducing selective licensing.

Licensing across West London			
	Additional licensing	Selective licensing	Cost (mandatory licence)
Brent	All HMOs that do not fall within mandatory licensing	Properties rented to a single household in certain wards	£840 new mandatory licence £740 renewal Up to 5 habitable rooms +£25 each additional room £40 discount for accredited landlords £100 additional charge if help needed completing the form
Ealing	All HMOs 2+ storeys occupied 4+ people who share facilities, including those in mixed use developments or over	Properties rented to a single household in certain wards and HMOs in these areas not covered by mandatory or additional scheme	£1,100 per property + £30 for each habitable room (bedroom or living room)

	non-residential accommodation. Expired 31.12.2021-New proposals consulted on	Expired 31.12.2021 - New proposals consulted on	£75 discount for landlord accreditation
Hammersmith and Fulham	The scheme applies to all HMOs occupied by three or more people who are not all related.	Applies for single persons or couples or single households if renting a property in one of 100+ designated streets	£1,215 for a 5 bed HMO + £13.10 for each additional bedroom £50 discount if sign landlord rental charter or £80 for landlord accreditation
Harrow	All HMOs not covered by mandatory HMO licensing	3 separate schemes are in operation for specific wards covering all private rented properties	£1,405 for new applicants and £997 for renewals £75 discount for accredited landlords first application only
Hillingdon	None	None	£1,100 new or renewal. This will increase by 5% to £1,155 from 1 st April 2022.
Hounslow	Most HMOs shared by 3 or more people who are not related.	None	£1,275 £80 discount if accredited
Kensington & Chelsea	None	None	£1,248.13 plus £12.60 for each room

Note: For many of these schemes the HMO definition is not straightforward and varied for different local authorities and schemes.

Implications on related Council 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 approach to HMOs contributes towards delivery of the Housing Strategy which is a key policy framework document for the Council.

The Housing Strategy includes 'Leading on Improving Housing Standards' as one of five priorities and identifies the following specific actions in relation to HMOs and private rented sector housing more generally:

- Prioritise dealing with licence applications swiftly and efficiently and identifying additional HMOs that require to be licensed
- Continue to tackle poor housing conditions and facilitate improved management of high-risk properties in the private rented sector
- Continue to use enforcement powers including Civil Penalties where appropriate and work

with internal and external partners to take holistic and concerted action to deter those landlords who consistently provide poor standards of housing and management

- Establish a multi-disciplinary task group to gather evidence regarding the prevalence of poor conditions in different parts of the private rented sector and consider the feasibility of different discretionary licensing options

How this report benefits Hillingdon residents

The quality of housing and its management have very significant impacts on the lives of residents.

Financial Implications

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

Legal Implications

None at this stage.

BACKGROUND PAPERS

NIL.

REVIEW - OUR ENGAGEMENT WITH TENANTS AND LEASEHOLDERS: IMPROVING PARTICIPATION AND FEEDBACK TO IMPROVE SERVICE AND SATISFACTION - FINAL REPORT

Committee name	Environment, Housing & Regeneration Select Committee
Officer reporting	Neil Fraser, Democratic Services
Papers with report	Final review report
Ward	All

HEADLINES

In 2021/22, the Environment, Housing & Regeneration Select Committee carried out a review into how to improve engagement with tenants and leaseholders within Hillingdon. The draft final report, attached, details the information received throughout the review and the Committee's subsequent findings and recommendations. The draft report is now submitted to the Select Committee for endorsement to Cabinet.

RECOMMENDATION

- 1. That the Environment, Housing & Regeneration Select Committee endorses and refers the report for submission to Cabinet.**
- 2. That the clerk to the Committee be delegated authority to further amend the draft report as necessary, in consultation with the chairman.**

SUPPORTING INFORMATION

At the meeting on 08 June 2020, members of the Environment, Housing & Regeneration Select Committee agreed that the Committee's first review topic would focus on improving engagement with tenants and leaseholders within Hillingdon. Following this agreement, witness sessions were conducted, and information was received from:

Rod Smith – Head of Housing Management, Marion Finney – Regulation and Engagement Manager, Alan Clark – Chairman of the Hillingdon Association of Council (Domestic) Leaseholders, Ros Jorge - Tenant representative, and Natalie Lindsay - Tenant representative.

The final report details the information received and makes recommendations for approval by the Cabinet.

Implications on related Council policies

The role of 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

None at this stage, pending any findings approved by Cabinet.

Financial Implications

None at this stage.

Legal Implications

None at this stage.

BACKGROUND PAPERS

NIL.

Our engagement with tenants and leaseholders

Improving participation and feedback to improve service and satisfaction



A review by the Environment, Housing & Regeneration Select Committee (2020/21)

Members of the Committee: Councillors Wayne Bridges (Chairman), Alan Chapman (Vice Chairman), Scott Farley (Opposition Lead), Allan Kauffman, Nicola Brightman, Alan Deville, and Janet Gardner

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DRAFT

Chairman's Foreword

On behalf of the Environment, Housing and Regeneration Select Committee, I am pleased to present this report detailing the Committee's review into the Council's engagement with its tenants and leaseholders.

In November 2020, the Government published its draft Charter for Social Housing Residents White Paper, which set out the actions central Government will take 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."

The Select Committee therefore approved as its first review, the topic of how to improve feedback from residents of social housing, in order to support the work of the Council's landlord function to help shape and update its approach to tenant and leaseholder engagement under the terms of this new Charter.

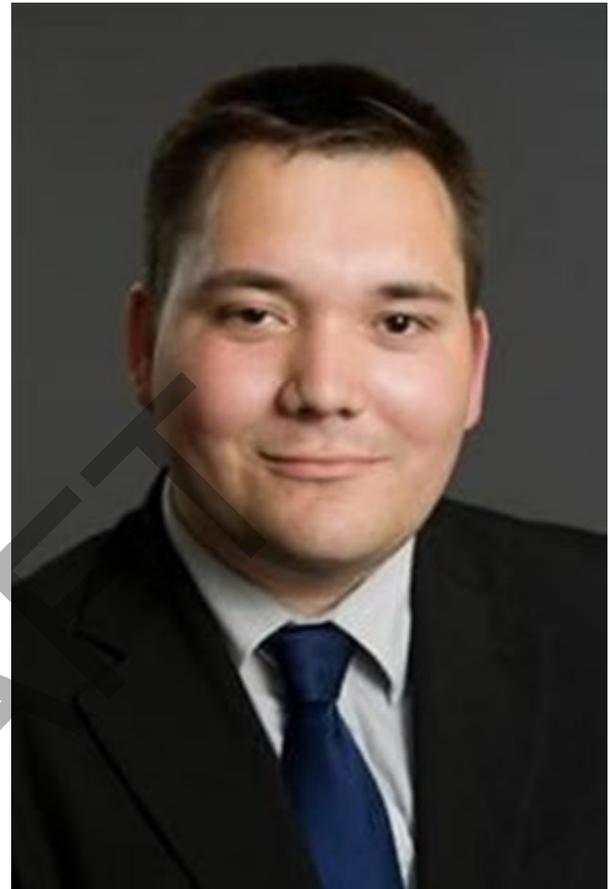
Following consideration of all available information, including that contributed by officers, together with feedback from residents both in-person and via online, the Committee accepted that the Council had an opportunity to affect real improvement to both fulfil the requirements of the new Charter for Social Housing, as well as promoting more effective engagement and support of the Borough's residents.

Through all information gathering, the Committee was mindful of the need to find cost-effective, workable solutions, and the recommendations in this report are endorsed as prudent, effective actions to grow engagement and fulfil the terms of the Charter.

I would like to take this opportunity to thank those officers and volunteers who have given up their time to help the Committee in reviewing this topic, and commend them for their continued hard work to support residents.

Councillor Wayne Bridges

Chairman of the Environment, Housing and Regeneration Select Committee.



Summary of recommendations to Cabinet

Through the witness testimony and evidence received during the detailed review by the Committee, Members have agreed the following recommendations to Cabinet.

That Cabinet:

1 Note the experiences and feedback from those tenants and leaseholders who attended the witness sessions and from those responding to surveys as set out in the report and, in light of the Draft Charter for Social Housing Residents, support the need to continuously improve the quality, timeliness, and breadth of the Council's engagement with tenants and leaseholders.

2 Agree that officers develop, for approval by the Cabinet Member, an Engagement Strategy and associated 3-year Delivery Plan, that in particular sets out:

- a. The engagement options to promote resident feedback and involvement at a pace and level which suits residents, and that which supports service improvement and the resolution of matters which are important to residents;
- b. The opportunities for residents to engage via the use of digital tools as well as 'in-person' contact, understanding that engagement should be non-exclusionary, and not be limited to only digital means but should instead provide a breadth of options to give a voice to all tenants and leaseholders. In-person contact could include the reformation of regular Senate or Assembly meetings, alongside special interest groups, or 'Community Engagement Days' held at estates or public spaces, alongside partners and other Council services (such as the Community Safety Team, Green Spaces and Anti-Social Behaviour & Environment Team), to ensure a coordinated approach to engagement, resolution of neighbourhood issues, and collation of resident feedback;
- c. A schedule of further consultation to be carried out, to obtain feedback from a large and diverse subset of the Borough's tenants and leaseholders, with a view to adding to or revising the strategy in line with this feedback.



3

Request that officers work with the Corporate Communications team to raise awareness of the engagement options available to tenants and leaseholders, including through the use of the Council's social media platforms, to maximise the opportunities for tenants and leaseholders to provide feedback.

4

Agree that, in order to demonstrate a continued commitment to overview and scrutiny, the Environment, Housing & Regeneration Select Committee receive a yearly report for the duration of the service's 3 year plan for engagement, providing an update on the implementation of these recommendations, further actions, and continued direction of travel, supported by the latest data on tenant and leaseholder engagement and feedback.

DRAFT

Background to the review

In November 2020, the Government published its Draft Charter for Social Housing Residents White Paper, which set out the actions the government will take 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.”

In the foreword, the Prime Minister stated how fundamental it was to ‘give social housing tenants a voice and ensure that it is listened to.’ The accompanying Draft **Charter for Social Housing Residents**, which aims to “raise the standard of social housing and meet the aspirations of residents throughout the country,” set out the government’s [post Grenfell Tower] Regulatory vision for social housing.

Hillingdon Council currently has 10,000 homes classified as social housing, with a further 3,200 long leaseholders for total of 13,200 properties in management. These numbers have remained steady in recent years as the Council has acquired or developed new accommodation to offset 'Right To Buy' sales. With the major regeneration projects taking place in Hayes, together with the requirements of the new Charter, this was deemed an opportune time for the Council to review how it engages with its tenants moving forward.

Therefore, at its meeting on 08 June 2021, the Select Committee approved as its first review the topic of how to improve feedback from residents of social housing, in order to support the work of the Council’s landlord function to help shape and update its approach to tenant and leaseholder engagement under the terms of the new Charter and support the regeneration work of the Council in the years to come.

As the work to support the aim of regulatory compliance, including a ‘step change’ in approach to resident engagement was, and remains, at an early stage, the Committee was in the unique position to help steer the future direction of the Council’s approach to tenant and leaseholder engagement, inclusive of direct feedback from residents along with best practice and innovation identified from other local authorities.

Throughout the review, the Committee sought to understand:

- How could the current approach to engagement with residents be improved?
- What role, if any, could the Better Neighbourhood Fund play in the wider engagement strategy as part of improving the quality and appearance of estate environments?
- How could a future engagement strategy ‘reach out’ to all sections of the tenant and leaseholder population, including ‘harder to reach groups’.
- What was the role of new technology and the Council’s digital offer to support efficiency of approach and maximise feedback?

Evidence & Witness Testimony

At the first witness session, held on 14 September 2021, Rod Smith – Head of Housing Management, and Marion Finney – Regulation and Engagement Manager, addressed the Committee to provide information to aid the review.

At the second, and final, witness session, held 13 October 2021, Rod Smith and Marion Finney – were joined by the following external witnesses: Mr Alan Clark – Chairman of the Hillingdon Association of Council (Domestic) Leaseholders. Mrs Ros Jorge - Tenant representative, and Ms Natalie Lindsay - Tenant representative.

The Committee was supported through both in-person witness sessions with additional written information. The Committee first sought to understand the legislative and national context for the review, before learning about the Landlord service and its current resources and working practices. Information gathering then progressed to feedback from residents, before consideration of the options for actions to address the requirements of the Draft Charter for Social Housing Residents.

Legislative / national context

The Committee was advised that 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 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 should be seen as a statutory minimum. Moving forward the government has clear expectations regarding a 'step change in approach' which will see engagement and involvement as a 'golden thread' running through services delivered by social housing providers.

The policy paper 'The Charter for Social Housing Residents: Social Housing White Paper', published 17 November 2020, sets out the actions the government will take 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. The full document is linked within the 'background papers' section below.

Appendix A contains a summary of the White Paper prepared by the Housing Quality Network. An excerpt detailing the aims of the proposed charter is provided:

The stated aim of the new Charter for Social Housing Residents is to “raise the standard of social housing and meet the aspirations of residents throughout the country.”

The Government says it will strengthen the Regulator of Social Housing to create new consumer standards for landlords to be measured against. These appear to be in line with how the regulator

measures governance and financial standards (G and V ratings). This will be monitored by a new 'arm' of the regulator which will "proactively regulate on consumer standards including quality of homes, repairs, meaningful engagement with tenants and complaints handling." Inside Housing has highlighted that this was a role previously delivered by the Tenants Service Authority until it was scrapped in 2010.

The Housing Ombudsman will also get more powers on tackling complaints while the Decent Homes Standard will be reviewed.

The Charter covers seven key areas that social housing tenants should expect:

- 1. To be safe in your home. We will work with industry and landlords to ensure every home is safe and secure;*
- 2. To know how your landlord is performing, including on repairs, complaints and safety, and how it spends its money, so you can hold it to account;*
- 3. To have your complaints dealt with promptly and fairly, with access to a strong Ombudsman who will give you swift and fair redress when needed;*
- 4. To be treated with respect, backed by a strong consumer regulator and improved consumer standards for tenants;*
- 5. To have your voice heard by your landlord, for example through regular meetings, scrutiny panels or being on its Board. The Government will provide help, if you want it, to give you the tools to ensure your landlord listens;*
- 6. To have a good quality home and neighbourhood to live in, with your landlord keeping your home in good repair;*
- 7. To be supported to take your first step to ownership, so it is a ladder to other opportunities, should your circumstances allow.*

Staffing

Regarding current staffing resource, the Committee was informed that the Council's Customer Engagement Team is made up of 1 x FTE Regulations and Engagement Manager and 2 x FTE Senior Customer Engagement Officers. The current approach to resident involvement and feedback comprised talking to residents and using their views to improve services and included:

- Telling people about services;
- Asking people for their views;
- Discussing issues and identifying priorities;
- Working together to improve and design services;
- Maintaining working relationship based on a partnership approach.

The Customer Engagement Team is responsible for planning and coordinating consultation and engagement activity across the Council, including:

- Conferences, assemblies and forums;
- Focus and service user groups;
- Surveys;
- Impact assessments;
- Statutory and non–statutory consultation.

Current practices to promote resident engagement

The Committee recognised that the service was required to find the most effective way of engaging with customers locally to deliver responsive services, meet the needs of the business, and evidence regulatory compliance. While it was accepted that this could vary depending on the target audience and other key factors (i.e. cultural, religious beliefs, age, ethnic background or level of digital/online knowledge), the aim for officers was to work with residents to provide a bespoke service through co-production and co-regulation.

The Service had identified community engagement as a key activity to improve services and increase customer satisfaction by:

- Providing support and advice to teams to help plan and deliver engagement activity with their customers;
- Providing training and support for teams around specialist engagement, such as:
 - Holding in-depth interviews, face to face discussions and virtual meetings;
 - Designing and facilitating focus groups and forums;
 - Designing qualitative and quantitative surveys;
 - Analysing results of consultation.
- Coordinating engagement activity across the Council to avoid duplication of work and survey fatigue and ensure quality and consistency of engagement;
- Working with partners to share and promote best practice.

Using the Community Engagement Team to assist with engagement activity could provide the following business benefits:

- Improved value for money from customer engagement practice via:
- Improved identification of performance issues from the customer perspective;
- Improved identification and recording of service improvements as a result of customer engagement;
- Better quality decisions made by service teams;
- Efficiencies from reduced use of consultancy time due to improved staff skills on engagement-
- Consistent customer engagement practice across the organisation.
- Improved perception of departmental services.
- Demonstration of the Council's vision to put residents first.

An example of a best practice approach was evidenced through the recent engagement activities carried

out by the team in securing a 'Yes' vote for the Hayes Regeneration project. The outcome of the ballot highlighted how effective the approach has been.

It was also confirmed that the Customer Engagement Team was a member of the West London Resident Engagement Group (WLREG). The group brings together resident involvement/engagement practitioners based within the West London area to share good practice and identify opportunities for joint working.

Work across Tenancy Services was confirmed as already underway regarding the wider context of engagement and involvement, as set out in the extract from the Service Plan for 2021/22 attached as **Appendix B**.

Better Neighbourhood funding

As part of the review, the Committee considered whether the Hillingdon's Better Neighbourhood Fund could also form part of any improvement to engagement. To that end, officers confirmed that each year, the Council allocated £156,000 from the Housing Revenue Account 'Works to Stock' budget to facilitate Council tenants and leaseholders, Ward Councillors, and Council employees to suggest improvements to their housing estate, managed by the Community Engagement & Town Centre Improvements (CETCI) Team. Criteria for submissions and further information is set out for residents on the Council website at [Better Neighbourhood funding - Hillingdon Council](#), with proposals supporting local priorities such as:-

- Protecting and enhancing the environment
- Promoting strong and active communities
- Making Hillingdon safer

Applications received are then considered by the Cabinet Member for Environment, Housing and Regeneration.

Examples of recent uses of the Fund are attached as **Appendix E**.

Future consultative engagement and the avoidance of a 'one size fits all' approach

In response to the Government's new Draft Charter for Social Housing Residents, the Committee considered officers' initial thoughts on how best to ensure that residents in social housing had a 'voice' and were listened to.

It was understood that the government, through the Regulator of Social Housing, had clear expectations regarding a 'step change in approach' which would see engagement and involvement as a 'golden thread' running through services delivered by social housing providers. To align itself with these expectations it was suggested that the Council could develop a 'Tenant & Leaseholder Engagement and Involvement Strategy', including

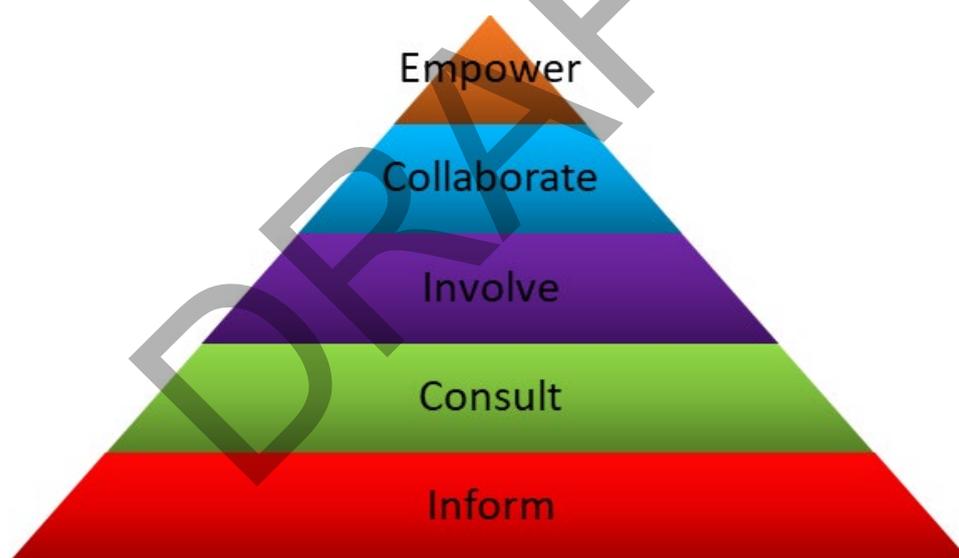
- The methods of obtaining views and feedback
- The ease of accessing engagement opportunities

- The way in which involvement and engagement was undertaken against the backdrop of covid-19 and social distancing rules
- Resident perceptions regarding the value the Council places on resident feedback and whether the Council ‘listens to’ and acts upon the views of residents

The Committee recognised 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. Some of the barriers preventing residents from becoming more involved in housing and other community activities within their local areas included a lack of time, disability or health, and a lack of awareness of how to become more involved. Overall, officers considered that the number of respondents who were willing to engage with the Council was positive.

Figure 1, below, was provided the Committee and set out a simple hierarchy of involvement across five distinct layers, and it was suggested that such a hierarchy should form the basis of the service’s approach to engagement moving forward.

Figure 1 – Hierarchy of involvement



Explaining each ‘level’ in turn:

Inform: 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’. Examples of ‘informing’ included the currently produced Tenants and Leaseholders Annual Report that advised residents of how the Council was performing as a landlord, including messages on rent statements, direct mailing, and the use of social media platforms including the website.

Consult: 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 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. It was accepted that consultation at this level could be extended and applied more widely.

The Council, through such obligation, carries out a number of statutory consultations including the Council's Annual Budget Consultation, Housing Strategy Consultation and Sheltered Housing Service Consultation. Other options for obtaining feedback were through the STAR (Survey of Tenants and Residents) survey, undertaken by tenants and leaseholders. This year's STAR survey was confirmed to run from October to December, with the aim of getting as many tenants and leaseholders involved as possible. The Council also consulted with its Housing Forum members (Senate) mainly through scheduled meetings (twice a year, though currently on hold due to the pandemic), where they can interact and discuss with various service managers and senior management with the view to influencing decisions on various service areas.

Involve: as referred to earlier in this report, the Council had previously run a successful consultation seeking resident views on a proposal to regenerate two estates in the Hayes area. The outcome was very positive and resulted in the Council committing to redevelop both estates for the residents living in the area. The hierarchy of involvement approach was used, with residents informed and consulted throughout, and the Council is continuing to work in collaboration with stakeholders and residents to finalise the design of properties to be built. Feedback had been positive so far.

Collaborate: 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.

Empower and Control: greater levels of empowerment and even 'control', underpinned by strong partnership working.

Potential offers under the 'hierarchy of involvement'

The Committee was advised that in recent years, the service had generally operated towards the lower end of the involvement hierarchy, with the focus on informing and engaging with tenants and leaseholds at a more basic level, including 'statutory consultation, which has 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.

Online Feedback from tenant and leaseholder respondents to the Sample Survey

The Committee was provided with the results of a sample online survey of 100 tenants and leaseholders. Of those surveyed, 77% were tenants, with 23% leaseholders; and had covered a wide variety of age, location and length of engagement with the Council.

The questions asked in the sample survey mirrored those to be included in the more comprehensive STAR survey, which would survey circa 50% of the entire 13k customer base. This STAR survey was

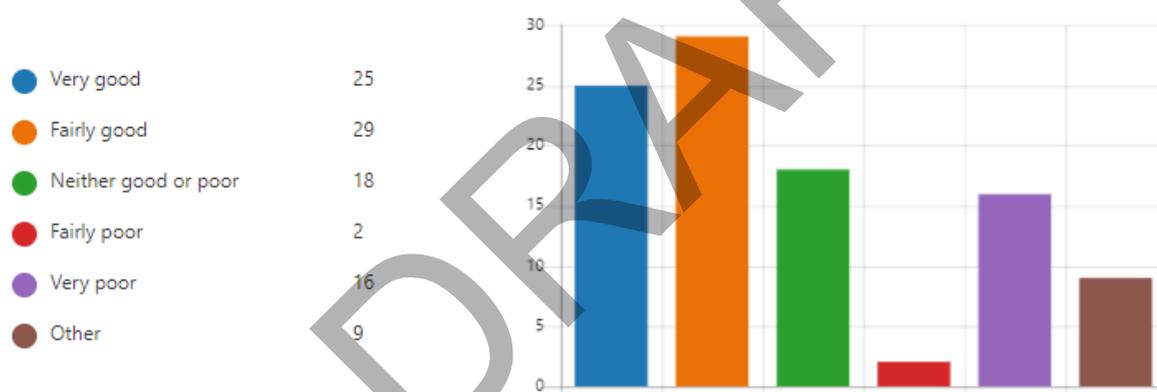
expected to result in a sample return of 10%, and owing to its larger audience, would provide a greater level of detail from which further analysis could be undertaken, with a view to informing future strategy.

Officers elaborated on the STAR survey, explaining that STAR stood for ‘Survey of Tenants and Residents’ and was originally developed by HouseMark in 2011 as a consistent framework for social landlords to collect and report on resident satisfaction. The main aim of the STAR framework was to provide landlords with consistent best practice in the collection of resident feedback, and to enable them to compare and share results with tenants and stakeholders in a meaningful way. STAR outcomes provided a consistent framework for measuring customer satisfaction that allowed like-for-like comparisons, focussing on what matters to residents, and enabled landlords to make use of the data to drive improvements.

Feedback from the sample survey highlighted that the majority of respondents were broadly satisfied with the way in which Hillingdon was communicating with them. However, the data suggested there was room for improvement in all areas. An example of the typical results is set out below, with the full results of the sample survey set out in **Appendix C**.

3. How good or poor do you feel Hillingdon Council is at keeping you informed about their services and decisions?

[More Details](#)



The Committee suggested that the service should prioritise ‘consulting’ with residents, rather than simply ‘informing’ them, especially regarding how the service was liaising with residents prior to decisions being made.

In-person feedback from residents tenants:

The information gathering sessions were supported through attendance from:

- Mrs Jorge, a resident of Sutcliffe House, had been active in the community and with the Council through such bodies as the Better Neighbourhood team, Townfield Community Committee, among others, and who had undertaken a street/estate champion role;
- Mr Clark, Chairman of the Hillingdon Association of Council (Domestic) Leaseholders, was actively engaging with the Council on behalf of the Association’s 3,000 members; and

- Mrs Lindsay, a resident of Avondale Drive, had previously engaged with the Council through training initiatives to improve job prospects, as well as acting as secretary for her estate committee.

The witnesses in attendance advised the Committee that their estates often presented to a standard which they felt was below an acceptable level. This could include issues of disrepair or internal and external shared areas suffering from a lack of maintenance. In addition, anti-social behaviour, including drug abuse, harassment and rough sleeping was common. It was felt that there was a lack of community sports and leisure activities provided, particularly for women and young people, which if in place, could foster stronger community ties, and promote mental and physical health.

In such instances, the witnesses advised that they would endeavour to contact the Council to report the issues on behalf of their community. However, where previously it had been easier to reach a specific officer directly, who would listen and understand the problem before acting to resolve it, contacting the Council now was often through the call centre, which then routed the resident to a relevant service team. Responses from those service teams was often insufficient or delayed with a lack of subsequent progress updates. In some instances, issues were not resolved at all. (Mr Clark did highlight that, through his role as Chairman, he maintained a list of Council officer contacts that he could reach directly, without having to go through the call centre.)

It was suggested that one way to address these presenting issues and provide a voice to residents was to rejuvenate meetings such as Local Housing Forums/Senate where representatives could engage directly with relevant managers.

Further feedback received was that residents felt undervalued by the Council, and not listened to, and that more should be done to engage and empower residents through two-way communication and community involvement. Additionally, the Council needed to be seen to demonstrate firm, timely action where necessary, for example when addressing antisocial behaviour, as resident perception was that not enough was being done to resolve such issues.

The Committee suggested that the feedback received should be used to inform the proposed new engagement strategy. Officers suggested that the recommendations to Cabinet resulting from this review could include recognition of the value of good quality engagement, together with the instruction to create and maintain of a range of engagement options which promoted and valued resident involvement and feedback through actions residents were comfortable with. In addition, it was recognised that Council resources should be aligned to the resolution of matters that were of importance to tenants and leaseholders. Creating a menu of options for residents to be involved in various ways, at their own pace and frequency, would increase participation. The Committee was provided with examples of potential engagement, included as **Appendix D**.

To receive greater feedback, officers advised that the service was considering setting up 'Estate Marshalls' to act as points of contact for the Council to collaborate with. This could include greater collaboration via 'Street Searches', attendance at street parties or fetes, youth councils, or through pairing up with partners such as the Police, with the aim of being 'seen' within the various communities. In addition, it was suggested that increased use of social media and messaging services, such as WhatsApp, could be considered.

London Scrutiny Network meeting - 19 November 2021

To aid the Committee, the clerk and Marion Finney attended a virtual meeting of the London Scrutiny Network on 19 November 2021, as resident engagement was included as a topic of discussion on the meeting agenda. While no additional best practice or innovation was suggested by attendees, it was gratifying that the actions being considered by the Committee were well received by the representatives of the attending authorities.

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The Committee's Findings

General conclusions

Following consideration of all available information including that contributed by officers, together with feedback from residents both in-person and via online, the Committee accepted that the Council had an opportunity to affect real improvement to both fulfil the requirements of the new Draft Charter for Social Housing Residents, as well as promoting more effective engagement and support of the Borough's residents.

Throughout, the Committee was mindful that the Council's actions to meet the expectations set out in the new Draft Charter were at a significantly early stage, and so welcomed the timeliness of the review and its ability to help steer future actions through its recommendations to Cabinet. However, the Committee was also mindful that any recommendations should be realistic and actionable, with due consideration to budgetary requirements. Additionally, it was highlighted that any recommendations should refrain from being too proscriptive, to allow officers the flexibility to tailor any actions upon receipt of further feedback from residents as engagement, whether in-person or through further online surveys, was received.

Regarding resident feedback, the Committee was interested to note that respondents to the online sample survey were broadly positive towards the Council's previous engagement actions. Conversely, the feedback directly received from the residents attending the information gathering sessions was somewhat negative. While this positive and negative feedback was seen as extremely valuable to informing any recommendations, it was noted that all feedback received from residents so far was from a very small subset of the overall customer base of circa 10,000 tenants and 3,000 leaseholders.

Therefore, the Committee has recommended that officers should develop an Engagement Strategy and Delivery Plan, in consultation with a selection of tenants, leaseholders, service managers and stakeholders. The strategy was to consider the common barriers to resident engagement, hard to reach groups, BMEs, single parents and young people, and was to be an evolving document with elements of further feedback, monitoring and review. It was recommended that this should be delivered over three years, fulfilling regulatory requirements of social housing providers.

It was recognised that the strategy should avoid a 'one size fits all' approach but instead should tailor its strategy to resident needs, together with their willingness or availability to become involved. It was accepted that many of the residents willing to engage with the Council were retirees, who had more free time. The Strategy should therefore carefully consider how to engage with people with more limited time, tailoring engagement actions to fit with their own availability.

Key interaction methods identified include various assemblies and group meetings, direct contact via 'Meet the Manager' sessions, increased digital engagement including enhancements to the Council's website to ensure accessibility, and collaboration on the service's annual report. It was noted that the current pandemic has inevitably steered engagement with residents towards digital / on-line approaches and this should be considered when developing the strategy and delivery options.

Alongside this new Strategy and Delivery Plan, the Committee recommended that officers engage with the Council's Corporate Communications team to review how best to further raise awareness of the options for engagement available to Hillingdon's Council tenants and leaseholders.

Regarding the Better Neighbourhood Fund, the Committee determined that the Fund was delivering positive outcomes for residents, but suggested that officers review new ways to seek resident input into how the fund is allocated to projects through better consultation as part of the 3 year plan.

On the understanding that resident feedback, though the STAR survey and other methods outlined, would continue throughout the 3 years, it was recommended that the Committee receive further update reports at regular intervals on how the strategy was being delivered and what feedback was being captured and used by services.

The Committee's recommendations to Cabinet

That Cabinet:

1

Note the experiences and feedback from those tenants and leaseholders who attended the witness sessions, together with those responding to surveys, and in light of the new Draft Charter for Social Housing Residents, support the need to continuously improve the quality, timeliness, and breadth of the Council's engagement with tenants and leaseholders.

2

Agree that officers develop, for approval by the Cabinet Member, an Engagement Strategy and associated 3-year Delivery Plan, that in particular sets out:

- a. The engagement options to promote resident feedback and involvement at a pace and level which suits residents, and that which supports service improvement and the resolution of matters which are important to residents;
- b. The opportunities for residents to engage via the use of digital tools as well as 'in-person' contact, understanding that engagement should be non-exclusionary, and not be limited to only digital means but should instead provide a breadth of options to give a voice to all tenants and leaseholders. In-person contact could include the reformation of regular Senate or Assembly meetings, alongside special interest groups, or 'Community Engagement Days' held at estates or public spaces, alongside partners and other Council services (such as the Community Safety Team, Green Spaces and Anti-Social Behaviour & Environment Team), to ensure a coordinated approach to engagement, resolution of neighbourhood issues, and collation of resident feedback;



- c. A schedule of further consultation to be carried out, to obtain feedback from a large and diverse subset of the Borough's tenants and leaseholders, with a view to adding to or revising the strategy in line with this feedback.

3

Request that officers work with the Corporate Communications team to raise awareness of the engagement options available to tenants and leaseholders, including through the use of the Council's social media platforms, to maximise the opportunities for tenants and leaseholders to provide feedback.

4

Agree that, in order to demonstrate a continued commitment to overview and scrutiny, the Environment, Housing & Regeneration Select Committee receive a yearly report for the duration of the service's 3 year delivery plan for engagement, which provide an update on the implementation of these recommendations, further actions, and continued direction of travel, supported by the latest data on tenant and leaseholder engagement and feedback.

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About the review – witnesses and activity

The following Terms of Reference were agreed by the Committee from the outset of the review:

Terms of Reference

1. To understand Hillingdon's current engagement approach with tenants and leaseholders and the planned work programmes and activities that the Council engages with them on, e.g. Better Neighbourhood Fund.
2. To learn from residents of their experiences and interaction with the Council and their satisfaction;
3. To review other best practice and identify any improvement to tenant and leaseholder engagement and satisfaction going forward, including from any new legislation / regulation, e.g. the Charter for Social Housing Residents, and how the Council can best adapt to meet this;
4. To identify any gaps and opportunities to draw together different strands of activities by the Council to ensure the overall service we provide is one-stop, agile and responsive to the needs of tenants and leaseholders; and
5. To make practical, prudent recommendations to Cabinet from the Committee's findings.

The Committee received evidence from the following sources and witnesses:

<p>Witness Session 1 – 14 September 2021</p>	<p>Rod Smith – Head of Housing Management Marion Finney – Regulation and Engagement Manager</p>
<p>Witness Session 2 – 13 October 2021</p>	<p>Rod Smith – Head of Housing Management Marion Finney – Regulation and Engagement Manager Alan Clark – Chairman of the Hillingdon Association of Council (Domestic) Leaseholders Ros Jorge - Tenant representative Natalie Lindsay - Tenant representative.</p>

References

[The charter for social housing residents: social housing white paper - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

[Better Neighbourhood funding - Hillingdon Council](#)

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Appendices

Appendix A - HQN Social Housing White Paper Summary Note

Appendix B - Extract from Tenancy Services – Service Plan 2021/22

Appendix C - Sample Survey results

Appendix D - Options for Engagement

Appendix E – Examples of use of the Better Neighbourhood Fund

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Summary note: Social Housing White Paper – The Charter for Social Housing Residents

The stated aim of the new **Charter for Social Housing Residents** is to “raise the standard of social housing and meet the aspirations of residents throughout the country.”

The Government says it will **strengthen the Regulator of Social Housing** to create **new consumer standards** for landlords to be measured against. These appear to be in line with how the regulator measures governance and financial standards (G and V ratings). This will be monitored by a new ‘arm’ of the regulator which will “proactively regulate on consumer standards including quality of homes, repairs, meaningful engagement with tenants and complaints handling.”

Inside Housing has highlighted that this was a role previously delivered by the Tenants Service Authority until it was scrapped in 2010.

There will be a big focus on transparency with a new **‘access to information scheme’** effectively operating in the same way as the Freedom of Information Act.

The Housing Ombudsman will also get more powers on tackling complaints while the Decent Homes Standard will be reviewed

The Charter covers seven key areas that social housing tenants should expect:

1. **To be safe in your home.** We will work with industry and landlords to ensure every home is safe and secure.
2. **To know how your landlord is performing,** including on repairs, complaints and safety, and how it spends its money, so you can hold it to account.
3. **To have your complaints dealt with promptly and fairly,** with access to a strong Ombudsman who will give you swift and fair redress when needed.
4. **To be treated with respect,** backed by a strong consumer regulator and improved consumer standards for tenants.
5. **To have your voice heard by your landlord,** for example through regular meetings, scrutiny panels or being on its Board. The Government will provide help, if you want it, to give you the tools to ensure your landlord listens.
6. **To have a good quality home and neighbourhood to live in,** with your landlord keeping your home in good repair.
7. **To be supported to take your first step to ownership,** so it is a ladder to other opportunities, should your circumstances allow.

Below we have provided a summary on each of these areas.

To be safe in your home

The government wants to put tenants “back at the heart of building safety” following the Grenfell tragedy.



The Government has already:

- Made £400m available to social landlords to fund the removal of unsafe cladding and announced a further £1bn of grant funding to cover the costs of remediating unsafe blocks
- Published a Building Safety Bill
- Published a Fire Safety Consultation on Government proposals to implement the recommendations in the Grenfell Tower Inquiry's Phase 1 report
- Supported a Social Sector (Building Safety) Engagement Best Practice Group
- Published a Fire Safety Bill.

Now it will:

- Legislate so that safety is part of the Regulator of Social Housing's new consumer regulation role
- Legislate to require social landlords to identify a nominated person responsible for complying with their health and safety requirements
- Expect the Regulator of Social Housing to prepare a Memorandum of Understanding with the Health and Safety Executive to ensure effective sharing of information with the Building Safety Regulator
- Launch a consultation on mandating smoke and carbon monoxide alarms in social housing
- Consult on measures to ensure that social housing residents are protected from harm caused by poor electrical safety
- Build on the work of the Social Sector (Building Safety) Engagement Best Practice Group, supporting the development of statutory and **good practice guidance on engaging residents in all tenures on safety issues.**

To know how your landlord is performing

The White Paper says that the connection between landlords and communities has become stained – with the White Paper sighting large executive salaries. The government wants to redress the balance by creating a strong connection between landlords and tenants to ensure transparency and accountability.

Government will:

- Expect the Regulator of Social Housing to – as part of its expanded role – to bring in a **new set of tenant satisfaction measures for all landlords** on things that matter to tenants.

A draft set of measurements has been prepared as part of the White Paper and will be developed further in consultation with the sector – see Appendix one. **Landlords will also have to publish CEO and executive salaries** (relative to the size of the landlord) and management costs.

- Introduce a new **access to information scheme** – which will be in line with the **Freedom of Information Act** – for social housing tenants so that information relating to landlords is easily accessible
- Ensure landlords provide a clear breakdown of how their income is being spent, including levels of executive salaries, to be published alongside tenant satisfaction measures
- Require landlords to identify a senior person in their organisation who is responsible for ensuring they comply with the consumer standards set by the Regulator of Social Housing
- Expect landlords to report to every tenant on such matters at least once a year, **if not continuously, using technology (the use of apps is referenced in the paper).**

To have your complaints dealt with promptly and fairly

Tenants have reported to government that making a complaint can be difficult and takes too long.

The Government has already:

- Set out in the Building Safety Bill how it will speed up access to the Housing Ombudsman by removing the need for tenants to go to a ‘designated person’ or wait eight weeks before approaching them – removing the ‘democratic filter’
- Expanded the Housing Ombudsman service which is aiming to halve its decision times by March 2022
- Increased the Housing Ombudsman’s powers to take action against landlords where needed. The Housing Ombudsman has published a new Complaint Handling Code and guidance on new orders that will be implemented from 1 January 2021.

Now it will:

- Support improved complaint handling by landlords and hold them to account through **stronger action by the Housing Ombudsman.**

Landlords will be required to comply with the Housing Ombudsman’s Complaint Handling Code, ensuring that they have good processes in place to respond swiftly and effectively to complaints. Landlords have been asked to self-assess against the Code by 31 December 2020 and publish the results.

- From March 2021, **reports on the complaints** the Housing Ombudsman has handled for individual landlords, as well as the determinations on individual cases, **will be published on the Housing Ombudsman's website**
- Keep the Housing Ombudsman's powers, and compliance with them, under review and consider ways to strengthen them, including the option of legislation to put the Complaint Handling Code on a statutory footing
- Run an **awareness campaign so social housing residents know their rights**, are confident in navigating their routes to complain, and are aware of how to escalate to get redress where needed
- Ensure lessons are learned and maintain residents' confidence in the Housing Ombudsman Service through the appointment by the Ombudsman of an independent reviewer by March 2021 to examine any complaints made about the service that the Housing Ombudsman provides
- Formalise and strengthen the relationship between the Regulator of Social Housing and the Housing Ombudsman by introducing a statutory requirement for both bodies to co-operate with each other in undertaking their responsibilities in holding landlords to account
- Make the Housing Ombudsman a statutory consultee for any proposal concerning changes to the Regulator of Social Housing's economic and consumer standards and make the Regulator of Social Housing a statutory consultee for any changes to the Housing Ombudsman Scheme.

To be treated with respect

While the government feels that the economic regulation of social landlords has been a success, it believes that consumer regulation does not go far enough to ensure that landlords will deliver on the Charter it is setting out.

The new consumer regulation function within the Regulator of Social Housing will change that.

The Government will:

- Transform the Regulator of Social Housing so it proactively monitors consumer standards
- Remove the 'serious detriment test' and introduce routine inspections for the largest landlords (with over 1,000 homes) every four years
- Change the Regulator of Social Housing's objectives to explicitly cover safety and transparency, and work with it to review its consumer standards to ensure they are up to date

- Give the Regulator of Social Housing the power to publish a Code of Practice on the consumer standards to be clearer on what landlords are required to deliver
- Strengthen the Regulator of Social Housing's enforcement powers to tackle failing landlords and to respond to new challenges facing the sector, by removing the cap on the level of fines it can issue, introducing Performance Improvement Plans for landlords failing to comply, reducing the notice period for surveys on the condition of properties, and introducing a new power to arrange emergency repairs if needed where a survey uncovers evidence of systemic landlord failures
- Make it explicit that provisions in contracts between local authorities and Arms Length Management Organisations or Tenant Management Organisations would be deemed void if they hindered the Regulator of Social Housing in its exercise of its powers
- Review the statutory Right to Manage guidance
- Set out an expectation for all landlords to self-refer breaches with the regulatory standards
- Strengthen the Regulator of Social Housing's powers to provide robust economic regulation of private registered providers
- Require the Regulator of Social Housing to set up an Advisory Committee to provide independent and unbiased advice on discharging its functions.

A list of all the changes to the regulatory regime – along with a plan of how the Regulator will need to change its onset – is set out in Appendix two (lifted from Annex A of the White Paper). Many of these changes will require legislation.

To have your voice heard

There is good work being done across the sector (TPAS is referenced), but Government feels performance is inconsistent – with examples of tenants feeling patronised, ignored or treated with disrespect.

The Government will:

- Expect the Regulator of Social Housing to require landlords to seek out best practice and consider how they can continually improve the way they engage with social housing tenants.

There is a focus in the White Paper on tackling loneliness and ensuring that tenant-led engagement activities linked to Covid-19 can continue.

- Deliver a new opportunities and empowerment programme for social housing residents, to support more effective engagement between landlords and residents, and to give residents tools to influence their landlords and hold them to account

- Review professional training and development to ensure residents receive a high standard of customer service.

To have a good quality home and neighbourhood to live in

While generally social housing is seen to deliver well designed, decent homes and good neighbourhoods some tenants have reported that their communities have been let down by poor neighbourhood management, upkeep of buildings and quality of shared spaces.

During lockdown some social housing tenants have struggled to find green spaces to exercise and others have had to deal with loneliness, isolation and ASB.

The Government has already:

- Announced the Green Homes Grant for 2020/21 which will fund up to two thirds of the cost of hiring tradespeople to upgrade the energy performance of homes
- Announced a £50m demonstrator project to support the decarbonisation of social housing over 2020/21
- Published a 25 year Environment Plan committing to connect people with the environment to improve health and wellbeing
- Encouraged developments that promote health and wellbeing through the National Planning Policy Framework and National Design Guide
- Announced a consultation through the Planning for the Future White Paper on proposals to enable more and better green space in development. Committed to expanding access to mental health services through the NHS Long Term Plan
- Acted to tackle segregation and stigmatisation through the planning system.

Now it will:

- Review the Decent Homes Standard to consider if it should be updated, including how it can better support the decarbonisation and energy efficiency of social homes, and improve communal and green spaces
- Continue to engage with the latest evidence on the impact of housing conditions on health, including Covid-19 transmission, and actively consider options to mitigate these impacts
- Review professionalisation to consider how well housing staff are equipped to work with people with mental health needs and encourage best practice for landlords working with those with mental health needs

- Clarify the roles of agencies involved in tackling anti-social behaviour and signpost tenants to those agencies who can give them the most appropriate support and assistance when faced with antisocial behaviour
- The Government will expect the Regulator of Social Housing to review and amend its regulatory standards to make it clear that landlords should have a policy setting out how they should tackle issues surrounding domestic abuse
- Consider the results of the allocations evidence collection exercise findings to **ensure that housing is allocated in the fairest way possible** and achieves the best outcomes for local places and communities.

To be supported to take your first step to ownership

The Government is determined to increase the supply of new and 'beautiful' social homes – and to ensure that as many social tenants as possible have the opportunity to buy a home of their own. This section of the report highlights policies and funding currently in place to deliver on that ambition.

To increase the supply:

- Built over 486,600 new affordable homes since 2010, including 142,400 for social rent
- Announced our new £11.5bn Affordable Homes Programme that will deliver up to 180,000 new homes
- Announced a new £3bn Affordable Homes Guarantee Scheme
- Removed the cap on local authority borrowing to fund housebuilding
- Consulted on whether greater flexibilities can be offered around how local authorities can use receipts from Right to Buy sales
- Supported community-led housebuilding through the community housing fund
- Announced Government will consult on further guidance to provide clarity on rural exception sites policy, to ensure they are used to their full potential.

To ensure that more social tenants have the opportunity to buy a home:

- Introduced a new shared ownership model
- Announced that around half of the homes delivered by the new Affordable Homes Programme will be for affordable home ownership
- Announced a new Right to Shared Ownership, meaning that most new grant-funded housing association homes for rent will give residents the opportunity to purchase a 10% (or more) stake in their home and to purchase further shares in future
- Launched a pilot of Voluntary Right to Buy in the Midlands

- Amended the National Planning Policy Framework and published a new national design guide to emphasise the importance of beauty and good design
- Emphasised through our new National Design Guide the importance of building beautiful and well-designed social homes.

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Appendix one: Draft tenancy satisfaction measures

Box A: Draft Tenant Satisfaction Measures	
Theme	Draft tenant satisfaction measures
Keeping properties in good repair	Decent Homes Standard compliance
	Responsive repairs completed right first time
	Tenant satisfaction with landlord's repairs and maintenance service
Maintaining building safety	Compliance with health and safety obligations: <ul style="list-style-type: none"> • Gas safety • Electrical safety • Fire safety • Asbestos • Water safety • Lift safety
	Tenant satisfaction with the health and safety of their home
Effective handling of complaints	Number of complaints relative to the size of the landlord
	% of complaints resolved within agreed timescale
	Tenant satisfaction with landlord's complaints handling
Respectful and helpful engagement	Number of complaints relating to fairness and/or respect, relative to the size of the landlord
	Tenant satisfaction that their landlord listens to their views and takes notice of them
	Tenant satisfaction with landlord's engagement with tenants
Responsible neighbourhood management	% of communal areas meeting the required standard
	Number of complaints relating to communal areas, relative to the size of the landlord
	Tenant satisfaction with landlord actions to keep communal areas clean and safe
	Tenant satisfaction with landlord contribution to the neighbourhood associated with their home
	Number of complaints relating to anti-social behaviour, relative to the size of the landlord
	Tenant satisfaction with landlord's handling of anti-social behaviour
	Overall

Appendix two: Key measures for changing the regulatory regime for social housing

Government will:

- Work with the regulator to establish a proactive consumer regulation regime with active oversight of landlord performance, whilst maintaining the principle of co-regulation
- This will include:
 - Introducing routine inspections for the largest landlords (with over 1,000 homes) with the aim of doing so every four years, to obtain assurance from landlords that they are complying with the consumer standards
 - Specific, reactive inspections and/or investigations where systemic issues of concern are brought to the regulator by tenants or their representatives, the Housing Ombudsman or others
 - Published findings from these investigations and inspections where a landlord is found non-compliant with the regulator's standards
- Legislate to remove the 'serious detriment test' as soon as Parliamentary time allows, to eliminate barriers to the regulator adopting a proactive approach to monitoring and oversight of landlord performance on consumer issues
- Change the regulator's objectives to explicitly cover safety and transparency, and expect the regulator to review its consumer standards to ensure they are up to date and deliver its revised objectives
- Legislate to give the regulator a power to publish a code of practice on the consumer standards to be clearer on what landlords are required to deliver
- Expect the regulator to bring in a set of tenant satisfaction measures for all landlords on the things that matter to tenants, and expect landlords to report to every tenant on such matters at least once a year, if not continuously using technology
- Legislate to place an obligation on landlords to identify and publicise a senior named person in their organisation who is responsible for ensuring compliance with their health and safety obligations
- Expect the regulator to require landlords to identify a 'responsible person' for consumer standards compliance, as part of a wider requirement to provide greater clarity on the roles and responsibilities of senior staff
- Introduce a new access to information scheme for social housing tenants of housing associations and other private registered providers of social housing so that information relating to landlords is easily accessible to tenants
- Expect the regulator to require landlords to evidence how they have sought out and considered ways to improve engagement with tenants

- Legislate to strengthen the regulator’s enforcement powers to tackle failing landlords and to respond to new challenges, including:
 - Giving the regulator the power to require a Performance Improvement Plan
 - Reducing the notice period to survey homes
 - Giving the regulator the power to arrange emergency repair work and recoup costs from the landlord where, following a survey, there is evidence of systemic landlord failure and other regulatory measures have not worked
 - Removing the requirement to ask the Secretary of State’s approval to use its own staff to carry out inspections; and
 - Removing the cap on the level of fines the regulator may charge.
- Ensure that local authorities are held to account for the performance of service provided by an Arms Length Management Organisation or Tenant Management Organisation, by:
 - Asking stockholding local authorities that contract out management services to Arms Length Management Organisations to review their contracts to ensure they do not prevent the regulator from taking action in the event of non-compliance with its standards
 - Making it explicit that provisions in contracts between ALMOs or TMOs would be deemed void if they hindered the regulation in its exercise of its powers; and
 - Working with the regulator to set out an expectation for local authorities to self-refer to ensure that issues of concern to tenants are dealt with as quickly as possible
- Expect the regulator to review and amend its regulatory standards to make it clear that landlords should have a policy setting out how they should tackle issues surrounding domestic abuse, working with other agencies as appropriate
- Legislate to strengthen the relationship between the Housing Ombudsman and the regulator, building on the current Memorandum of Understanding to ensure that they can exchange information quickly and effectively to provide better protection for tenants
- Maintain the robust economic regulation regime that is already working well and make sure the whole system is cohesive and balanced. This will include ensuring that changes to consumer regulation do not undermine economic regulation
- Refine the regulator’s powers to ensure it has the right tools to deliver its economic regulation function effectively with an evolving sector. This includes:
 - Requiring landlords to notify the regulator of any change in control and refining the definition of ‘non-profit’ providers; and
 - Introducing a ‘look-through’ power so the regulator can follow money paid outside of the regulated sector to ensure probity

- Delivering these changes is essential to ensuring that the needs of tenants are embedded in the culture of all landlords, and will require significant change to the structure and expertise of the regulator, from senior leadership level downwards. To ensure that the regulator is equipped to deliver a proactive regulatory regime effectively, we will:
 - Enable the regulator to set up an entirely new function, and make sure it is resourced and able to recruit the right new staff, including at senior leadership level, that have the right expertise in consumer regulation, customer service and tenant engagement to effectively deliver the new consumer regulation regime
 - Expect the regulator to develop a strategy for appropriate and ongoing publicity to make tenants aware of what it does and how to get in touch – both so they can understand and help shape consumer regulation
 - Broaden the skills mix and diversity of Board Members and increase the number of Members with consumer regulation experience
 - Work with the regulator to make sure that the regulator is resourced and able to recruit the right new staff with diverse background and skills, including at senior levels
 - Require the regulator to set up a statutory Advisory Committee to provide independent and unbiased advice on discharging its functions. This will not be a decision-making body.

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Appendix B - Extract from Tenancy Services – Service Plan 2021/22

Work across Tenancy Services is already underway, as reflected in the Service Plan for 2021/22, in the wider context of engagement and involvement.

Objective	Task	Target
To be safe in your home	Develop and implement a [statutory] engagement strategy for residents in 'higher risk buildings'	Q4
To know how your landlord is performing	Produce and publish a 2020/21 Tenant & Leaseholder Annual Report	Q2
	Collate and submit 2020/21 HouseMark data	Q1
	Prepare for the implementation of [Draft] Tenant Satisfaction Measures to support compliance with the Charter for Social Housing Residents and set a baseline.	Q4
To have your complaints dealt with promptly and fairly	Introduce a documented approach to compliance with the Housing Ombudsman's Complaint Handling Code following the December '20 self-assessment.	Q2
	Ensure processes are in place to capture [draft] tenant satisfaction measures associated with complaints handling: and set a baseline.	Q4
To be treated with respect [backed by strong consumer regulation]	Self-assess services against the [new] Consumer Standards and accompanying Code of Practice	Q4
To have your voice heard by your landlord	Develop a tenant and leaseholder engagement strategy.	Q4

	Implement processes to Improve levels of customer insight across the managed housing stock which can be readily extracted and can contribute to service development and discussions on 'disproportionality'.	Q4
	Develop a framework for consulting residents on health & safety.	Q4
	Introduce mechanisms so residents in 'higher risk buildings' can quickly, easily and effectively feedback any safety concerns.	Q4
	Implement a rolling programme of STAR surveys to inform changes to services and improvement.	Q4
	Test the 'new tenant experience' and bring forward rolling outcomes which improve the effectiveness of service delivery, positively impact on the concept of 'no surprises', support long term tenancy sustainment and capture 'satisfaction with the Allocations & Lettings process' [HouseMark]	Q4
	Formally capture and review customer insight on their experience of DA casework.	Q4
To have a good quality home and neighbourhood to live in	Identify a pilot estate and work with residents to scope the definition of a 'decent estate' and scope the extent of management and maintenance responses to achieve 'decent estate' compliance.	Q4

	Establish clear standards for the communal areas of estates and bring forward options and measures to demonstrate compliance with a 'decent estates' standard.	Q4
	Bring forward options and structures for tenants and leaseholders to influence investment decisions.	Q4
	Develop a pictorial based output standard for Caretaking Services and Green Spaces on housing estates.	Q4
	Explore the potential use of HouseMark photo book as an affordable solution to real-time, instant inspection reporting.	Q4

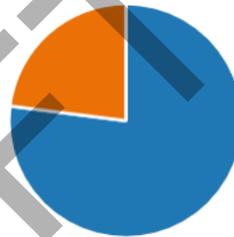
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Appendix C - Residents Satisfaction Sample Survey September 2021
(Summary of responses)

1. Are you

[More Details](#)

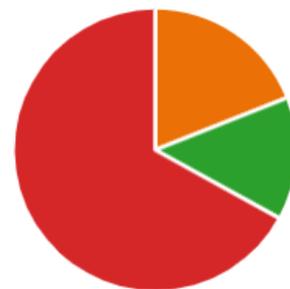
● Tenant	77
● Leaseholder	23



2. How long have you been a council tenant/leaseholder?

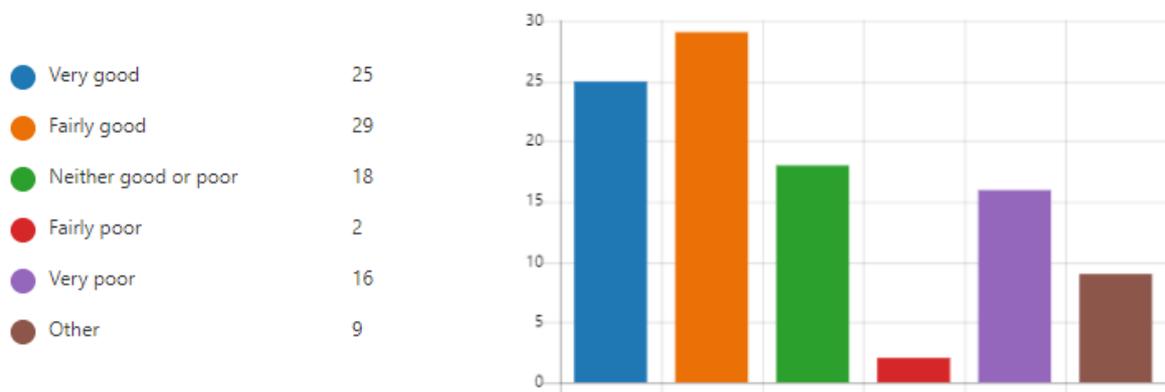
[More Details](#)

● Under a year	0
● 1-5 years	19
● 5-10years	14
● 10years +	67



3. How good or poor do you feel Hillingdon Council is at keeping you informed about their services and decisions?

[More Details](#)



4. How satisfied or dissatisfied are you that Hillingdon Council gives you a say in how services are managed?

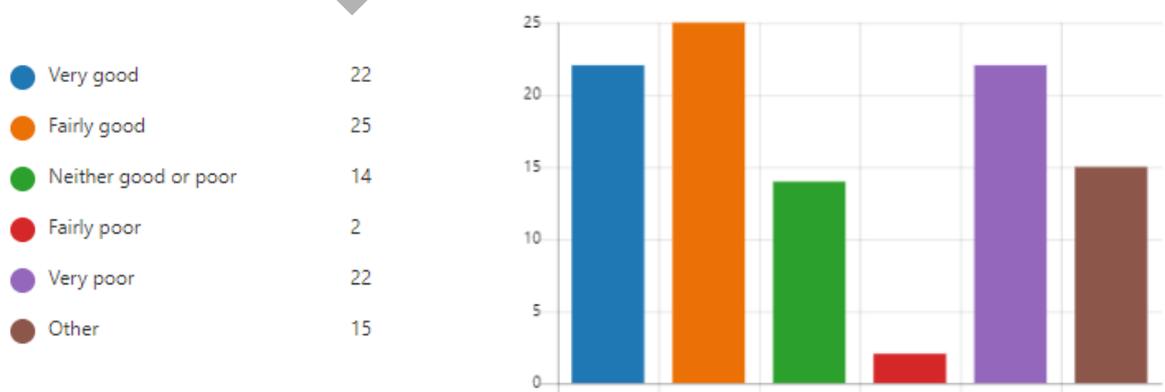
[More Details](#)

Satisfaction Level	Count
Very satisfied	16
Somewhat satisfied	27
Neither satisfied nor dissatisfied	25
Somewhat dissatisfied	16
Very dissatisfied	16



5. How good or poor do you feel Hillingdon Council is at keeping you informed about things that might affect you as a resident?

[More Details](#)



6. How satisfied or dissatisfied are you with opportunities given to you to participate in Hillingdon Council's decision making processes?

[More Details](#)

 Insights

	Very satisfied	15
	Somewhat satisfied	24
	Neither satisfied nor dissatisfied	29
	Somewhat dissatisfied	16
	Very dissatisfied	16



7. To what extent do you agree or disagree that Hillingdon Council has given you information on building safety and what your responsibilities are?

[More Details](#)

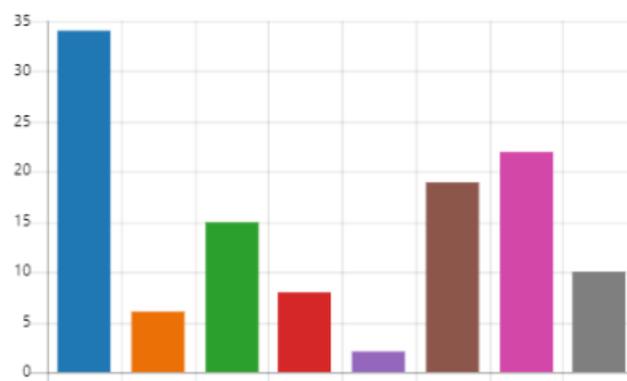
	Strongly agree	15
	Agree	29
	Neither agree nor disagree	23
	Disagree	17
	Strongly disagree	16



8. What if anything, stops you from being more involved in housing and other community activities within your estate/area?

[More Details](#)

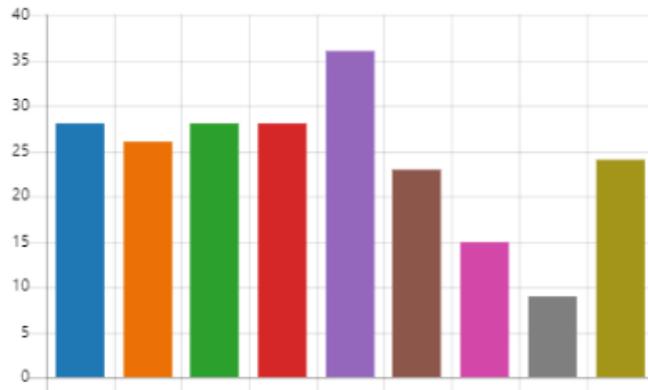
	Time commitment	34
	I can't find anything I am inter...	6
	I don't know how to be more i...	15
	Caring responsibilities	8
	Language barrier	2
	Disability or health	19
	Nothing	22
	I am already involved	10



9. How interested are you in being involved in the following areas?

[More Details](#)

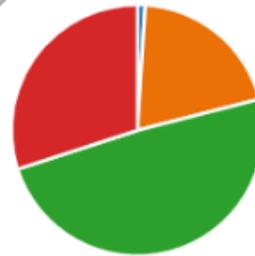
● Community initiatives	28
● Residents groups	26
● Focus groups and Consultatio...	28
● Specialist groups such as disa...	28
● Repairs Service	36
● Caretaking Service/Estate insp...	23
● Publishing of quarterly newsle...	15
● Improving online services to d...	9
● Other	24



12. Age range

[More Details](#)

● 18-24 years	1
● 25-45 years	20
● 46 - 64 years	49
● 65+	30

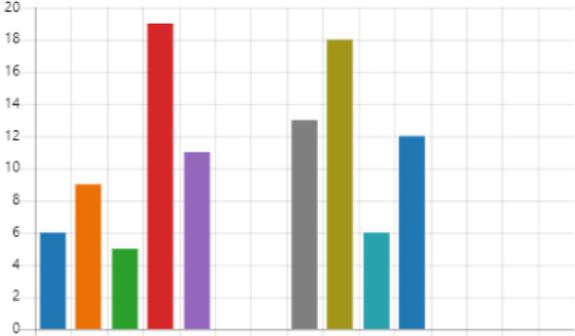


DRAFT

13. What is your postcode?

[More Details](#)

● HA4	6
● HA5	9
● HA6	5
● UB3	19
● UB4	11
● UB5	0
● UB6	0
● UB7	13
● UB8	18
● UB9	6
● UB10	12
● TW6	0
● TW19	0
● WD3	0
● Other	0



DRAFT

Appendix D: Options for engagement against the Hierarchy of Involvement

INFORM: 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
CONSULT: 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
	Statutory 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
INVOLVE	Engagement Mechanism	Purpose	Time commitment	Frequency
	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

	Engagement Mechanism	Purpose	Time commitment	Frequency
COLLABORATE	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
EMPOWER	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
	Resident Engagement 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

APPENDIX E – Examples of use of the Better Neighbourhood Fund

Albion Road - Before



Albion Road - After



Skipton Drive service road leading to Bourne Farm Playing Field – Before



Skipton Drive service road leading to Bourne Farm Playing Field – After



Whitehall Road safety rail installation - Before



Whitehall Road safety rail installation – After



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CABINET FORWARD PLAN

Committee name	Environment, Housing & Regeneration Select Committee
Officer reporting	Neil Fraser, Democratic Services Officer
Papers with report	Appendix A – Latest Forward Plan
Ward	As shown on the Forward Plan

HEADLINES

To monitor the Cabinet’s latest Forward Plan which sets out key decisions and other decisions to be taken by the Cabinet collectively and Cabinet Members individually over the coming year. The report sets out the actions available to the Committee.

RECOMMENDATION

That the Environment, Housing & Regeneration Select Committee notes the Cabinet Forward Plan.

SUPPORTING INFORMATION

The Cabinet Forward Plan is published monthly, usually around the first or second week of each month. It is a rolling document giving the required public notice of future key decisions to be taken. Should a later edition of the Forward Plan be published after this agenda has been circulated, Democratic Services will update the Committee on any new items or changes at the meeting.

As part of its Terms of Reference, each Select Committee should consider the Forward Plan and, if it deems necessary, comment as appropriate to the decision-maker on the items listed which relate to services within its remit. For reference, the Forward Plan helpfully details which Select Committee’s remit covers the relevant future decision item listed.

The Select Committee’s monitoring role of the Forward Plan can be undertaken in a variety of ways, including both pre-decision and post-decision scrutiny of the items listed. The provision of advance information on future items listed (potentially also draft reports) to the Committee in advance will often depend upon a variety of factors including timing or feasibility, and ultimately any such request would rest with the relevant Cabinet Member to decide. However, the 2019 Protocol on Overview & Scrutiny and Cabinet Relations (part of the Hillingdon Constitution) does provide guidance to Cabinet Members to:

- Actively support the provision of relevant Council information and other requests from the Committee as part of their work programme;
- Where feasible, provide opportunities for committees to provide their input on forthcoming executive reports as set out in the Forward Plan to enable wider pre-decision scrutiny (in addition to those statutorily required to come before committees, *i.e. policy framework documents – see para. below*).

As mentioned above, there is both a constitutional and statutory requirement for Select Committees to provide comments on the Cabinet’s draft budget and policy framework proposals

after publication. These are automatically scheduled in advance to multi-year work programmes.

Therefore, in general, the Committee may consider the following actions on specific items listed on the Forward Plan:

	Committee action	When	How
1	To provide specific comments to be included in a future Cabinet or Cabinet Member report on matters within its remit.	<p>As part of its pre-decision scrutiny role, this would be where the Committee wishes to provide its influence and views on a particular matter within the formal report to the Cabinet or Cabinet Member before the decision is made.</p> <p>This would usually be where the Committee has previously considered a draft report or the topic in detail, or where it considers it has sufficient information already to provide relevant comments to the decision-maker.</p>	<p>These would go within the standard section in every Cabinet or Cabinet Member report called "Select Committee comments".</p> <p>The Cabinet or Cabinet Member would then consider these as part of any decision they make.</p>
2	To request further information on future reports listed under its remit.	<p>As part of its pre-decision scrutiny role, this would be where the Committee wishes to discover more about a matter within its remit that is listed on the Forward Plan.</p> <p>Whilst such advance information can be requested from officers, the Committee should note that information may or may not be available in advance due to various factors, including timescales or the status of the drafting of the report itself and the formulation of final recommendation(s). Ultimately, the provision of any information in advance would be a matter for the Cabinet Member to decide.</p>	<p>This would be considered at a subsequent Select Committee meeting. Alternatively, information could be circulated outside the meeting if reporting timescales require this.</p> <p>Upon the provision of any information, the Select Committee may then decide to provide specific comments (as per 1 above).</p>
3	To request the Cabinet Member considers providing a draft of the report, if feasible, for the Select Committee to consider prior to it being considered formally for decision.	<p>As part of its pre-decision scrutiny role, this would be where the Committee wishes to provide an early steer or help shape a future report to Cabinet, e.g., on a policy matter.</p> <p>Whilst not the default position, Select Committees do occasionally receive draft versions of Cabinet reports prior to their formal consideration. The provision of such draft reports in advance may depend upon different factors, e.g., the timings required for that decision. Ultimately any request to see a draft report early would need the approval of the relevant Cabinet Member.</p>	<p>Democratic Services would contact the relevant Cabinet Member and Officer upon any such request.</p> <p>If agreed, the draft report would be considered at a subsequent Select Committee meeting to provide views and feedback to officers before they finalise it for the Cabinet or Cabinet Member. An opportunity to provide specific comments (as per 1 above) is also possible.</p>
4	To identify a forthcoming report that may merit a post-decision review at a later Select Committee meeting	<p>As part of its post-decision scrutiny and broader reviewing role, this would be where the Select Committee may wish to monitor the implementation of a certain Cabinet or Cabinet Member decision listed/taken at a later stage, i.e., to review its effectiveness after a period of 6 months.</p> <p>The Committee should note that this is different to the use of the post-decision scrutiny 'call-in' power which seeks to ask the Cabinet or Cabinet Member to formally re-consider a decision up to 5 working days after the decision notice has been issued. This is undertaken via the new Scrutiny Call-in App members of the relevant Select Committee.</p>	<p>The Committee would add the matter to its multi-year work programme after a suitable time has elapsed upon the decision expected to be made by the Cabinet or Cabinet Member.</p> <p>Relevant service areas may be best to advise on the most appropriate time to review the matter once the decision is made.</p>

BACKGROUND PAPERS

- [Protocol on Overview & Scrutiny and Cabinet relations adopted by Council 12 September 2019](#)
- [Scrutiny Call-in App](#)

<i>Ref</i>	Upcoming Decisions	Further details	War d(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	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									
Cabinet meeting – 17 February 2022									
038(b)	The Council's Budget - Medium Term Financial Forecast 2022/23 - 2026/27 (BUDGET FRAMEWORK)	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	Proposed Full Council adoption - 24 February 2022	Cllr Ian Edwards - Leader of the Council / Cllr Martin Goddard - Finance	FD - Paul Whaymand	Public consultation through the Select Committee process and statutory consultation with businesses & ratepayers		Public
109	LHC - consideration of withdrawal from the Joint Committee	To consider the Council's formal withdrawal from the Joint Committee of the LHC (previously the London Housing Consortium) by the end of 2022 and to cease as lead authority. This follows a decision by the LHC in December 2021 to start the process to disband the Joint Committee and move to a	N/A		Cllr Eddie Lavery - Environment, Housing & Regeneration	CS&T - Raj Alagh / Lloyd White		NEW	Public

		new corporate entity from 2023. Similar resolutions will be put to other constituent local authority Cabinet meetings as the relevant body to determine.							
111	Contract for Environmental Cleaning Services	Following a procurement exercise, Cabinet will consider the contract for Environmental Cleaning Services, which includes the collection and disposal of sharps / offensive waste and waste containing asbestos, public toilet cleaning, emptying dog foul bins, disposal of dead animals, and certain property clearances.	All		Cllr Eddie Lavery - Environment, Housing & Regeneration	IT - Nicola Herbert / Sachin Shah		NEW	Private (3)
32	Cranford Park Project: Restoration Contract	Cabinet will progress this important local conservation project by considering a contract for the repair, restoration and improvements to the historic buildings, structures and landscapes at Cranford Park.	Heathrow Villages, Pinkwell		Cllr Jonathan Bianco - Property & Infrastructure	IT / PE - Michael Naughton / Charmian Baker			Private (3)
Cabinet meeting – 24 March 2022									
108	Uxbridge BID	Cabinet will consider a report regarding the Uxbridge Business	All		Cllr Eddie Lavery - Environment,	PE - James Rodger / Nigel Cramb		NEW	Public

		Improvement District (BID) which is reaching the end of its first term. Cabinet will consider the BID's proposal / business plan going forward from 2022 to 2027 and the Council's continued participation, along with related decisions required including the upcoming ballot/vote in 2022 seeking to take the BID into its second term.			Housing & Regeneration				
Cabinet meeting – 19 May 2022									
86	Local Flood Risk Management Strategy	Following approval of the Flood Action Plan in May 2021, Cabinet will consider consultation on an updated Local Flood Risk Management Strategy detailing the Council and partner's approach to tackling local flooding. The Strategy is a statutory requirement.	All		Cllr Eddie Lavery - Environment, Housing & Regeneration	PE - Victoria Boorman	Select Committee and public consultation.	NEW ITEM	Public
Cabinet meeting – July 2022 (Date TBC)									
87	Strategic Climate Action Plan	Hillingdon Council passed a Climate Change Declaration at its full Council meeting on 16 January 2020 which set out targets to become carbon neutral and achieve 100%	All		Cllr Eddie Lavery - Environment, Housing & Regeneration	PE - David Haygarth / Ian Thynne	Select Committee	NEW ITEM	Public

		clean energy across the Council's services by 2030. Cabinet in July 2021 approved the Council's Climate Action Plan to achieve this and also agreed to review progress annually. This is the first annual progress review of the Plan to Cabinet.							
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WORK PROGRAMME

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

- 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
20 January 2022	CR5
16 February 2022	CR5
16 March 2022	CR5
14 April 2022	CR5
June 2022	TBC
July 2022	TBC
September 2022	TBC
October 2022	TBC
November 2022	TBC
January 2022	TBC
February 2022	TBC
March 2022	TBC
April 2022	TBC

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	November	2022	January	February	March	April	May	June	September	October	November	January	February	March	April
	25		20	16	16	14	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC
REVIEW:															
Topic selection / scoping stage															
Witness / evidence / consultation stage															
Findings, conclusions and recommendations		Findings													
Final review report agreement			Approval												
Target Cabinet reporting				Cabinet											
Regular service & performance monitoring															
Complaints & Service Annual Report															
CIL Expenditure Monitoring - Annual Report				X											
Mid-year budget / budget planning report															
Cabinet's Budget Proposals For Next Financial Year			X												
Cabinet Forward Plan Monthly Monitoring	X		X	X	X	X	X								
One-off service monitoring															
New Call-in Process															
New Planning Policies - Proposed planning reforms															
Housing Strategy development & consultation															
Draft Revised Statement of Community Involvement															
Redevelopment of High Streets following Pandemic					X										
Strategic Climate Action Plan: Progress Update			X				X								
Houses of Multiple Occupancy within the Borough			X												
Empty Properties within the Private Sector				X											
HS2 Update (TBC)															X
Local Flood Risk Management Strategy															
Homelessness in Hillingdon			X												
Introduction to Green Spaces	X														

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