



HILLINGDON
LONDON



CABINET

To all Members of the Cabinet:

Date: THURSDAY, 17 JUNE 2021

Time: 7.00 PM

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

**Meeting
Details:** This meeting will also be
broadcast live on the
Council's YouTube Channel.

You can view the agenda
at www.hillingdon.gov.uk or use a smart
phone camera and scan the code below:



Ian Edwards, Leader of the Council
(Chairman)

Jonathan Bianco, Deputy Leader of the
Council & Cabinet Member for Property &
Infrastructure (Vice-Chairman)

Douglas Mills, Cabinet Member for
Corporate Services & Transformation

Martin Goddard, Cabinet Member for
Finance

Susan O'Brien, Cabinet Member for
Families, Education and Wellbeing

Jane Palmer, Cabinet Member for Health
& Social Care

Eddie Lavery, Cabinet Member for
Environment, Housing & Regeneration

John Riley, Cabinet Member for Public
Safety and Transport

Published:

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Putting our residents first

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

Useful information for residents and visitors

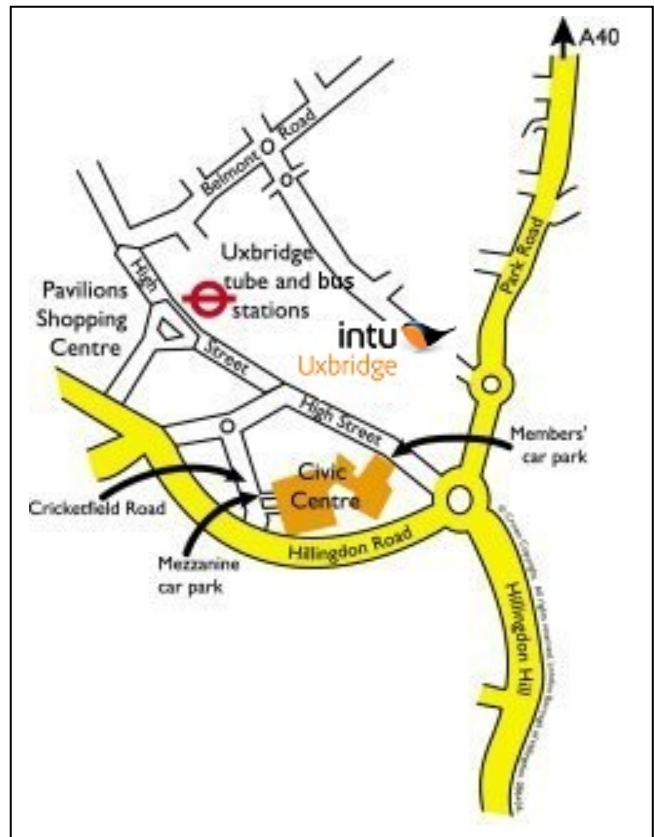
Attending this meeting

IMPORTANT: Please note that due to COVID-19 there will be a limit under safety guidance on the number of members of the public and press that can attend to observe this meeting.

You are, therefore, strongly advised to contact Democratic Services on 01895 250636 prior to the meeting if you wish to attend to observe proceedings.

As an alternative, this meeting will be broadcast live (and available afterwards) on the Council's YouTube channel: Hillingdon London.

Entrance is via main reception and visit the security desk to sign-in and collect a visitors pass. You will then be directed to the Committee Room.



Travel and parking

Bus routes 427, U1, U3, U4 and U7 all stop at the Civic Centre. Uxbridge underground station, with the Piccadilly and Metropolitan lines, is a short walk away. Limited parking is available at the Civic Centre. For details on availability and how to book a parking space, please contact Democratic Services.

Please enter via main reception and visit the security desk to sign-in and collect a visitors pass. You will then be directed to the Committee Room.

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Notice

Notice of meeting and any private business

The London Borough of Hillingdon is a modern, transparent Council and through effective Cabinet governance, it seeks to ensure the decisions it takes are done so in public as far as possible. Much of the business on the agenda for this Cabinet meeting will be open to residents, the wider public and media to attend. However, there will be some business to be considered that contains, for example, confidential, commercially sensitive or personal information. Such business is shown in Part 2 of the agenda and is considered in private. Further information on why this is the case can be sought from Democratic Services.

This is formal notice under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 to confirm that the Cabinet meeting to be held on:

17 June 2021 at 7pm in Committee Room 6, Civic Centre, Uxbridge

will be held partly in private and that 28 clear days public notice of this meeting has been given. The reason for this is because the private (Part 2) reports listed on the agenda for the meeting will contain exempt information under Part 1 of Schedule 12A to the Local Government Act 1972 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. An online and a hard copy notice at the Civic Centre in Uxbridge indicates a number associated with each report with the reason why a particular decision will be taken in private under the categories set out below:

- (1) information relating to any individual
- (2) information which is likely to reveal the identity of an individual
- (3) information relating to the financial or business affairs of any particular person (including the authority holding that information)
- (4) information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
- (5) Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
- (6) Information which reveals that the authority proposes (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment.
- (7) Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Notice of any urgent business

To ensure greater transparency in decision-making, 28 clear days public notice of the decisions to be made both in public and private has been given for these agenda items. Any exceptions to this rule are the urgent business items on the agenda marked *. For such items it was impracticable to give sufficient notice for a variety of business and service reasons. The Chairman of the relevant Select Committee will have been notified in writing about such urgent business.

Notice of any representations received

No representations from the public have been received regarding this meeting.

Date notice issued and of agenda publication

9 June 2021
London Borough of Hillingdon

Agenda

- 1 Apologies for Absence
- 2 Declarations of Interest in matters before this meeting
- 3 To approve the minutes of the last Cabinet meeting 1 - 10
- 4 To confirm that the items of business marked Part 1 will be considered in public and that the items of business marked Part 2 in private

Cabinet Reports - Part 1 (Public)

- 5 Budget Outturn 2020/21 (Cllr Martin Goddard)

REPORT TO FOLLOW ON AGENDA B

- 6 Hillingdon Local Plan Review and Revised Local Development Scheme (Cllr Eddie Lavery) 11 - 26
- 7 Draft Revised Statement of Community Involvement (Cllr Eddie Lavery) 27 - 74
- 8 Carers Strategy 2018-21: Update (Cllr Jane Palmer & Cllr Susan O'Brien) 75 - 84
- 9 Counter Fraud Strategic Plan 2021-22 (Cllr Ian Edwards & Cllr Martin Goddard) 85 - 102
- 10 Quarterly Planning Obligations Monitoring Report (Cllr Eddie Lavery) 103 - 108
- 11 Academy Conversion - Field End Junior School (Cllr Jonathan Bianco) 109 - 114
- 12 Hayes Estate Regeneration - Public Report & Appendices (Cllr Jonathan Bianco / Cllr Eddie Lavery / Cllr Martin Goddard) 115 - 220

Cabinet Reports - Part 2 (Private and Not for Publication)

- | | | |
|-----------|--|-----------|
| 13 | Hayes Estate Regeneration - Confidential Financial Appendix 1 (Cllr Jonathan Bianco / Cllr Eddie Lavery / Cllr Martin Goddard) | 221 - 228 |
| 14 | ICT Infrastructure as a Service (IaaS) Microsoft Azure Consumption Charges (Cllr Douglas Mills) | 229 - 234 |
| 15 | Contract for the supply and delivery of refuse and recycling sacks (Cllr Eddie Lavery) | 235 - 248 |
| 16 | Disposal of land at Judge Heath Lane, Hayes (Cllr Jonathan Bianco) | 249 - 254 |

The reports in Part 2 of this agenda are not for publication because they involve the disclosure of information in accordance with Section 100(A) and Part 1 of Schedule 12 (A) to the Local Government Act 1972 (as amended), in that they contain exempt information and that the public interest in withholding the information outweighs the public interest in disclosing it.

- 17** Any other items the Chairman agrees are relevant or urgent

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Minutes & Decisions

CABINET

Thursday, 27 May 2021

Meeting held at Committee Room 6 - Civic Centre,
High Street, Uxbridge



HILLINGDON
LONDON

Date Cabinet decisions published:

28 May 2021

Date decisions come into effect (unless called-in):

5pm, Monday 7 June 2021

Cabinet Members Present:

Ian Edwards (Chairman)
Jonathan Bianco (Vice-Chairman)
Douglas Mills
Martin Goddard
Susan O'Brien
Jane Palmer
Eddie Lavery
John Riley
Duncan Flynn (Ex-Officio Member of the Cabinet)

Members also Present:

Duncan Flynn
Richard Mills

1. APOLOGIES FOR ABSENCE

All Cabinet Members were present.

2. DECLARATIONS OF INTEREST IN MATTERS BEFORE THIS MEETING

Councillor Eddie Lavery declared a non-pecuniary interest in Item 8 on the agenda (Academy conversion – Hermitage Primary School) as a Trustee of the Vanguard Learning Trust. He remained in the room during the discussion and vote on the matter.

3. TO APPROVE THE MINUTES OF THE LAST CABINET MEETING

The minutes and decisions of the Cabinet meeting held on 22 April 2021 were agreed as a correct record.

4. TO CONFIRM THAT THE ITEMS OF BUSINESS MARKED PART 1 WILL BE CONSIDERED IN PUBLIC AND THAT THE ITEMS OF BUSINESS MARKED PART 2 IN PRIVATE

This was confirmed.

5. REPORT FROM THE CORPORATE SERVICES, COMMERCE & COMMUNITIES POLICY OVERVIEW COMMITTEE ON THE VOLUNTARY SECTOR RESPONSE TO COVID-19

Chairman of the new Corporate, Finance and Property Select Committee, Councillor Richard Mills, presented the report of the previous Corporate Services, Communities and Commerce Policy Overview Committee into the voluntary sector's response to Covid-19, which was warmly welcomed by Cabinet.

RESOLVED:

That Cabinet welcomes the review by the Corporate Services, Commerce and Communities Policy Overview Committee and agrees the recommendations made by the Committee set out below. Furthermore, delegates their implementation to the Corporate Directors in consultation with the Cabinet Member for Corporate Services and Transformation:

- 1. That Cabinet acknowledges, appreciates and recognises the response that all organisations across the voluntary sector have provided to meet the needs of residents throughout the pandemic/lockdown periods;**
- 2. That Cabinet recognises the pro-active steps taken by the Hillingdon Community Hub/Council Officers to manage and co-ordinate resources across a number of voluntary sector partners, including Hillingdon4All to achieve a strong operating model;**
- 3. That Cabinet continues to review and provide voluntary sector grants to enable key voluntary sector partners to continue to deliver services required by Hillingdon residents. In addition, that Cabinet looks to provide practical, operational and logistical support and guidance to enable VS partners to increase resilience going forward; and**
- 4. That Cabinet agrees to deliver outbound communications, including through Hillingdon People, that provide information to all residents (including children and young people under the age of 16) so they can access information about key voluntary sector services, such as mental health/Hillingdon MIND. Furthermore, to support the dual purpose of such communications to assist in recruitment of volunteers across the Voluntary Sector.**

Reasons for the decision

The Cabinet Member for Corporate Services & Transformation endorsed the findings of the Committee which demonstrated the extent of the voluntary sector work carried

out to provide vital support to residents during the Covid-19 pandemic and how it's resilience could be strengthened. The Cabinet Member reflected on further measures around sharing best practice, reviewing the way grants are provided and promoting opportunities for residents to become more engaged in local voluntary sector activities.

The Leader of the Council noted the vital symbiotic relationship between the Council and the voluntary sector and praised their work during the recent pandemic.

Alternative options considered and rejected

The Cabinet could have decided to reject some, or all, of the Committee's recommendations or pursue alternative routes by which to progress the objectives of the review.

Relevant Select Committee	Corporate, Finance & Property
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	5pm, Monday 7 June 2021
Officer(s) to action	Liz Penny / Kevin Byrne
Directorate	Democratic Services / Health & Social Care
Classification	Public
	<i>The report and any background papers relating to this decision by the Cabinet are available to view on the Council's website or by visiting the Civic Centre, Uxbridge.</i>

6. FLOOD ACTION PLAN

RESOLVED:

That the Cabinet:

1. Approves Hillingdon's Flood Action Plan capturing work ahead of development and publication (including full public consultation) on the Council's Local Flood Risk Management Strategy (statutory requirement to be adopted by mid-2022).
2. Agrees to the implementation of the actions in the Flood Action Plan.

Reasons for decision

Cabinet agreed a Flood Action Plan setting out the practical measures being taken locally to reduce the risk of flood. The Cabinet Member for Environment, Housing & Regeneration set out the context of the Plan and the range of partners the Council works proactively with to progress local flood mitigation measures. The Cabinet Member noted several sites where the Council itself was actively co-ordinating works. The Leader of the Council welcomed the report and the timely nature of it, whilst indicating that the Plan should gain residents' confidence that the Council is doing all it can to mitigate flooding.

Alternative options considered and rejected

Cabinet did not consider any other option as it considered taking action on flooding paramount.

Relevant Select Committee	Environment, Housing & Regeneration
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	5pm, Monday 7 June 2021
Officer(s) to action	Victoria Boorman / James Latham
Directorate	Planning, Environment, Education & Community Services
Classification	Public <i>The report and any background papers relating to this decision by the Cabinet are available to view on the Council's website or by visiting the Civic Centre, Uxbridge.</i>

7. LICENSING SCHEME FOR OUTDOOR FITNESS INSTRUCTORS AND TENNIS COACHES IN PARKS AND OPEN SPACES

RESOLVED:

That the Cabinet:

1. Agree the licensing scheme for outdoor fitness operators including tennis coaches using Hillingdon's parks and open spaces on a commercial basis, including the terms and conditions and code of conduct as set out in the report;
2. Agree the fees set out for the licensing scheme in this report;
3. Note the outcome of the statutory consultation on the Public Space Protection Order (PSPO) that proposed outdoor fitness operators and tennis coaches using Hillingdon's parks and open spaces on a commercial basis produce a licence issued by Hillingdon Council; and
4. Subject to the licensing scheme being approved by Cabinet, authorise the Corporate Director of Planning, Environment, Education and Community Services to make the requisite Public Space Protection Order change set out, so both come into effect simultaneously.

Reasons for decision

Following due consultation, Cabinet agreed a new licensing scheme for the increasing number of outdoor fitness instructors and tennis coaches using Hillingdon's parks and open spaces on a commercial basis along with associated fees. Cabinet also authorised officers to initiate the necessary enforcement measures.

Alternative options considered and rejected

Cabinet could have left existing controls in place, but considered this would not be robust enough to manage operators and protect the environment.

Relevant Select Committee	Environment, Housing & Regeneration
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	5pm, Monday 7 June 2021
Officer(s) to action	Priscilla Simpson
Directorate	Planning, Environment, Education & Community Services
Classification	Public <i>The report and any background papers relating to this decision by the Cabinet are available to view on the Council's website or by visiting the Civic Centre, Uxbridge.</i>

8. ACADEMY CONVERSION - HERMITAGE PRIMARY SCHOOL

RESOLVED:

That Cabinet approves the grant of a 125-year lease of Hermitage Primary School on the main terms outlined in this report as part of the process of conversion of the school to an academy.

Reasons for decision

Cabinet agreed the grant of a 125-year lease to the School to enable it to convert to Academy Status.

Alternative options considered and rejected

None.

Relevant Select Committee	Corporate, Finance & Property
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	5pm, Monday 7 June 2021
Officer(s) to action	Michele Wilcox
Directorate	Infrastructure, Transport & Building Services
Classification	Public <i>The report and any background papers relating to this decision by the Cabinet are available to view on the Council's website or by visiting the Civic Centre, Uxbridge.</i>

9. APPROPRIATION OF LAND AT HILLINGDON COURT PARK

RESOLVED:

That the Cabinet:

- 1. Authorises officers to give public notice of the Council’s intention to appropriate the land from public open space to planning purposes pursuant to section 122 of the Local Government Act 1972 as amended by the Local Government Planning and Land Act 1980 section 118 schedule 23.**
- 2. Delegates authority to the Leader of the Council and Cabinet Member for Property and Infrastructure, in consultation with the Corporate Director of Infrastructure, Transport & Building Services, to consider any objections to the proposed appropriation; decide whether the land should be appropriated for planning purposes and to make all necessary decisions to give effect to the above recommendation and any other decisions which are required in relation to the land.**

Reasons for decision

Cabinet agreed to give notice of the Council’s intention to appropriate a small site with a derelict sports pavilion for planning purposes to enable the development of a single property.

Alternative options considered and rejected

None.

Relevant Select Committee Corporate, Finance & Property

Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	5pm, Monday 7 June 2021
Officer(s) to action	Michael Paterson
Directorate	Infrastructure, Transport & Building Services
Classification	Public

The report and any background papers relating to this decision by the Cabinet are available to view on the Council's website or by visiting the Civic Centre, Uxbridge.

10. EXTENSION TO THE CURRENT PARKING ENFORCEMENT CONTRACT

RESOLVED:

That the Cabinet approves the extension of the existing Parking Enforcement Contract with APCOA Parking (UK) Limited from 4 August 2021 to 3 April 2022.

Reasons for decision

Cabinet agreed to extend the current contract with APCOA for parking enforcement.

Alternative options considered and rejected

Cabinet could have decided not to extend the existing contract and re-tender or bring the service in-house.

Relevant Select Committee	Public Safety & Transport
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	5pm, Monday 7 June 2021
Officer(s) to action	Roy Clark
Directorate	Infrastructure, Transport & Building Services
Classification	Private <i>Whilst the Cabinet's decisions above are always made public, the officer report relating to this matter is not because it was considered in the private part of the meeting and contained information relating to the financial or business affairs of any particular person (including the Authority holding that information) and the public interest in withholding the information outweighed the public interest in disclosing it in accordance with Section 100(A) and paragraph 3 of Part 1 of Schedule 12 (A) to the Local Government Act 1972 (as amended).</i>

11. ELECTRICAL TESTING, REPAIRS AND UPGRADES CONTRACT

RESOLVED:

That the Cabinet agree to extend the current contract with PFL Electrical Services Ltd for the provision of Electrical testing, Repairs and Upgrades – Borough wide to the London Borough of Hillingdon for a one-year period from 26 June 2021 to 25 June 2022 at an estimated value of £735k.

Reasons for decision

Cabinet extended a contract to enable the statutory testing of electrical power circuits within its housing dwellings and communal areas for a further 12 months.

Alternative options considered and rejected

Cabinet could have decided to re-tender or build-up the same service in-house, but discounted these as they did not represent value for money at this time.

Relevant Select Committee	Corporate, Finance & Property
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	5pm, Monday 7 June 2021
Officer(s) to action	Gary Penticost / John Philips
Directorate	Infrastructure, Transport & Building Services
Classification	Private <i>Whilst the Cabinet's decisions above are always made public, the officer report relating to this matter is not because it was considered in the private part of the meeting and contained information relating to the financial or business affairs of any particular person (including the Authority holding that information) and the public interest in withholding the information outweighed the public interest in disclosing it in accordance with Section 100(A) and paragraph 3 of Part 1 of Schedule 12 (A) to the Local Government Act 1972 (as amended).</i>

12. PROCUREMENT OF CORPORATE FLEET VEHICLES

RESOLVED:

That the Cabinet accept the tender for one off purchase and contract award of thirty-eight (38) assorted corporate fleet vehicles at the cost of £693,427 to the suppliers as outlined in the report.

Reasons for decision

Cabinet agreed to purchase new vehicles for front-line service areas. It was noted that this was more cost effective than hiring from external suppliers.

Alternative options considered and rejected

None.

Relevant Select Committee	Public Safety & Transport
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	5pm, Monday 7 June 2021
Officer(s) to action	Stephen Gunter
Directorate	Finance
Classification	Private

Whilst the Cabinet's decisions above are always made public, the officer report relating to this matter is not because it was considered in the private part of the meeting and contained information relating to the financial or business affairs of any particular person (including the Authority holding that information) and the public interest in withholding the information outweighed the public interest in disclosing it in accordance with Section 100(A) and paragraph 3 of Part 1 of Schedule 12 (A) to the Local Government Act 1972 (as amended).

13. VOLUNTARY SECTOR LEASE

RESOLVED:

That Cabinet agrees the rent set out in the table below, which has been the subject of negotiation with the voluntary sector organisation detailed in this report and instructs the Head of Property and Estates to complete the rent review memorandum.

Reasons for decision

Cabinet made a decision regarding a rent review for the Hillingdon Community Centre, Royal Lane, Hillingdon which was also sub-let for a nursery and parking for Hillingdon Hospital. Cabinet's decision enabled the organisation concerned to benefit from heavily discounted rent as part of the Council's Voluntary Sector Leasing Policy and wider commitment to a vibrant local voluntary sector.

Alternative options considered and rejected

None.

Relevant Select Committee Corporate, Finance & Property

Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)

5pm, Monday 7 June 2021

Officer(s) to action

Michele Wilcox

Directorate

Infrastructure, Transport & Building Services

Classification

Private

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14. ANY OTHER ITEMS THE CHAIRMAN AGREES ARE RELEVANT OR URGENT

No additional items were considered by the Cabinet.

The meeting closed at 7.21pm

Internal Use only - implementation of decisions

Officers can implement Cabinet's decisions upon the expiry of the scrutiny call-in period which is 5pm, Monday 7 June 2021. This is subject to the decision(s) not being called in by a majority of Councillors on the relevant Select Committee as shown in the minutes. Democratic Services will advise officers of any valid call-in received.

The minutes are the official notice for any subsequent internal process approvals required by officers to action the Cabinet's decisions.

This meeting was broadcast live on the Council's YouTube channel [here](#). Please note that these minutes and decisions are the definitive record of proceedings by the Council of this meeting.

If you would like further information about the decisions of the Cabinet, please contact the Council below:

democratic@hillingdon.gov.uk

Democratic Services: 01895 250636

Media enquiries: 01895 250403

To find out more about how the Cabinet works to put residents first, visit [here](#).

LOCAL PLAN REVIEW AND REVISED LOCAL DEVELOPMENT SCHEME

Cabinet Member(s)	Cllr Eddie Lavery
Cabinet Portfolio(s)	Cabinet Member for Environment, Housing & Regeneration
Officer Contact(s)	Julia Johnson, Planning and Regeneration
Papers with report	Appendix 1 – Revised Local Development Scheme

HEADLINES

Summary	This report seeks approval to commence a partial review of the Local Plan and endorses the Local Development Scheme (which sets out timescales for the forthcoming Local Plan review) for adoption by Full Council.
Putting our Residents First	This report supports the following Council objectives of: <i>Our People; Our Natural Environment; Our Built Environment; Our Heritage and Civic Pride; and Strong financial management.</i>
Financial Cost	This review is expected to cost up to £998k over a four-year period. £200k funding is available through existing base budgets within Planning and Regeneration and the remaining £798k will be funded through the Local Plan Earmarked Reserve already set up and funded in anticipation of this work and will not therefore impact on the MTFE going forward.
Relevant Select Committee	Environment, Housing & Regeneration
Relevant Ward(s)	All

RECOMMENDATIONS

That the Cabinet:

1. **Agrees to a partial review of the Local Plan for adoption by December 2023.**
2. **Endorses and recommends the revised Local Development Scheme for adoption by Full Council.**
3. **Agrees to drawdown up to £798k over a four-year period from the Local Plan Earmarked Reserve.**

Reasons for recommendation

The Council has a statutory duty to review its Local Plan at least every five years and to prepare and maintain an up-to-date Local Development Scheme (LDS) setting out the timetable for the Local Plan review. The Council's current Local Development Scheme was published in September 2018 and is now scheduled for review. The Government has also set a deadline for the adoption of up-to-date Local Plans by December 2023 and this report sets out how this target will be met.

Alternative options considered / risk management

Cabinet may decline to recommend that the updated LDS at Appendix 1 is referred to Full Council. This option could result in the legal compliance of the Local Plan review being challenged later and cause a delay in its adoption.

The Local Plan review could be progressed with the existing resources in the Planning Policy team, but the Council would not be able to meet the Government's deadline for up-to-date Local Plans. The absence of an up-to-date Local Plan has consequences for the weight given to the Council's planning policies in future planning decisions.

Select Committee comments

None at this stage.

SUPPORTING INFORMATION

INTRODUCTION

1. Hillingdon's Local Plan is currently in two parts with a Part 1 adopted in 2012 setting out the strategic policies, and a Part 2 adopted in 2020 which includes development management policies and site allocations. The National Planning Policy Framework requires that the policies in statutory development plans should be reviewed at least every five years and updated as necessary. The policies in Hillingdon's Local Plan Part 1 are now scheduled for review.

2. It is also recommended that this Partial Review of the Local Plan allows for updates to the Local Plan Part 2 where necessary, and that the two documents are brought together into a single Local Plan for the borough.
3. The Local Development Scheme (LDS) is a project plan for the production of the Local Plan and other development plan documents. It sets out the documents that the Council intends to produce and the timescale for their production. In order to be considered legally compliant in accordance with the Planning and Compulsory Purchase Act 2004, the Council's Local Plan documents should be in general conformity with the LDS. This means they should be listed in the LDS and prepared in accordance with the timescales set out in the document. The current LDS was prepared in 2018 and now requires updating following the adoption of the Local Plan Part 2.

THE NEED TO REVIEW THE LOCAL PLAN

4. The key drivers for a review of the Hillingdon Local Plan can be summarised as follows:

Legal Requirement

5. Regulation 10A of the Town and Country Planning (Local Planning) (England) Regulations 2012 provides that local planning authorities must review their plans at least every five years to see if they require updating. Paragraph 33 of the National Planning Policy Framework sets out what the review should cover and when earlier review might be necessary and says that following the review, plans should be updated as necessary. In March 2020, the Secretary of State made an important statement on Planning for the Future which set a requirement for all local planning authorities to have up-to-date local plans by December 2023. The Government has stated its intention to intervene where local authorities fail to meet this deadline.

Examination of the Local Plan Part 2

6. In his Report on the examination of the Local Plan Part 2, the Planning Inspector stated that it was widely accepted that during the preparation of the Local Plan Part 2, there had been material changes in both national and London-wide policies. During the examination, the Council therefore committed to an early review of the Local Plan in response to these changes, and the Inspector accepted this as a 'reasonable and pragmatic approach'.

Planning legislative changes and challenges

7. As noted above, significant changes to the legislative and policy context have taken place with further substantial reforms on the horizon. Whilst the prospect of these further changes could be a potential reason to delay such a review, the Government's Chief Planner stated in her letter to Chief Planning Officers in October 2020 that the 'uncertainty' should not stop the progression of local plans given the importance of a strong planning framework in facilitating the recovery from the impacts of the pandemic. It is considered that there remain significant benefits to the borough in progressing a partial review of the Local Plan and that we can remain mindful of these future changes in the work undertaken.
8. Significant legislative changes have also already been made which have had an impact on the effectiveness of our existing policies. This includes changes to the use classes order particularly in relation to main town centre uses (the amalgamation of a number of A, B and D use classes into a new E class) which has impacted on our ability to manage change

within our town centres at a critical point. There have also been other changes to guidance in relation to housing requirements, affordable housing, Heathrow and permitted development rights. Reviewing the Local Plan will enable us to address these changes through a revised planning framework.

9. As a London Borough, the other key component of change is the London Plan. A new London Plan was published on 2 March 2021. It sets out a significant number of new requirements on local planning authorities which will need to be addressed including a new annual housing target of 1,083 for Hillingdon. Additional site allocations will need to be identified to demonstrate that the borough is able to deliver against this target. The review will also provide the opportunity to establish the Council's priorities for the Heathrow and Hayes Opportunity Areas that have been identified by the London Plan.

Delivering the Council's Vision and Coordinating with other Strategies

10. The strategic policies in the Local Plan Part 1 were largely developed in 2010/11. Consequently, they do not reflect the priorities of the current administration or those set out in recent Council initiatives such as the Hillingdon Improvement Programme, the existing programme of town centre improvements, the proposed estate regeneration schemes and the emerging housing and climate change strategies. A partial review of the Local Plan will provide an opportunity to bring our planning policies in line with these priorities and assist with their implementation.

Responding to Opportunities and Challenges

11. Since the Local Plan Part 1 was adopted in 2012, new opportunities and challenges for the borough's built and natural environments have emerged with implications for planning and regeneration in Hillingdon that a review of the Local Plan could address. These include:
- a growing and changing population;
 - increasing housing targets and pressure from surrounding planning authorities to accommodate their needs;
 - the declaration of a climate change emergency by the Council;
 - changes to the planning framework in relation to the proposed third runway at Heathrow;
 - managing and mitigating the impacts of constructing High Speed 2;
 - the Council's proposed estate regeneration programme;
 - building on the opportunities arising from the completion of the Elizabeth Line;
 - the continuing need to secure improved sustainable transport infrastructure particularly north-south connections;
 - the need to secure the provision of early years and school places, health care and other key community facilities required to support a growing and changing population;
 - addressing the economic challenges arising from the COVID-19 pandemic including the impact on town centres and high streets; and
 - responding to the continuous pressure on Hillingdon's Green Belt.
12. The Partial Review will provide the opportunity to put in place a new planning framework to address these challenges and opportunities up until 2038.

Maintaining Control of Planning Decisions

13. Without an up to date Local Plan, there is a significant risk that the Council's ability as the local planning authority to influence and control development will be diminished through the application of the 'presumption in favour of sustainable development'. This would result in a requirement on the Council for new development to be granted planning permission unless it conflicts with the National Planning Policy Framework or the adverse effects would significantly and demonstrably outweigh the benefits. This application of this so-called 'tilted balance' would reduce the ability of the Council to apply its own planning policies to the determination of planning, with the potential consequence of developments coming forward that the Council would have otherwise considered unacceptable. In these circumstances it is also likely that the Council would lose more planning appeals and may be subject to greater influence of the Mayor of London in planning decisions through the increased use of call-in powers.

KEY AREAS OF REVIEW

14. It is proposed that the Partial Review of the Local Plan would cover the following sections of the Local Plan Part 1 and 2:
- The Vision.
 - Core Policies for the economy, housing, historic and built environment, environmental improvement, transport and infrastructure.
 - Development management policies focusing on employment, town centres, housing, design, environmental improvements and transport.
 - Site Allocations.
 - The Policies Map, as required.

DEVELOPING A ROBUST EVIDENCE BASE

15. The National Planning Policy Framework requires that the Local Plan should be based on adequate, up-to-date and relevant evidence about the economic, social and environmental characteristics and prospects of the borough. This will also allow the Council to take the most appropriate approach based on local circumstances in the context of national and regional planning requirements.
16. Given the extensive period of time that has passed since the evidence was developed in support of the current Local Plan and the significant economic, social and environmental changes that have taken place in recent years, the Planning Policy team will need to prepare a suite of new evidence base documents to inform the partial review. The amount of work required is significantly greater than that required for the Local Plan Part 2 as this largely relied on strategic framework set by the Part 1, for which the majority of work was undertaken between 2007 and 2012 when the Planning Delivery Grant was available for plan-making purposes. Given the government deadline of December 2023, the work will also have to be undertaken at speed which will require more external resource than might otherwise be necessary.
17. The work identified for external commissioning includes a Green Belt review, employment land study, open spaces assessment, updates to the Council's needs assessments, a full plan viability assessment and the preparation of a Strategic Infrastructure Delivery Plan.

18. Alongside the above, and in line with Planning Regulations, additional technical assessments will have to be prepared to inform and support the Local Plan including:
 - Sustainability Appraisal
 - Habitats Regulation Assessment
 - Equalities Impact Assessment
 - Health Impact Assessment
19. There is also a requirement on the Council to undertake significant consultation to gather the views of as wide a range of stakeholders as possible during the preparation of new planning policies. The preparation of consultation documentation and delivery of consultation events will also require some limited additional expenditure.
20. It is estimated that the preparation of this evidence and the supporting assessments, much of which will need to be commissioned externally from specialist companies, together with stakeholder engagement, will require additional funding over a three-year period.
21. It should also be noted that a further £100,000 funding will be required when the Local Plan Partial Review reaches the examination stage in the fourth year, to cover the costs of a government appointed Planning Inspector and supporting Programme Officer employed by the Council.

UPDATING THE LOCAL DEVELOPMENT SCHEME

22. The proposed LDS is attached at Appendix 1 of this report. The key milestones for the partial review of the Local Plan are as follows:
 - Preparation of the revised Local Plan and consultation – Dec 2021
 - Publication of the revised Local Plan – Sept 2022
 - Submission to Examination – Mar 2023
 - Examination in Public – June 2023
 - Adoption – Dec 2023

NEXT STEPS

23. Subject to Cabinet approval, the LDS will go forward to Full Council for adoption. The document will then be made available on the Council's website.
24. The Planning Policy Team will prepare a detailed programme for the partial review of the Local Plan in accordance with the milestones set out in the LDS.

Financial Implications

25. It is recognised that the proposed partial review of the Local Plan has significant financial implications given the scale of the work required to support the development of new planning policies. The government has indicated that additional funding could be made

available to local planning authorities to support any change arising from the forthcoming reforms, however; in the interim costs would need to be met from Council resources. Opportunities to maximise grant funding will be sought if such grant funding becomes available. Officers will also look at options as to how tasks are undertaken to keep costs to a minimum. The projected cost is therefore a maximum sum that the work is expected to be deliverable within.

26. The Planning Policy base budget includes £50k for external services, which is expected to be retained in future years and so will contribute £200k funding across four years. The remaining £798k will be funded through the Local Plan Earmarked Reserve over the same four-year period. This earmarked reserve has already been provided for and as such the estimated cost of the entire exercise is already covered within existing Council resources and will not therefore impact on the MTFP going forward.
27. It is proposed to create temporary staff resources of 2 FTE's at a cost of £120k p.a. for a period of three years to ensure this review is delivered within the expected timeframe. This will also allow for some of the works to be undertaken internally, therefore reducing the costs of external services which is likely to be considerably higher than that of fixed term appointments.
28. In addition to the increased in-house capacity, there will be the need for externally commissioned work including a Green Belt review, employment land study, open spaces assessment, updates to the Council's needs assessments, a full plan viability assessment and the preparation of a Strategic Infrastructure Delivery Plan. These are estimated to cost around £538k over a 3-year period. A further £100k will be required when the Local Plan Partial Review reaches the examination stage in the fourth year, to cover the costs of a government appointed Planning Inspector and supporting Programme Officer employed by the Council. If any of these tasks can be delivered within existing staffing resources, the overall cost would reduce.
29. The review process is expected to commence following successful appointment to the fixed term posts. It is anticipated that the cost of the review will be profiled over four years as follows:

Expenditure	Year 1	Year 2	Year 3	Year 4	Totals
Evidence Base	£215k	£215k	£108k	0	£538k
Additional Staff	£120k	£120k	£120k	0	£360k
Examination	£0	£0	£0	£100k	£100k
Total Costs	£335k	£335k	£228k	£100k	£998k
Local Plan EMR	(£285k)	(£285k)	(£178k)	(£50k)	(£798k)
Existing Base Budget	(£50k)	(£50k)	(£50k)	(£50k)	(£200k)
Total Funding	(£335k)	(£335k)	(£228k)	(£100k)	(£998k)

RESIDENT BENEFIT & CONSULTATION

The benefit or impact upon Hillingdon residents, service users and communities?

The Local Plan sets out a vision for the development of the Borough for the next 15 years and determines the future pattern of development. It should also seek to implement development related aspects of other Council strategies such as those for Housing and Climate Change which are currently being developed. It should also link to strategies of other local public bodies e.g. health and be in general conformity with the Mayor's London Plan.

Consultation carried out or required

The LDS is a project plan for the production of the Council's own Local Plan and as such no consultation is required beyond the statutory internal consultees below. The partial review of the Local Plan will be subject to statutory consultations as set in the relevant Regulations and summarised in the Council's Statement of Community Involvement.

CORPORATE CONSIDERATIONS

Corporate Finance

Corporate Finance has reviewed this report and concurs with the financial implications set out above, noting that the maximum cost £998k can be funded by £200k from the existing base budget and £798k from Earmarked Reserves already set aside.

Legal

The Council is required to prepare a Local Development Scheme (LDS) in accordance with the requirements of section 15 of the Planning and Compulsory Purchase Act 2004 (as amended). The Planning and Compulsory Purchase Act 2004 (as amended) requires the LDS to be revised at such times as the Local Planning Authority considers appropriate.

Section 19 of the Planning and Compulsory Purchase Act 2004 (as amended) requires Development Plan Documents to be prepared in accordance with the LDS. As such it is vital that the LDS is updated to ensure the Council's Local Plan can be found legally compliant in accordance with the Planning and Compulsory Purchase Act 2004 (as amended) and relevant supporting legislation.

Section 15 of the Planning and Compulsory Purchase Act 2004 (as amended) requires a resolution of the Council, which must specify the date from which the LDS is to have effect.

BACKGROUND PAPERS

NIL



HILLINGDON
LONDON

London Borough of Hillingdon

Local Development Scheme

(Date to be inserted)

1 INTRODUCTION

In accordance with Section 15 of the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011) the London Borough of Hillingdon ('Hillingdon') must prepare and maintain a Local Development Scheme (LDS).

Background and Purpose

1.1 This LDS was approved by the Full Council on DATE and takes effect from DATE. It will replace the previous version which was published in September 2018.

1.2 The LDS is a three-year project plan for the preparation of new planning policy documents. It identifies the documents to be prepared and an indicative timetable for preparation, including milestones to be achieved. It must be made publicly available and kept up-to-date. This enables the public and other stakeholders to find out about planning policies in their area, the status of those policies and the details of and timescales for the production of all relevant documents.

1.3 The National Planning Policy Framework (NPPF) (2019) requires local planning authorities to produce a Local Plan for their area. The Town and Country Planning (Local Planning) (England) (Amendment) Regulations 2017/1244 requires local plan documents to be reviewed every 5 years. These can be reviewed earlier in whole or in part to respond to changing circumstances. Any additional development plan documents should only be used where clearly justified.

2 THE ADOPTED DEVELOPMENT PLAN

2.1 At the time of writing, the adopted development plan for Hillingdon consists of the following documents:

- The Local Plan Part 1: Strategic Policies (November 2012)
- The Local Plan Part 2: Development Management Policies (January 2020)
- The Local Plan Part 2: Site Allocations (January 2020)
- The West London Waste Plan (July 2015)¹
- The London Plan (March 2021)²

¹ The West London Waste Plan was prepared jointly by the London Boroughs of Brent, Ealing, Harrow, Hillingdon, Hounslow and Richmond upon Thames

² The London Plan is prepared by the Mayor of London and represents the Regional Spatial Strategy for London

2.2 Some of the policies in the Local Plan are supported by supplementary planning documents (SPDs), which provide greater detail to assist in the interpretation of the parent policy. The adopted SPDs that form part of Hillingdon's planning framework are set out in Appendix 2 of this LDS.

2.3 Whilst there may be a need for the Council to revise and/or prepare SPDs, they do not form part of the statutory Development Plan for Hillingdon. As such, the programme for future SPDs is not identified in this LDS.

3 DOCUMENTS TO BE REVIEWED/PREPARED

Local Plan

3.1 Hillingdon's Local Plan currently comprises a number of separate documents which include:

- Local Plan Part 1: Strategic Policies (November 2012)
- Local Plan Part 2: Development Managements Policies (January 2020)
- Local Plan Part 2: Site Allocations and Designations (January 2020)

3.2 A partial review of all current Local Plan documents is proposed to combine the two parts of the Local Plan. The new single Local Plan will cover the period 2023 – 2038. It will also update the Local Plan to reflect the latest version of the London Plan, which was published in March 2021. It is proposed that the partial review of the Local Plan would primarily cover the following sections of the Local Plan: Part 1 and 2:

- The Vision
- Strategic policies for the economy, housing, historic and built environment, environmental improvement, transport and infrastructure.
- Development management policies in relation to the economy, town centres, housing, historic and built environment, design, environmental improvements, community infrastructure and transport.
- The Site Allocations and Designations.
- The Policies Map as required.

3.3 The review will commence in 2021 and will conclude with the adoption of a revised Local Plan by December 2023. Further details of this timetable are contained in Appendix 1.

Other Possible Documents

West London Waste Plan

3.4 The West London Waste Plan (WLWP) was adopted in July 2015. A partial review may need to be progressed to take account of changes to waste apportionment targets in the current version of the London Plan. The WLWP is a joint plan between six London boroughs (Brent, Ealing, Harrow, Hillingdon, Hounslow and Richmond upon Thames) and therefore any decision on reviewing the document will need to be agreed with these boroughs.

4 MONITORING

4.1 The Local Development Scheme will be monitored and updated as necessary, in accordance with the timescales set out in Hillingdon's Authority Monitoring Report.

Appendix 1: Indicative Timetable for the Partial Review of the Local Plan

Document /Plan	Nature of Plan	Plan Area	Status and forward work plan
Local Plan	<ul style="list-style-type: none"> • Strategic policies • Site Allocations and Designations • Development Management Policies 	Borough-wide	Documents to be progressed in accordance with the following timetable.

2021				2022				2023			
Jan - March	April - June	July - Sept	Oct - Dec	Jan - March	April - June	July - Sept	Oct - Dec	Jan - March	April - June	July - Sept	Oct - Dec
			P			DP		S	EP		A

P	Preparation of the revised Local Plan and Consultation (Reg 18)
DP	Publication of the revised Local Plan (Reg 19)
S	Submission to Examination (Reg 22)
EP	Examination in Public (Reg 24)
A	Adoption (Reg 26)

Appendix 2: Supplementary Planning Documents (SPD)

1. Planning Obligations SPD (July 2014)
2. Accessible Hillingdon SPD (September 2017)
3. RAF Uxbridge SPD (January 2009)

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DRAFT REVISED STATEMENT OF COMMUNITY INVOLVEMENT 2021

Cabinet Member(s)	Councillor Eddie Lavery
Cabinet Portfolio(s)	Housing, Environment and Regeneration
Officer Contact(s)	Julia Johnson, Planning Policy
Papers with report	Appendix A – Draft Revised Statement of Community Involvement 2021

HEADLINES

Summary	<p>This report seeks approvals to consult on a draft revised Statement of Community Involvement. The Statement of Community Involvement (SCI) is a statutory document that sets out how the Council intends to involve all sections of the community in the planning process and engage with local communities, businesses and other interested parties when developing and reviewing planning documents and determining planning applications. It will replace the Council's current Statement of Community Involvement which was adopted in 2006.</p> <p>The SCI establishes formal arrangements and standards to enable the community to know how and when they will be involved in the preparation, alterations and review of Hillingdon's Development Plan and other policy documents, and how they will be consulted on planning applications.</p>
Putting our Residents First	<p>This report supports the following Council objectives of: <i>Our People; Our Built Environment</i> by supporting and encouraging community involvement in the planning process to achieve better planning outcomes for Hillingdon's residents.</p>
Financial Cost	<p>There are no direct financial implications associated with the recommendations to this report.</p>
Relevant Select Committee	Housing, Environment & Regeneration
Relevant Ward(s)	All.

RECOMMENDATIONS

That the Cabinet:

1. **Approve the draft revised Statement of Community Involvement 2021 for consultation, attached as Appendix 1.**
2. **Grant delegated authority to the Deputy Director for Planning and Regeneration to agree minor editorial changes or updates, in consultation with the Cabinet Member for Environment, Housing and Regeneration prior to publication.**
3. **Note that following consultation a further report will be brought to Cabinet to consider the adoption of the revised Statement of Community Involvement.**

Reasons for recommendation

To ensure that the Council meets its statutory requirement to have in place an up-to-date Statement of Community Involvement.

Alternative options considered / risk management

The Council could continue to rely on the existing Statement of Community Involvement (SCI) adopted in 2006. However, this document is out of date as it does not reflect changes to legislation and planning policy and planning practice guidance since 2006. The existing SCI also does not take account of the latest consultation practices. This course of action is not recommended as this would not lead to the most effective involvement of the community in the planning process. The Council is required by legislation to review the SCI every five years and so the review and adoption of a new SCI is a statutory requirement.

It should also be noted that whilst the Council has a statutory duty to prepare and keep up-to-date an SCI, there is no requirement to consult on draft SCI documents prior to adoption. However, given the length of time since the Council adopted its last SCI and the scale of the updates it is considered good practice that the opportunity is taken to consult the local community before the final document is adopted.

Select Committee comments

None at this stage.

SUPPORTING INFORMATION

Background

1. The Council is required to produce a Statement of Community Involvement (SCI) in accordance with section 18 of the Planning and Compulsory Purchase Act 2004 (as amended) and the Town and Country Planning (Local Planning) (England) Regulations 2012. The purpose of the SCI is to set out how the Council intends to involve all sections of the community in the planning process and engage with local communities, businesses and other interested parties when developing and reviewing planning documents and determining planning applications.
2. The SCI establishes formal arrangements and standards to enable the community to know how and when they will be involved in the preparation, alterations and review of Hillingdon's development plan and other policy documents, how they will be consulted on planning applications, any other ways the community can get involved in the planning process.
3. Section 10A of the Town and Country Planning (Local Planning) Regulations 2017 require an SCI to be reviewed every five years starting from the date of adoption of the SCI. The current SCI was adopted in November 2006 and is therefore in need of review and updating.
4. The Council is also about to begin a review of its Local Plan and it is therefore necessary to have an up-to-date SCI which will let the community know how they can get involved in the planning process.
5. In May 2020 and again in December 2020 the Government published amendments to the Town and Country Planning Regulations, recommending local authorities to review and update their SCIs to incorporate temporary changes that would help prevent the spread of Covid-19 but also allow the process of plan-making and development management to continue effectively. While it is possible that social distancing measures will be removed in June 2021, it has also been thought necessary to update the SCI to include provisions to account for any similar situations in the future so that the Council can easily adapt and continue running an efficient planning system with community involvement.
6. Taking all of these factors into account, a revised draft SCI has been prepared. This is attached as Appendix A. The revised draft SCI is split into seven sections. A summary of each is provided below.

Section 1 – Introduction

This section identifies the purpose of the SCI and the legislative background. It also identifies temporary measures which have been introduced in response to the Covid-19 pandemic and provides links to further resources for the community to aid them in the planning process.

Section 2 - Plan-making

This section describes what plan-making is, identifies the different consultation methods that the Council will utilise to engage the community and other stakeholders, identifies who the Council will involve in the plan-making process, and what temporary consultation

measures might be put in place in the event of a future pandemic. This section also details the process of creating a Local Plan and the opportunities for engagement at different stages of the process. It also details the process of creating supplementary planning documents (SPDs) and the opportunities for engagement at different stages of this process.

Section 3 – Neighbourhood Planning

This section details the neighbourhood planning process and provides advice to members of the community seeking to produce a neighbourhood plan or Neighbourhood Development Order. It identifies the consultation requirements that must be met by a neighbourhood forum when producing a neighbourhood plan and it also identifies the role of the Council and the support it will provide. Links to further information on neighbourhood planning are also provided.

Section 4 – Community Infrastructure Levy

This section explains what the Community Infrastructure Levy (CIL) is and details the process of producing a CIL Charging Schedule. It also identifies opportunities for engagement with the community at the various stages of producing a CIL Charging Schedule.

Section 5 – Other policy guidance

This section identifies the requirements for consulting on other planning related documents such as Article 4 Directions and Conservation Area Appraisals and Management Plans.

Section 6 – Development Management

This section details the planning application process and the opportunities for involvement of the community at different stages of the process from pre-application stage through to the decision-making stage. It also identifies who the Council will consult and advises applications on consultation they can undertake at the pre-application stage. It also briefly details how the community can get involved in the planning enforcement process.

Section 7 – Monitoring and Review

This section seeks to briefly explain how the Council will ensure the SCI remains fit-for-purpose and commit to reviewing the SCI at least every five years as required by Section 10A of the Town and Country Planning (Local Planning) Regulations 2017.

Consultation Proposal

7. A four-week consultation period is proposed. Consultation will primarily be undertaken via the Council's website and by contacting all those who have registered on the Council's Local Plan consultation database. The draft revised SCI will also be present at the Resident's Association Forum meeting in September.
8. Subject to Cabinet approval, it is proposed to undertake public consultation for a four-week period in June and July 2021. Following consultation, any comments received will be considered in producing the final version of the SCI. A further report will then be brought to Cabinet detailing the main issues raised and how these have been addressed and seek adoption of the revised SCI.

Financial Implications

9. There are no direct financial implications associated with the recommendations to this report. The consultation process and revision of the Hillingdon Statement of Community Involvement will be undertaken by existing staff within the Planning Policy Team.

RESIDENT BENEFIT & CONSULTATION

The benefit or impact upon Hillingdon residents, service users and communities?

10. The updated SCI (Appendix A) will be beneficial for residents and the community as it will identify how they can be more involved in the planning process and shape development in their area. The SCI is designed to provide the community with the information they need to get more involved in the planning process if they wish to do so.
11. It has not been considered necessary to complete an Equalities and Human Rights Impact Assessment as there are considered to be no equalities or human rights implications associated with undertaking the consultation.

Consultation carried out or required

12. Consultation proposals are detailed in the main body of the report.

CORPORATE CONSIDERATIONS

Corporate Finance

Corporate Finance has reviewed the report and concur with the financial implications set out above, that there are no direct financial implications associated with the recommendations in this report.

Legal

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

BACKGROUND PAPERS

NIL

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HILLINGDON

LONDON

Hillingdon Council

Draft Revised Statement of Community Involvement

2021



PLANNING POLICY local.plan@hillington.gov.uk

If you would like us to translate information about this project into another language, or require an interpreter, please call 0800 9949323.

1	<u>INTRODUCTION</u>	1
1.1	THE PLANNING SYSTEM	1
1.2	WHAT IS A STATEMENT OF COMMUNITY INVOLVEMENT?	1
1.3	PURPOSE OF THE SCI	1
1.4	WHAT IS THE LOCAL AUTHORITY REQUIRED TO DO?	2
1.5	OPPORTUNITIES FOR INVOLVEMENT IN THE PLANNING SYSTEM	2
1.6	TEMPORARY CHANGES IN RESPONSE TO THE COVID-19 PANDEMIC	3
1.7	PLANNING INFORMATION AND SUPPORT	3
1.8	FUTURE REVIEW	4
2	<u>PLAN-MAKING</u>	5
2.1	WHAT IS PLAN-MAKING?	5
2.2	CONSULTATION METHODS	6
2.3	WHO WILL THE COUNCIL INVOLVE IN THE PLAN-MAKING PROCESS?	7
2.4	TEMPORARY CONSULTATION ARRANGEMENTS IN THE EVENT OF FUTURE SOCIAL DISTANCING	8
2.5	DEVELOPMENT PLAN DOCUMENTS	10
2.6	DEVELOPMENT PLAN DOCUMENT PROCESS	11
2.7	SUPPLEMENTARY PLANNING DOCUMENTS (SPDs)	14
2.8	SPD PROCESS	14
3	<u>NEIGHBOURHOOD PLANS</u>	17
3.1	INTRODUCTION	17
3.2	NEIGHBOURHOOD PLANNING PROCESS	17
3.3	CONSULTATION BY NEIGHBOURHOOD FORUMS	18
3.4	COUNCIL SUPPORT	19
4	<u>COMMUNITY INFRASTRUCTURE LEVY</u>	20
4.1	COMMUNITY INFRASTRUCTURE LEVY (CIL)	20
4.2	CIL PROCESS	20
5	<u>OTHER POLICY GUIDANCE</u>	22
5.1	ARTICLE 4 DIRECTIONS	22
5.2	CONSERVATION AREA APPRAISALS & MANAGEMENT PLANS	22
6	<u>DEVELOPMENT MANAGEMENT</u>	23
6.1	INTRODUCTION	23
6.2	TYPES OF PLANNING APPLICATIONS	23

6.3	SUMMARY OF THE PLANNING APPLICATION PROCESS	24
6.4	PRE-APPLICATION	24
6.5	PRE-APPLICATION CONSULTATION BY APPLICANTS	25
6.6	STATUTORY CONSULTATION REQUIREMENTS FOR THE COUNCIL	26
6.7	WHO WILL THE COUNCIL CONSULT	27
6.8	DETAILED PLANNING APPLICATION PROCESS AND OPPORTUNITIES FOR ENGAGEMENT	28
6.9	CHANGES TO DEVELOPMENT MANGEMENT PROCEDURES IN RESPONSE TO FUTURE SOCIAL DISTANCING	31
6.10	VIEWING AND COMMENTING ON A PLANNING APPLICATION	31
6.11	MATERIAL CONSIDERATIONS	32
6.12	APPEALS	34
6.13	PLANNING ENFORCEMENT	34
7	<u>MONITORING AND REVIEW</u>	<u>35</u>
	<u>GLOSSARY</u>	<u>36</u>
	<u>CONTACT SHEET</u>	<u>38</u>

1 INTRODUCTION

1.1 THE PLANNING SYSTEM

1.1.1 The planning system is an important part of our lives and affects us all in some way; from the homes and streets we live in, the places that we work, the location and types of shops that we shop in, as well as the outdoor spaces and natural environment that we spend time relaxing in.

1.1.2 How Hillingdon Council's built environment develops in the future will be led by the planning system. It is therefore important that the local community and stakeholders know how they can take part in the planning process and participate in planning decisions.

1.1.3 Understanding the issues, opportunities, challenges and options is an important part in the plan-making process and engagement and consultation with relevant partners and communities is essential to this.

1.2 WHAT IS A STATEMENT OF COMMUNITY INVOLVEMENT?

1.2.1 A Statement of Community Involvement (SCI) sets out how the Council intends to involve all sections of the community in the planning process and engage with local communities, businesses and other interested parties when developing and reviewing planning documents and determining planning applications.

1.2.2 The SCI establishes formal arrangements and standards to enable the community to know how and when they will be involved in the preparation, alterations and review of Hillingdon's Development Plan and how they will be consulted on planning applications.

1.3 PURPOSE OF THE SCI

1.3.1 The aim of the SCI is to ensure that all sectors of the community in Hillingdon:

- Are informed about the planning documents being prepared or local planning applications being considered;
- Understand how they can make their views of these known;
- Have ready access to information;
- Are involved early in the decision-making process;
- Can put forward their ideas of views about issues and feel confident that there is a formal process for considering these;
- Can take an active part in preparing proposals or options to manage land use and future development in their community;
- Can comment on planning applications; and
- Will get feedback and be informed about progress and outcomes.

1.3.2 The Council wants to encourage everyone in the community to take up the opportunity to be actively involved in the preparation of the Development Plan and in the consideration of planning applications. The Council firmly believes that community involvement in the planning process can help:

- Develop better plans and achieve higher quality development, which is supported by the local community;
- Improve the quality and efficiency of decisions by drawing on local knowledge and minimising costly and unnecessary conflict;
- Educate all participants about the needs of local communities, the business sector and how local government works;
- Foster ownership and promote social cohesion by making real connections with people in the community and offering them a tangible stake in decision-making;
- Offer different, more locally relevant or practical solutions to resolve contentious or complex issues;
- Promote certainty to both the community and developers as to the type of land use or development desired by the community for certain locations or areas; and
- Achieve consensus in the preparation of the Development Plan.

1.4 WHAT IS THE LOCAL AUTHORITY REQUIRED TO DO?

1.4.1 Section 18 of the Planning and Compulsory Purchase Act 2004 (as amended) requires local authorities to prepare and maintain the Statement of Community Involvement (SCI). An SCI must set out how the Council intends to achieve community involvement, public participation and cooperation in the preparation of their Local Plan, including any Supplementary Planning Documents (SPDs), as well as setting out how they intend to involve the public when consulting on planning applications.

1.4.2 Hillingdon's last SCI was adopted in 2006 and so this SCI will include a number of updates in line with changes in legislation as well as national policy, guidance and best practice. This SCI will also identify opportunities for the use of technology to reach more people and enable more effective engagement.

1.4.3 The SCI has also been updated to take account of temporary changes to consultation practices due to the global Covid-19 pandemic.

1.5 OPPORTUNITIES FOR INVOLVEMENT IN THE PLANNING SYSTEM

1.5.1 There are two main parts to the planning system which the Council seeks to involve partners and communities in:

- **Planning Policy** is concerned with the preparation of local development documents and policies that are used to guide development in Hillingdon. These documents provide information on how the borough will change during the plan making period, which is usually for a minimum of 15 years. They also form the basis for determining planning applications. The documents must conform to relevant Government and London-wide guidance and policy and there are specific statutory procedures that must be followed during the preparation of the documents.
- **Development Management** is responsible for processing and determining planning applications for new development, changes of use for development and also determines

applications in relation to listed buildings, advertisements and works to certain trees where they are covered by a Tree Preservation Order. The Development Management team also provides pre-application planning advice. The **Planning Enforcement** team investigates and where appropriate acts where breaches of planning control have taken place.



Figure 1: Various stages of the planning process

1.6 TEMPORARY CHANGES IN RESPONSE TO THE COVID-19 PANDEMIC

1.6.1 The Government published amendments to Town and Country Planning Regulations in May 2020 and again in December 2020. The National Planning Practice Guidance (NPPG) was also updated to include paragraphs 76-82 and recommends that local authorities review and update their SCI and incorporate temporary changes that would help to prevent the spread of the disease but also allow the process of plan-making to continue.

1.6.2 NPPG paragraph 77 states that, "Where any policies in the SCI cannot be complied with due to current guidance to help combat the spread of coronavirus (COVID-19), the local planning authority is encouraged to undertake an immediate review and update the policies where necessary so that plan-making can continue".

1.6.3 Hillingdon Council has reviewed the SCI and is now updating it. While the pandemic is hopefully coming to an end, the SCI is being updated to ensure that any potential similar situation in the future is appropriately planned for and to ensure alternative engagement methods for both development management and plan-making are identified and easy to implement if necessary to do so. These temporary alternative methods will be identified as such in the relevant sections of this SCI.

1.6.4 The alternative consultation practices will be temporary and will only be used when it is not possible to use the preferred engagement methods.

1.7 PLANNING INFORMATION AND SUPPORT

1.7.1 Contact details for all the relevant Council planning departments are provided at the end of this document should you need to contact us.

1.7.2 Further information about the planning process and how the planning system works is also available online at the Planning Portal website: www.planningportal.gov.uk. This website provides information on a number of different areas in planning in a clear and concise way.

1.7.3 Independent planning advice can also be obtained from Planning Aid, which is a voluntary service offering free, professional planning advice to community groups and individuals who cannot afford to employ a planning consultant. Planning Aid is independent from the Council. The contact details for Planning Aid are as follows:

Online: <http://www.rtpi.org.uk/planning-aid/>

Telephone: 020 7929 9494

Email: advice@planningaid.rtpi.org.uk

Advice on the neighbourhood planning process can also be found at
<https://neighbourhoodplanning.org/>.

1.7.4 The Council also offers a translation and/or interpretation service to ensure more individuals can be included in the planning process. Translations to other languages, Braille or audio tape, or interpreters, can be provided for this document as well as other planning documents if required by contacting the Council.

1.8 FUTURE REVIEW

1.8.1 The SCI will be reviewed regularly and updated when necessary to reflect any changes in legislation or best practice guidance. Planning practice guidance advises that SCI's are updated every five years at least. The Council will also ensure that the most effective and appropriate consultation methods are used and incorporate these into the SCI where necessary.

1.8.2 The Council is also investigating opportunities to improve online access to planning services and will be reflected within future reviews.

2 PLAN-MAKING

2.1 WHAT IS PLAN-MAKING?

2.1.1 Plan making is the process of shaping and influencing the future planning and development of an area. Plan-making involves preparing evidence-based policies and supporting guidance informed by engagement with local stakeholders. Planning policies set out the long-term framework for development in the borough and form the basis for determining planning applications.

2.1.2 In Hillingdon, the hierarchy of planning policy is as set out in Figure 2 below.



Figure 2: Hierarchy of planning policy in Hillingdon

2.1.3 Collectively, the adopted London Plan, Local Plan and any adopted Neighbourhood Plans form the 'development plan' for Hillingdon. Planning applications (with a few exceptions such as development which falls within permitted development) will be assessed against the development plan and the NPPF.

2.1.4 The NPPF and national planning legislation require Local Plans to be created in consultation with the community and interested stakeholders.

2.1.5 Whilst views can be submitted to the Council at any time in respect to local plan matters there will be specific points in the plan-making process where the Council will actively seek views on its Local Plan. Engagement and participation early in the plan-making process can help shape local plans as they are being prepared and provides the opportunity to influence planning and development outcomes in the borough.

2.1.6 Hillingdon's Local Plan must be in 'general conformity' with the London Plan which sets out the overall strategic plan for London and provides context for the Local Plan. The Local Plan

must also be 'consistent with' national policy (the NPPF). Within this framework of national and London-wide policy, local plans can address local issues in proactive and creative ways that respond to the views and needs of local communities provided policies are evidence-based. Views expressed by the community and other interested stakeholders can also form the basis for new policies and the amendment of existing policies.

2.1.7 Local communities are also able to influence development in their area through Neighbourhood Planning, which is covered later in the document.

2.1.8 The final tier are those documents produce to support and guide the implementation of policies in the development plan. These can take the form of statutory Supplementary Planning Documents (SPDs) as well site briefs or master plans. Such documents cannot introduce new policies but they can explain how a particular policy should be applied.

2.2 CONSULTATION METHODS

2.2.1 The Council understands that consultation at different stages of plan preparation have different degrees of impact on the final content of the plan. Wide and more in-depth engagement particularly at the initial stages of plan preparation is the most important in affecting the direction of the plan and its policies. This is when participants have the most ability and effect on shaping the plan and a wide range of views are sought. The later stages are very important in helping refine policies in order to ensure they have the desired impact and those that have already participated have an opportunity to build on their initial ideas. The Council has therefore considered what additional measures beyond the statutory requirements it can employ to maximise participation at these early stages. Different methods will be used according to the scope of the consultation, the target audience and the resources available. Figure 3 outlines some of the different methods of consultation which will be utilised.



Figure 3: Consultation methods Hillingdon Council will utilise for plan-making

2.3 WHO WILL THE COUNCIL INVOLVE IN THE PLAN-MAKING PROCESS?

DUTY TO COOPERATE

2.3.1 The Localism Act 2011 places a duty on the Council to work and cooperate with other local planning authorities, the County Council and other prescribed bodies to address strategic planning issues that cross administrative boundaries.

2.3.2 As part of the duty to cooperate process, authorities are required as set out in the NPPF, to produce and maintain statements of common ground, which is a written record of progress made by strategic policy-making authorities during the process of planning for strategic cross-boundary matters. The purpose is to document where cooperation is and is not happening through the plan-making process. The statements will provide evidence that local plans are effective in relation to them being deliverable over the specified plan period and are sound in that they have been based on effective joint working on cross-boundary strategic matters.

2.3.3 The Council will meet its requirements under the duty to cooperate through regular engagement with its partners and will publish statements of common ground as they are prepared and finalised for publication.

'SPECIFIC' AND 'GENERAL' CONSULTATION BODIES

2.3.4 Legislation provides the minimum legal requirement for consultation on local plan documents. This includes:

- Specific consultation bodies who must be consulted at formal consultation stages in Local Plan production. This includes statutory authorities such as neighbouring boroughs / districts, government agencies and utility providers;
- General consultation bodies include organisations and bodies who have an interest in the borough. This can include interest and amenity groups, resident's associations, property, trade and business associations, voluntary organisations and community groups; and
- Residents, businesses and landowners located in the local authority area.

2.3.5 It should be noted that not everyone in the borough will be contacted directly in respect of every planning document but details of such consultations will be made publicly available by a range of communication methods outlined in this document. Elected Council Members will be notified directly of consultation on every planning document produced by the Council. Residents, businesses or landowners/representatives are also able to sign up to the Council Planning Policy Consultation Database if they wish to be contacted directly with regards to planning documents.

2.3.6 As an example, an SPD that relates to only part of the borough or is being produced on a specific topic area may benefit from targeted consultation in that area or with specific partners or sections of the community.

2.3.7 Following key consultation stages, the Council will produce consultation summary reports which will provide information on the key issues raised and will provide a response to these prior to finalising a planning document. This summary will be available on the Council's website. It should also be noted that in many cases responses to the consultation may also be published in accordance with the relevant Privacy Statement.

2.4 TEMPORARY CONSULTATION ARRANGEMENTS IN THE EVENT OF FUTURE SOCIAL DISTANCING

2.4.1 Under current circumstances (and in the event of any similar circumstances in the future) there may be variations to the consultation methods used. In these situations, the Council will seek to prioritise usage of consultation methods which allow for social distancing, such as

increased use of social media, and will limit or stop altogether consultation methods which potentially put consultees at risk, such as public exhibitions and group meetings.

2.4.2 For certain consultations, the Council would ordinarily provide planning policy documents for inspection at various locations across the borough such as libraries and the Civic Centre. However, this may not be possible during times where social distancing is required or where the libraries remain closed.

2.4.3 Prior to the Coronavirus pandemic, the Government encouraged the use of social media tools and other platforms to communicate with communities in plan-making. This has now been emphasised further in an update to comply with COVID-19 guidance. The Council will keep under review its engagement processes and methods to ensure that consultation and engagement with our communities and stakeholders is effective whilst also ensuring the safety and well-being of all those involved. Where it is not possible to undertake certain methods of consultation due to social distancing, the Council will use all of its available channels of communication and will use online engagement methods to ensure that effective consultation on the Local Plan and other Local Plan Documents can take place. Further detail in relation to the consultation methods to be used will be provided at the time of the consultation, when we are aware as to whether any restrictions are in place at that time.

2.5 DEVELOPMENT PLAN DOCUMENTS

2.5.1 Development Plan Documents (DPDs) are planning policy documents which make up the Local Plan. The Local Plan is the Council's overarching planning policy document and part of the statutory development plan. The Local Plan sets out the strategic priorities for development of our borough and covers housing, commercial, public and private development, including transport infrastructure, along with protection for the local environment. It provides clear guidance on what development will and won't be permitted in the borough. At one end of the scale the Local Plan provides, for example, the policy framework against which we will assess a strategically important housing site. What new roads will be needed? What new schools or medical uses must be provided? How many of the homes must be truly affordable? At the other end, it includes the detailed policies which allow us to assess the suitability of the loss of a shop, a new basement or householder development.

2.5.2 To develop the Local Plan, the Council must have regard to statutory provisions, case law, and national and regional guidance. The Local Plan is consulted on and undergoes public examination conducted by a Planning Inspector appointed by national government. The Local Plan must progress through a number of stages until its ultimate adoption. The regulations set out minimum requirements for consultation throughout the plan preparation process.

2.5.3 Figure 4 below sets out the main stages in the local plan preparation process. It highlights both statutory and non-statutory stages which Hillingdon Council is committed to following.

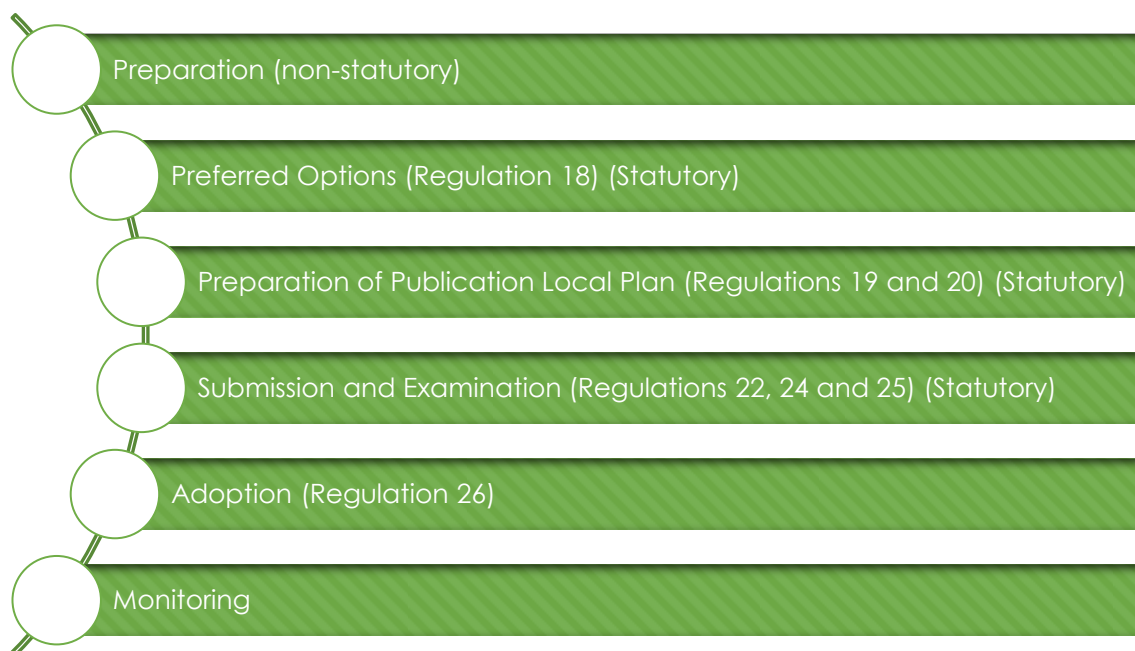


Figure 4: Stages in producing and adopting a local plan

2.5.4 There are opportunities for the community to be involved at various stages in the plan-making process, however involvement at the earliest stages in the plan-making process is likely to have the greatest influence on the final scope and content of the local plan. For this reason, Hillingdon Council will also seek to maximise community engagement at the

earlier stages of plan-making and go beyond statutory requirements. Consultation during the latter stages of plan-making will generally be more in line with the statutory requirements however, the Council will consider at the time whether it is appropriate to go beyond this.

MINIMUM CONSULTATION ACTIONS

2.5.5 As a minimum, the Council will do the following at each stage of the plan-making process for development plan documents during both statutory and non-statutory stages:

- Make consultation documents, supporting documents and related information available on the Council's website.
- Make consultation documents and supporting documents available for inspection at the Civic Centre.
- Notify 'specific' and 'general' consultation bodies and 'duty to co-operate' bodies of each consultation stage by email and invite comments.
- Notify residents and other interested parties on the Council's Planning Policy Consultation Database of each consultation stage by email or writing (where requested) and invite comments.
- Each consultation period in the local plan-making process will last for a minimum six-week period.

2.5.6 If you would like to be added to the Planning Policy Consultation Database, please email the Planning Policy Team at localplan@hillingsdon.gov.uk

CONSULTATION BEYOND STATUTORY REQUIREMENTS

2.5.7 The Council is committed to actively engaging the community and other key stakeholders in the plan-making process and so it will go beyond the minimum statutory consultation requirements at certain stages of the plan-making process, where it feels it is appropriate to do so.

2.5.8 The Council will seek to engage the community early on before the formal stages of the plan-making process begin at the 'early engagement' and 'issues and options' stages. We believe that these, as well as the statutory 'Regulation 18' stage are where consultees can help shape the local plan the most. The Council will therefore seek to maximise consultation reach and depth at these stages and go beyond the statutory requirements.

2.5.9 The minimum consultation methods outlined above will be used at each stage of the plan-making process. In the earlier stages of the local plan process, additional consultation techniques will also be used where appropriate to maximise participation.

2.6 DEVELOPMENT PLAN DOCUMENT PROCESS

2.6.1 This section highlights what is involved at each of the stages identified in figure 5 and the opportunities for community engagement at each stage. At all stages of the production process the Council will follow the statutory consultation requirements as set out in legislation. Where the Council considers it appropriate to do so it will go implement additional measures to maximise the effectiveness of the consultation. This may include consulting a wider group of people, publicising on social media and holding public events when it is safe to do so.

PREPARATION - EVIDENCE GATHERING

WHAT IS INVOLVED?

2.6.2 The purpose of this stage is primarily to gather evidence and collect information on the issues and options that will need to be addressed by the Local Plan. The Council will start the background scoping work and commission technical evidence on the various topics to be covered in the Local Plan. National policy requires proportionate evidence to support policy changes and new requirements on developments.

OPPORTUNITIES FOR ENGAGEMENT

2.6.3 During the preparation phase the Council may undertake some informal consultation. The focus will be on identifying issues and options in relation to emerging evidence. The Council may also undertake a 'call for sites' requesting the submission of potential development sites across the borough. There may also be some general awareness raising of the Local Plan process identify interested parties.

PREFERRED OPTIONS (REGULATION 18)

WHAT IS INVOLVED?

2.6.4 This stage builds on the preparation phase to create a set of preferred policies for further consultation. These will be the policy approaches that the Council considers are most appropriate and justified to take forward in the draft local plan. In preparing the draft policies the Council will take into account the outcomes of any previous consultations and technical evidence. At this stage further evidence may still need to be collected, however a number of technical pieces of evidence will be concluded and fed into the draft Local Plan.

2.6.5 The Council will publish a summary of the consultation responses received from the previous consultations and also set out how the Council considered these responses and what impact they had on the draft Local Plan.

OPPORTUNITIES FOR ENGAGEMENT

2.6.6 The preferred options stage (Regulation 18) is likely to be that with the widest engagement. This is a stage where we first set out what the Council thinks may be the future policies and invites stakeholder feedback. At this stage we can supplement the written consultations with a number of meetings and workshops and with face to face opportunities to explore the issues in real depth.

2.6.7 At this stage the Council will consult for a minimum six week period as per the statutory requirements, however the actual consultation period is likely to exceed this. The community and general and specific consultation bodies will be consulted on the contents of the draft local plan and the Integrated Impact Assessment (IIA) and have access to the evidence that underpins these policies.

2.6.8 If it is considered appropriate to do so the Council may consult on the preferred options more than once or reconsult on specific issues.

2.6.9 This is the last opportunity for the Council to make significant changes to the content of the Local Plan and the Council will seek to ensure it has consulted as appropriately and addressed all issues raised up until this point.

PUBLICATION LOCAL PLAN (REGULATION 19)

WHAT IS INVOLVED?

2.6.10 At this stage the Council will publish its final version of the plan for submission to the Secretary of State for examination. This version of the plan will take account of the representations received at Regulation 18.

2.6.11 The Council will also publish a summary of the consultation responses received from the Regulation 18 consultation and also set out how the Council considered these responses and what impact they had on the Publication Local Plan.

2.6.12 The local plan viability assessment will be reviewed and finalised to ensure changes made as a result of the Regulation 18 stage do not affect the overall viability of the local plan policies.

OPPORTUNITIES FOR ENGAGEMENT

2.6.13 The Council must consult for a minimum six week period as per the statutory requirements. The community and general and specific consultation bodies will be consulted on the contents of the publication local plan and the IIA and have access to the evidence that underpins these policies.

2.6.14 The scope of the consultation at this stage is more limited. The Council can only accept representations to confirm legal compliance in accordance with the NPPF, that 'duty to cooperate' requirements have been met, or to assess whether the tests of soundness identified in the NPPF have been met in preparing the plan.

SUBMISSION AND EXAMINATION

WHAT IS INVOLVED?

2.6.15 The draft plan and relevant supporting information will be submitted to the Secretary of State for independent examination. The supporting information will include all of the representations received, a summary of main issues raised, the background evidence and a consultation statement setting out how the Council has involved the community and other stakeholders in the preparation of the plan.

2.6.16 Following submission to the Secretary of State, an independent Planning Inspector will be appointed to conduct an examination in public of the draft plan. The purpose of the examination is for the Planning Inspector to assess the soundness and legal compliance of the plan, and whether the document is positively prepared, justified, effective and consistent with national policy. If, as a result of the evidence heard at the examination, the Inspector decides that the document needs significant amendment, there may be further formal consultation on the changes made, known as 'Main Modifications' to the plan.

OPPORTUNITIES FOR ENGAGEMENT

2.6.17 There is no consultation at the submission stage however specific, general and all other consultees who the Council consider may have an interest will be notified of the submission and examination.

2.6.18 The Inspector will consider all representations made during the Council's previous consultations and may invite further representations on specific issues to be considered as part of the examination.

ADOPTION

WHAT IS INVOLVED?

2.6.19 If the Plan is recommended for adoption (with or without recommended modifications) the Council will consider the Inspector's report and whether it wishes to adopt the document as recommended by the Inspector.

OPPORTUNITIES FOR ENGAGEMENT

2.6.20 The Local Plan, adoption statement and other relevant evidence base documents will be published on the council's website, and copies made available at the Council's offices and libraries. A copy of the adoption statement will also be sent to all consultees on the local plan consultation database including anyone who has asked to be notified of the adoption of the document.

2.7 SUPPLEMENTARY PLANNING DOCUMENTS (SPDS)

2.7.1 The purpose of Supplementary planning documents (SPDs) is to provide more detailed guidance on how the policies in the Local Plan are applied. While SPDs are adopted formally by the Council and are material considerations in the determination of planning applications, they do not form part of the development plan.

2.7.2 As SPDs cannot introduce new policy requirements, the statutory consultation requirements for SPDs are less extensive than for development plan documents.

2.8 SPD PROCESS

2.8.1 Figure 5 below outlines the stages involved in producing an SPD

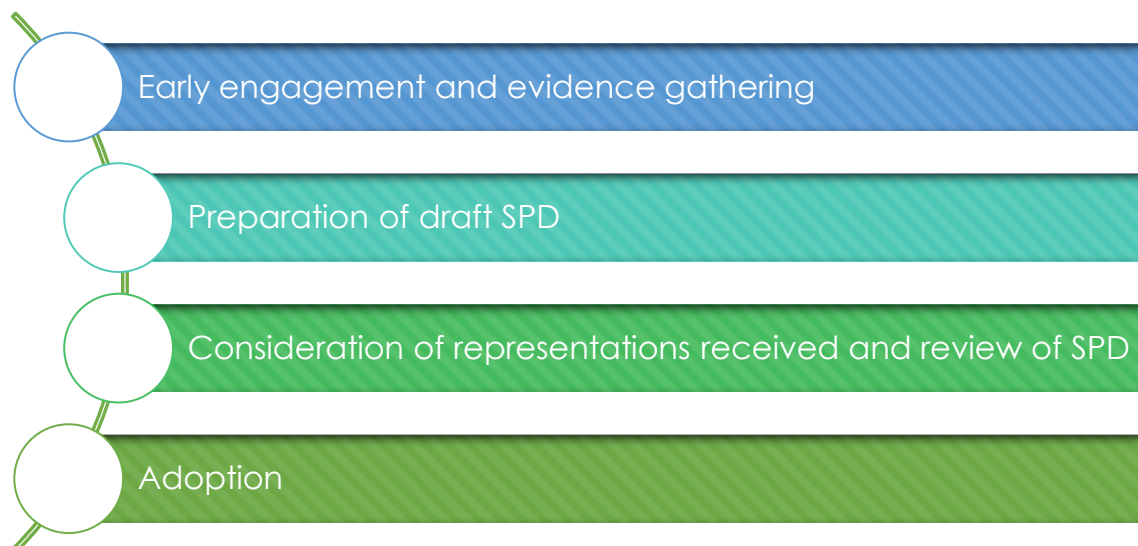


Figure 5: Stages of producing an SPD

EVIDENCE GATHERING

WHAT IS INVOLVED?

2.8.2 The Council will collect baseline evidence, identify the issues to be addressed in the SPD and then identify reasonable options for guidance in the SPD. The Council may also engage with specific bodies relevant to the issue the SPD is trying to address.

OPPORTUNITIES FOR ENGAGEMENT

2.8.3 The Council has a duty to consult with specified environmental organisations (Natural England, Historic England and the Environment Agency) when determining the need for SEA. In situations where SEA is not deemed to be required, the Council has a duty to prepare a statement of its reasons for determining that SEA is not required.

2.8.4 Informal consultation with organisations and potentially other members of the community relevant to the issue being addressed may be undertaken if the Council considers it is appropriate and necessary to do so.

PREPARATION OF DRAFT SPD (REGULATION 13)

WHAT IS INVOLVED?

2.8.5 The draft version of the SPD along with associated evidence base documents, SA/SEA and IIA reports (where necessary) will be formally published and a formal public consultation will be held for a minimum of four weeks, inviting statutory and non-statutory consultation bodies to share their views.

OPPORTUNITIES FOR ENGAGEMENT

2.8.6 At this stage the Council will consult for a minimum four-week period as per the statutory requirements. The community and general and specific consultation bodies will be consulted on the contents of the SPD and associated documents. This is the main opportunity for the community to influence the content of the SPD.

2.8.7 The Council will consider the content of the SPD before deciding on the appropriate scope and extent of consultation and how far beyond the statutory requirements it should go at this stage of the process. Where an SPD is specific to a location, the Council will seek to additionally engage with the local community of that location.

2.8.8 The Council will consult more than once at this stage of the process if it considers it appropriate to do so.

CONSIDERATION OF REPRESENTATIONS RECEIVED AND REVIEW OF SPD

WHAT IS INVOLVED?

2.8.9 The Council will review representations received and make changes to the SPD where justified.

2.8.10 A summary of the comments received will be made available on the Council's website. Personal information of individual consultees will not be published. The Council will publish a schedule of its response to each of the representations received and identify how particular issues have been addressed, and if they have not been addressed, why they were not.

2.8.11 Further consultation may be undertaken if responses lead to a significant change of direction.

ADOPTION

WHAT IS INVOLVED?

2.8.12 The SPD will be formally adopted by the Council. The SPD, associated documents and an adoption statement will be published on the Council website.

OPPORTUNITIES FOR ENGAGEMENT

2.8.13 A copy of the adoption statement will be sent to specific, general and duty to cooperate bodies, as well as individuals and organisations on the Council's Planning Policy Consultation Database.

3 NEIGHBOURHOOD PLANS

3.1 INTRODUCTION

3.1.1 Neighbourhood planning was introduced by the Localism Act (2011). It provides communities with a statutory power to shape how their area develops in the future. Neighbourhood plans allow communities to establish planning policies for the development in their area. Once adopted, neighbourhood plan's are part of the statutory development plan and must be considered alongside the Council's Local Plan when determining planning applications. Neighbourhood plans must be in general conformity with the strategic policies in the statutory development plan and have regard to national planning policy and guidance.

3.1.2 Neighbourhood plans are produced by local communities themselves, with support from the Council. The Council's role is to provide advice and support to Neighbourhood Forums developing a plan. At submission stage the Council will take a lead on finalising the plan.

3.1.3 A neighbourhood plan must be developed by a neighbourhood forum that has been approved by the Council. Further information and more detailed guidance on the process of setting up Neighbourhood Forums can be found at the following websites: <https://neighbourhoodplanning.org/> and <https://www.gov.uk/guidance/neighbourhood-planning--2>. It is advised that these resources are reviewed before proceeding.

3.1.3 Local communities are also able to utilise Neighbourhood Development Orders. Neighbourhood Development Orders (including community right to build orders) grant planning permission for a specific type of development in a particular area. This could be either a particular development or a particular class of development such as housing or commercial.

3.1.4 The process for preparing a neighbourhood plan/order is set out in The Neighbourhood Planning (General) Regulations 2012. Figure 7 below summarise this process.

3.2 NEIGHBOURHOOD PLANNING PROCESS

3.2.1 The Neighbourhood Planning process is summarised in Figure 6 below.

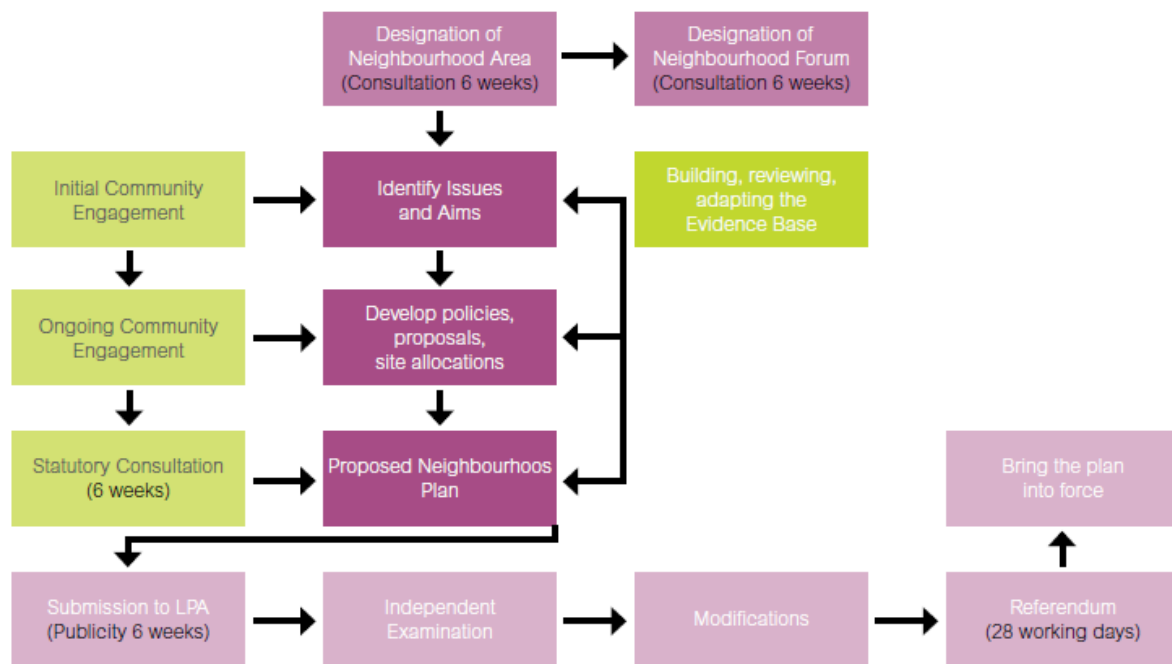


Figure 6: The Neighbourhood Planning Process

3.3 CONSULTATION BY NEIGHBOURHOOD FORUMS

3.3.1 Given its status as a development plan document, a neighbourhood plan must go through a formal consultation and examination process before it can be adopted. The Neighbourhood Forum developing the plan is responsible for the design and management of the consultation.

3.3.2 The nature of the consultation will depend on the stage of Neighbourhood Plan's progression:

- *Setup*: In order to prepare a neighbourhood plan, local people first need to set up a Neighbourhood Forum and to propose the boundaries of a Neighbourhood Area. The Council would encourage the Forum to consult those living and working within the proposed neighbourhood area on both, the appropriateness of the forum and the nature and the extent of the proposed area.
- *Preparation*: Whilst, there is no requirement in the regulations for the Forum to involve local people in the preparation of the plan, it is strongly advisable. It is only by wider public involvement will the forum be able to demonstrate that the plan reflects the views and ambitions of the local community. It is possible that the plan will not be approved by the examiner unless public involvement can be demonstrated.
- *Submission and examination*: Before the plan is finalised, the Forum must make a draft available for local people to comment on. It is for the Forum to decide how best to do this and to decide what questions they wish to ask. The Forum will need to be able to demonstrate how it has taken any comments into account when the Plan is examined and an examiner considers whether it meets the "basic conditions".

3.4 COUNCIL SUPPORT

3.4.1 Producing a Neighbourhood Plan is a technical process and requires navigation of legislative requirements, as well as technical information which local communities may not be familiar with. The Council has a statutory duty to provide advice and assistance to Neighbourhood Forum's preparing a neighbourhood plan. The Council also believes that for neighbourhood plans to be effective, well informed and representative of the local community's views, Council resources and experience applied to certain stages beyond the statutory requirements can be very beneficial to the process.

3.4.2 The type of advice and assistance will vary on a case-by-case basis however generally speaking the Council will offer technical and logistical support, planning advice and general guidance throughout the plan preparation process. The Council will also assist with consultation and provide contact details for relevant organisations, subject to restrictions of the GDPR.

4 COMMUNITY INFRASTRUCTURE LEVY

4.1 COMMUNITY INFRASTRUCTURE LEVY (CIL)

4.1.1 The Community Infrastructure Levy (CIL) Regulations allow the Council to levy a charge on developers for certain types of new development to help fund improvements to local infrastructure (e.g. schools, transport, green spaces and health facilities) which are needed as a result of development. The Council has an adopted CIL Charging Schedule which sets out the charges for different types of development which will be reviewed from time to time.

4.2 CIL PROCESS

4.2.1 The key stages in preparing the Hillingdon CIL Charging Schedule are summarised in Figure 7 below:

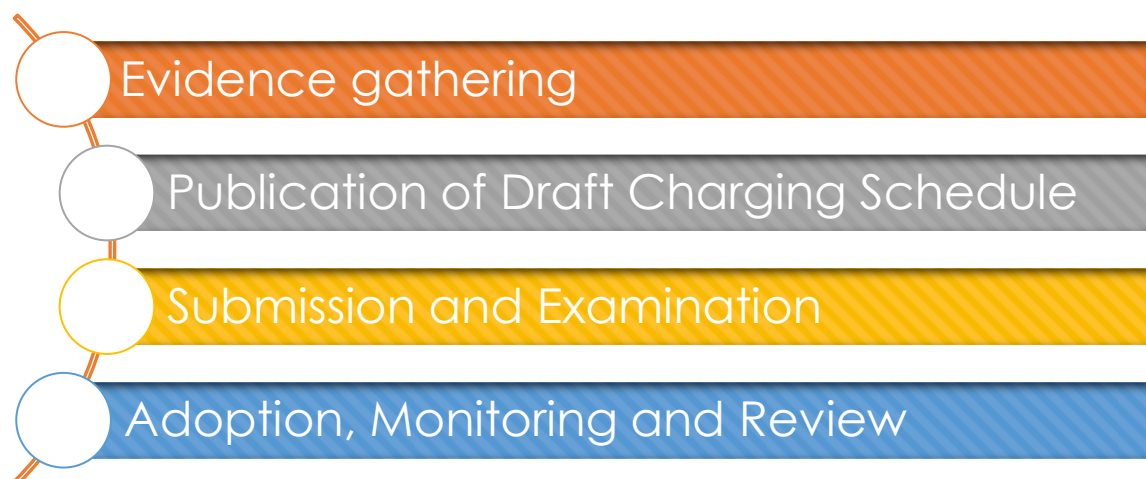


Figure 7: CIL Charging Schedule Process

EVIDENCE GATHERING

4.2.2 At this stage the Council will prepare evidence base studies to inform the Draft Charging Schedule which will set out the proposed levy rates. The Council may engage with key stakeholders such as infrastructure providers and other interested parties.

PUBLICATION OF DRAFT CHARGING SCHEDULE

4.2.3 The Draft Charging Schedule will be published for consultation for a minimum period of six weeks. This will involve publication of the draft charging schedule and supporting documents on the Council website and writing to specific and general consultation bodies as well as all individuals and organisations on the Council's Planning Policy Consultation Database.

4.2.4 Details of the comments received will be made available on the Council's website along with a summary of their content. Personal information of individual consultees will not

be published. The Council will publish a schedule of its response to each of the representations received and identify how particular issues have been addressed.

SUBMISSION

4.2.5 At this stage the Charging Schedule along with a summary of the main issues raised through consultation, copies of the representations received, and associated evidence is submitted to for examination.

4.2.6 At the submission stage the Council will prepare a statement summarising the results of the consultation and contact all those who requested notification that the draft charging schedule has been submitted to the secretary of state.

EXAMINATION

4.2.7 An independent examiner will be appointed to examine the draft schedule. The examiner will assess whether it is legally compliant, economically viable and consistent with national guidance. The examiner may request further representations if required.

4.2.8 The examiner will make recommendations in a final report which will be published on the Council's website.

ADOPTION

4.2.9 Having regard to the examiner's recommendations, the Council will formally adopt the Charging Schedule. The Charging Schedule, Adoption Statement and relevant evidence will be published on the website and notify those who have indicated they wish to be informed of adoption.

5 OTHER POLICY GUIDANCE

5.1 ARTICLE 4 DIRECTIONS

5.1.1 Certain works that would normally require planning permission are permitted by the General Permitted Development Order (GPDO) 2015.

5.1.2 The GPDO enables councils to issue a direction under article 4 to restrict the scope of permitted development rights either in relation to a particular area or site, or a particular type of development anywhere in the authority's area. Article 4 directions are issued where evidence suggests that undertaking certain types of development (where planning permission is not normally required) would harm local amenities or the proper planning of an area.

5.1.3 The Council will follow the minimum statutory requirements for consulting on new or amended article 4 directions which includes as set out in Schedule 3 of the GPDO.

5.2 CONSERVATION AREA APPRAISALS & MANAGEMENT PLANS

5.2.1 Conservation area appraisals and management plans define the special character of a conservation area. They set out our approach for its preservation and improvement. Generally, they include:

- an appraisal of the special character of the area;
- lists of buildings and features which make a positive contribution to the character and appearance of the area;
- lists of sites that have a negative impact on the conservation area;
- where an opportunity may exist for improvement of the area by redevelopment of a building or site; and
- management strategies which set out our policies and procedures to manage, monitor and enforce change in the area.

5.2.2 The Council may engage with local residents, residents' associations and conservation societies before producing a draft conservation appraisal or management plan.

6 DEVELOPMENT MANAGEMENT

6.1 INTRODUCTION

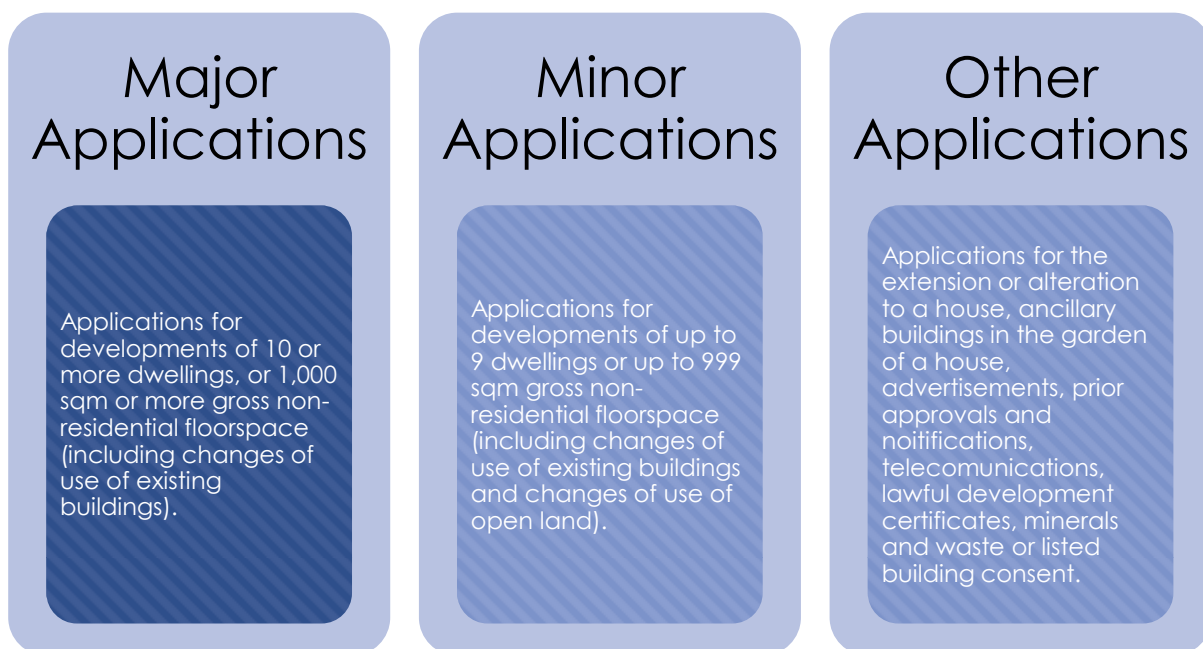
6.1.1 Development management is the process by which the Council determines whether a proposal for development should be granted planning permission, taking into account the development plan, the National Planning Policy Framework (NPPF), National Planning Practice Guidance (NPPG) and any other materials considerations, including consultation responses.

6.1.2 The SCI must set out standards of consultation to be achieved by the Council in making decisions on planning applications. Planning applications can be submitted for a range of developments which are explained below.

6.1.3 The Town and Country Planning (Development Management Procedure) (England) Order 2015 sets out a minimum standard of publicity and notification of applications to the local community, depending on the nature of the application.

6.2 TYPES OF PLANNING APPLICATIONS

6.2.1 There are a number of different types of applications depending on the consent sought. They are commonly sorted into the following three categories:



These definitions are as prescribed in Government policy and guidance.

6.3 SUMMARY OF THE PLANNING APPLICATION PROCESS

6.3.1 Figure 8 below outlines the planning application process.

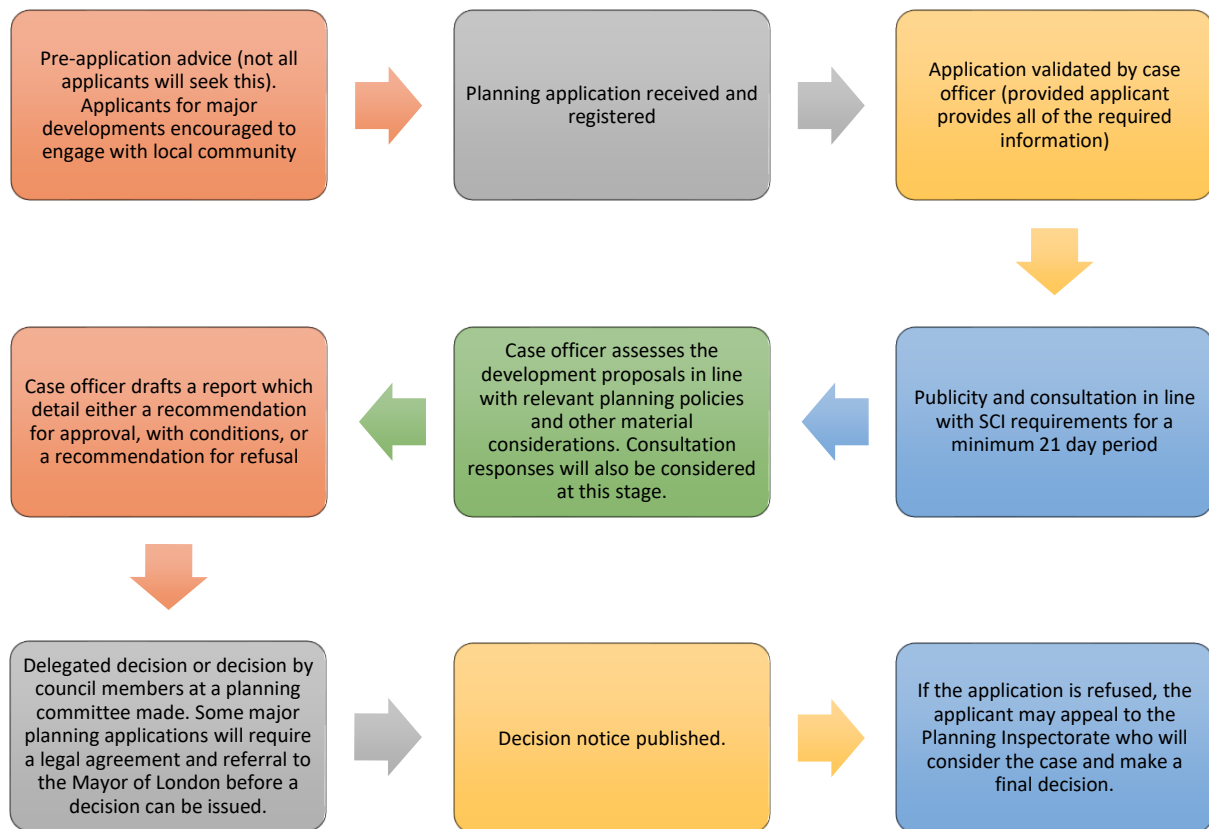


Figure 8: Overview of the planning application process

6.4 PRE-APPLICATION

6.4.1 The Council believes that developments of varying scale can benefit from pre-application advice. The Council offers a full pre-application advice service for applicants proposing schemes that range in scale from 'small scale minor' developments to 'large scale strategic' developments. Further specific information about the service can be found by following this link: [Hillingdon Full Pre-Application Advice](#).

6.4.2 The service is designed to:

- make applicants aware of any likely issues that may affect the outcome of their development proposals and find solutions;
- provide positive recommendations to a scheme;
- provide an understanding of policies and specialist areas that apply to the development;
- give early advice on applications that have little or no prospect of success.

6.4.3 The advice benefits the applicant by speeding up the application process and minimising the costs of submitting subsequent revisions or unacceptable applications.

6.4.4 Depending on the nature of the scheme the Council will also encourage pre-application engagement with statutory and non-statutory consultees, elected members and local people. The level of engagement should be proportionate to the nature and scale of a proposed development.

6.5 PRE-APPLICATION CONSULTATION BY APPLICANTS

6.5.1 Whilst not mandatory, the Council encourages applicants to engage with the owners / occupiers of neighbouring land / premises and wider community at the earliest stage of preparing their development proposal (pre-application stage) where it will add value to the process and the outcome.

6.5.2 There are clear benefits of involving the community in developments which are considered likely to have an impact on the community, and the most effective time to involve the community is at the pre-application stage. At this point in the development process, information and views gained from the community can still have a meaningful impact on the final shape the development takes. It will also assist in resolving any objections and conflicts prior to a formal application being submitted. Engaging in consultation on proposals which have already been developed to a point where it is difficult to take other views on-board would be a less meaningful.

6.5.3 Consultation by applicants using some of the methods identified in Figure 9 below are encouraged. The people involved and the level of engagement needs to be proportionate to the nature and scale of a proposed development. The Council can also advise developers on good practice for engagement and assist in providing contact details for stakeholders likely to be interested in the proposal or affected by it.



Figure 9: Preferred pre-application consultation methods for applicants

6.5.4 The Council is aware that there are significant costs involved in undertaking pre-application consultation, and that such costs will have to be met by the applicant. However,

the Council considers that depending on the type and size of the scheme, such costs can be a worthwhile expense to the applicant, given that it enables the community to engage with the emerging proposals and provides the opportunity to improve the quality of the application.

6.5.5 It is encouraged that the results of any pre-application consultation with the community be formally included as a Statement of Pre-Application Consultation as part of the planning application submission which outlines:

- the methods of consultation used to engage community participation;
- who was consulted and the level of involvement; and
- how matters raised in consultation were addressed by the development proposals.

6.6 STATUTORY CONSULTATION REQUIREMENTS FOR THE COUNCIL

6.6.1 After a local planning authority has received a planning application, it is required to undertake a formal period of consultation where views on the proposed development can be expressed.

6.6.2 The formal consultation period will be set out in the publicity accompanying the planning application. It will normally last for a minimum of 21 days however this may be extended if the Council considers it to be appropriate. This period is also statutorily required to be extended to 30 days for applications accompanied by an Environmental Statement made under the 2017 EIA Regulations, and extended by the equivalent amount when the consultation period includes bank or public holidays.

6.6.3 There are some statutory consultation requirements which local planning authorities must follow as a minimum, depending on the type of planning application received. Statutory methods of consultation for different development types are outlined in Table 1 below.

Type of development	Site Notice	Site notice or neighbour notification letter	Newspaper advertisement	Website
Applications for major development as defined in Article 2 of the Development Management Procedure Order (which are not covered in any other entry)	x	✓	✓	✓
Applications subject to Environmental Impact Assessment which are accompanied by an environmental statement	✓	x	✓	✓
Applications which do not accord with the development plan in force in the area	✓	x	✓	✓
Applications which would affect a right of way to which	✓	x	✓	✓

Part 3 of the Wildlife and Countryside Act 1981 applies				
Applications for planning permission not covered in the entries above eg non-major development	x	✓	x	✓
Applications for listed building consent where works to the exterior of the building are proposed	✓	x	✓	✓
Applications to vary or discharge conditions attached to a listed building consent or involving exterior works to a listed building.	✓	x	✓	✓
Applications for development which would affect the setting of a listed building, or affect the character or appearance of a conservation area.	✓	x	✓	✓

Table 1: Statutory consultation requirements for development management procedures

6.7 WHO WILL THE COUNCIL CONSULT

6.7.1 After a local planning authority has received a planning application, it will undertake a period of consultation where views on the proposed development can be expressed. The formal consultation period will normally last for 21 days, and the local planning authority may identify and consult a number of different groups.

6.7.2 The Council will consult neighbouring residents within a certain radius of the application site and community groups. Not all individuals / associations that the Council will consult are required to be consulted by law however the Council recognises the valuable input that local residents can provide to the planning application process.

6.7.3 In most cases, where new development (e.g. 'major' application) affects more properties than those that are immediately adjacent to the boundary of the site, wider consultation may be carried out. We encourage residents and businesses to check our weekly list of received applications here:

<https://planning.hillingdon.gov.uk/OcellaWeb/planningSearch>

6.7.4 The Council are also required by law to consult statutory consultees. Statutory consultees include bodies such as other local planning authorities, NATS, the Environment Agency, Forestry Commission, Historic England, Natural England, Sport England etc.

6.7.5 In addition to the statutory consultees, local planning authorities will need to consider whether there are reasons to engage other consultees who – whilst not designated in law – are likely to have an interest in a proposed development (non-statutory consultees).

6.7.6 Input will also be sought from relevant Council departments such as with housing, environmental health, transport and other specialist departments.

6.7.7 Ward councillors will also be notified when an application relates to their area.

6.8 DETAILED PLANNING APPLICATION PROCESS AND OPPORTUNITIES FOR ENGAGEMENT

6.8.1 Table 2 below sets out the planning application process in detail and the different requirements and opportunities for engagement and different stages of the process.

Planning application stage	Process and requirements	Opportunities for engagement
Receipt and registration of planning application	<ul style="list-style-type: none"> Ensure the applicant has provided all the relevant information and fees and meets validation requirements. 	
Publicity and consultation	<ul style="list-style-type: none"> Depending on the type of application, consult in line with the regulations as a minimum. Consultation will be for a minimum 21 day period. If the scheme is amended, and we consider that those amendments raise substantive new issues which consultees may wish to comment on, the Council will re-consult for a further <u>14</u> days. 	<p>The Council will consult the relevant stakeholders and members of the community in accordance with the regulations as a minimum. Depending on the type of application this will involve all or some of the following:</p> <ul style="list-style-type: none"> Publishing the application details and instructions on how to comment on the Council's website. Sending letters to the owners / occupiers of properties adjoining the application site advising of application and the period in which to submit comments, and / or; Site notice placed on or near sites subject to applications for development (where it is considered safe to do so), and / or;

		<ul style="list-style-type: none"> • Publishing a notice in the local press for certain types of development; • A weekly list of all new applications received by the Council will be posted on the website and emailed to subscribers. <p>Depending on the proposals, the Council will also consult with:</p> <ul style="list-style-type: none"> • Various statutory and non-statutory consultees. • Other bodies and interest groups relevant to the proposal • Duty to Cooperate bodies on major strategic applications or neighbouring authorities on applications for development close the borough boundary.
Assessment	<ul style="list-style-type: none"> • The Planning Case Officer will normally visit the site (where this is safe to do so). • All material considerations will be taken into account in assessing the application, including relevant national, regional and local planning policies and consultations responses. • Comments received will be put on the website however personal details such as signatures, phone numbers and email 	

	addresses will be redacted.	
Making a decision	<ul style="list-style-type: none"> The planning case officer will make a recommendation on the application in a report which sets out the reasoning, along with a summary and consideration of comments and consultation responses. The majority of planning applications are determined under delegated powers. Decisions for such applications will be made in accordance with the Council's 'Scheme of Delegation': Council constitution and delegations - Hillingdon Council In certain circumstances a planning application will be reported to and determined by a planning committee. 	<ul style="list-style-type: none"> It is possible for individuals / organisations to speak at and address the planning committee. How to do this is set out on the Council's website at: London Borough of Hillingdon - Planning committees The Committee meetings are broadcast live on YouTube and are available for viewing after the meeting has been held. A link can be found on the Council's website. Once a decision has been issued, a decision notice will be sent to the applicant and / or agent to inform them of the decision. An officer's report is also published which sets out how the officer has assessed the development proposal and their recommendations. If you have commented on an application, you will also be notified of the decision. All planning decisions are published on the Council's website.
Post decision	<ul style="list-style-type: none"> If the applicants disagree with the Council's decision, they have the opportunity to make an appeal to the Secretary of State. 	

	<ul style="list-style-type: none"> • There is no right of appeal for third parties. This means that if planning permission is granted a member of the public cannot take the application to an appeal. 	
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Table 2: Planning application process and opportunities for engagement in Hillingdon

6.9 CHANGES TO DEVELOPMENT MANGEMENT PROCEDURES IN RESPONSE TO FUTURE SOCIAL DISTANCING

6.9.1 At the time of writing this SCI, temporary changes to legislation and national planning practice guidance as a result of Covid-19 were introduced.

6.9.2 Whilst Covid-19 means that some consultation methods previously undertaken may not be possible at present, the Council will endeavour to use other consultation methods which comply with social distancing guidance to enable people to be fully involved in the development management process. The SCI does not place limitations in terms of additional measures the Council could use to consult effectively and the Council will use alternative methods where it considers it appropriate to do so.

6.9.3 In order to execute statutory consultation requirements (where legislation has not been altered) the Council reserve the right to ask the applicant to undertake the following:

- Erect site notices on behalf of the Council and send dated photographic evidence that a notice has been erected on site;
- Send dated photographs of the site and surrounding area.

6.9.4 These changes will continue to apply until Covid-19 related restrictions are formally removed. However, in the event that restrictions are reintroduced due to Covid-19 or any other extraordinary event which requires restrictions to be put into place, alternative development management procedures appropriate to the situation will be reintroduced.

6.9.5 Meetings with officers, for example as part of planning applications or pre-application enquiries are also being carried out via video conferencing at present due to Covid-19. It is intended that this practice continues where appropriate.

6.10 VIEWING AND COMMENTING ON A PLANNING APPLICATION

6.10.1 Anyone can respond to a planning consultation. Comments should relate to material planning considerations. Material planning considerations are only those matters that can be considered within planning law in assessing and determining a planning application. Figure 13 in section 7.11 "Material Planning Considerations" below provides a list of examples of topics which can be considered in assessing and determining a planning application.

6.10.2 Comments related to 'non-material' considerations cannot be taken into account. Non-material considerations include issues such as the loss of property value, boundary and

other legal disputes between neighbours, potential problems associated with construction work and competition between businesses.

6.10.3 Comments received the defined consultation period will be fully considered. However, comments cannot be considered in isolation or be the sole justification for a particular decision on a planning application. The case officer and / or planning committee will consider the comments alongside the development plan and other relevant considerations before making a recommendation or decision.

6.10.4 It is important that personal information is not included in comments. Any objections and comments from members of the public will be noted in the planning case officer's report, along with how they have been considered.

6.10.5 Comments on planning applications can be made in the following ways:

Via the website at:

<https://www.hillingdon.gov.uk/article/6380/Comment-on-a-planning-application>

By post:

**Development Management – Planning
3N
London Borough of Hillingdon
Civic Centre
High Street
Uxbridge
Middlesex
UB8 1UW**

By email to the allocated case officer or by emailing:

planning@hillingsdon.gov.uk

6.10.6 To ensure comments are considered they must include details of which planning application and site address the comments relate to as well as the name of the case officer.

6.10.7 All comments on planning applications must be made before the consultation period ends, which is usually within 21 days of the date of the notification letter, or 21 days from the date of a press notice or site notice appearing. The date the consultation period ends will usually be noted on the website. The local planning authority will only determine a planning application after the public consultation period has ended.

6.11 MATERIAL CONSIDERATIONS

6.11.1 When making a decision, we can only take account of certain issues that are legally allowed to influence planning applications – these are known as 'Material planning considerations'. Examples of material considerations are listed in Figure 10 below.

Planning policies, including the National Planning Policy Framework, the London Plan, and the Hillingdon Local Plan and Supplementary Planning Documents. This can also include emerging plans that have been through at least one round of public consultation

Previous planning decisions, including appeal decisions

Loss of light or overshadowing

Loss of privacy or overlooking

Design, appearance and materials of development

Layout and density of buildings

Traffic and highway safety

Noise, smells and other disturbances resulting from the use of new development

Loss of trees or other nature conservation effects

Effect on listed buildings or conservation areas

Capacity of physical infrastructure such as public drainage or water systems

Deficiencies in social facilities such as school places

Contaminated land

Figure 10: Material considerations

6.12 APPEALS

6.12.1 An applicant can appeal a decision made by the local authority on a planning application if they disagree with it or if the application wasn't determined within eight weeks (for a typical householder development) or 13 weeks for major developments. There are no third-party rights of appeal - so if you have objected to a planning application and it is approved by the LPA then you cannot appeal that decision.

6.12.2 Where an applicant chooses to appeal a decision, the Planning Inspector acts as an independent decision-maker. Any representations made at the application stage will be considered by the Planning Inspector, alongside relevant policy and other material considerations.

6.12.3 Further information about the appeal process can be found on the Planning Portal website and by following the link here: [Appeals | Planning Portal](#).

6.13 PLANNING ENFORCEMENT

6.13.1 The Council can use its planning enforcement powers to resolve breaches of planning control. The process of planning enforcement seeks to ensure that people comply with planning law and the requirements of a planning permission. The majority of cases arise through referrals from members of the public, councillors and council officers. As such, local people play an essential role in this aspect of the planning system and local people are encouraged to contact the Council with any information related to unauthorised development and its impacts so that we can keep responding to local concerns.

6.13.2 Further information on the Council's planning enforcement procedures can be found here: [Planning enforcement - Hillingdon Council](#)

7 MONITORING AND REVIEW

7.1 The SCI will be reviewed regularly to ensure consultation techniques and principles are still fit-for-purpose. As a minimum, the SCI will be reviewed every five years as required by Section 10A of the Town and Country Planning (Local Planning) Regulations 2017. In monitoring the SCI, the Council will review whether engagement in the plan-making and development management process is inclusive, effective and whether participation is being maximised. The Council will also take on feedback received and see where it can improve the effectiveness and reach of engagement on planning issues with the community.

7.2 Changes to government guidance and / or regulations may also instigate an earlier review and update of the SCI.

GLOSSARY

This glossary is neither a statement of law nor an interpretation of the law, and its status is only an introductory guide to planning issues and should not be used as a source for statutory definitions.

Annual Monitoring Report (AMR): Local authorities are required to produce Authority Monitoring Reports (AMRs) under the Town and Country Planning (Local Planning) (England) Regulations 2012. Such reports provide updates on planning policy documents and monitoring information to help assess the progress and effectiveness of policies in the Development Plan.

Article 4 Direction: An article 4 direction is a direction under article 4 of the General Permitted Development Order which enables the Secretary of State or the local planning authority to withdraw specified permitted development rights across a defined area.

Community Infrastructure Levy (CIL): The Community Infrastructure Levy (the 'levy') is a charge which can be levied by local authorities on new development in their area. It is an important tool for local authorities to use to help them deliver the infrastructure needed to support development in their area.

Development Plan: Is defined in section 38 of the Planning and Compulsory Purchase Act 2004, and includes adopted local plans and neighbourhood plans.

Development Plan Document (DPD): Development Plan Documents (DPDs) are planning policy documents which make up the Local Plan. They help to guide development within a local planning authority area by setting out the detailed planning policies, which planning officers use to make their decisions on planning applications.

Equality Impact Assessment: The equality impact assessment is a systematic and evidence-based tool, which enables us to consider the likely impact of work on different groups of people. It is designed to ensure that a policy, project or scheme does not unlawfully discriminate against any protected characteristic.

Habitats Regulations Assessment (HRA): A Habitats Regulations Assessment (HRA) refers to the several distinct stages of Assessment which must be undertaken in accordance with the Conservation of Habitats and Species Regulations 2017 (as amended) and the Conservation of Offshore Marine Habitats and Species Regulations 2017 (as amended) to determine if a plan or project may affect the protected features of a habitats site before deciding whether to undertake, permit or authorise it.

Health Impact Assessment (HIA): Health Impact Assessment (HIA) is a tool to identify and optimise the health and wellbeing impacts of planning.

Independent Examination: The process by which a planning inspector may publicly examine a Development Plan Document (DPD) before issuing a binding report. The findings set out in the report of binding upon the local authority that produced the DPD.

Integrated Impact Assessment (IIA): The IIA brings together into a single document a number of assessments which are required to assess the social, environmental and economic impact

of the planning policies contained in the DPDs. following statutory requirements are addressed and presented together in one document:

- o Sustainability Appraisal (SA) and Strategic Environmental Assessments (SEA), and
- o Health Impact Assessment (HIA) and
- o Equalities Impact Assessment (EqIA)
- o Habitats Regulation Assessment (HRA)

Local Development Documents (LDD): These include Development Plan Documents (which form part of the statutory development plan) and Supplementary Planning Documents (which do not form part of the statutory development plan). LDDs collectively deliver the spatial planning strategy for the local planning authority's area.

Local Development Scheme: The local planning authority's scheduled plan for the preparation of Local Development Documents.

Local Plan: A plan for the future development of a local area, drawn up by the local planning authority in consultation with the community. In law this is described as the development plan documents adopted under the Planning and Compulsory Purchase Act 2004. A local plan can consist of either strategic or non-strategic policies, or a combination of the two.

Neighbourhood Development Order: An Order made by a local planning authority (under the Town and Country Planning Act 1990) through which parish councils and neighbourhood forums can grant planning permission for a specific development proposal or classes of development.

Neighbourhood Plans: A plan prepared by a Parish Council or Neighbourhood Forum for a particular neighbourhood area (made under the Planning and Compulsory Purchase Act 2004).

Permitted Development Rights: Permission to carry out certain limited forms of development without the need to make an application to a local planning authority, as granted under the terms of the Town and Country Planning (General Permitted Development) Order.

Strategic Environmental Assessment (SEA): A procedure (set out in the Environmental Assessment of Plans and Programmes Regulations 2004) which requires the formal environmental assessment of certain plans and programmes which are likely to have significant effects on the environment.

Supplementary Planning Document: Documents which add further detail to the policies in the local plan. They can be used to provide further guidance for development on specific sites, or on particular issues, such as design. Supplementary planning documents are capable of being a material consideration in planning decisions but are not part of the development plan.

Sustainability Appraisal (SA): An appraisal of the economic, environmental and social effects of a plan from the outset of the preparation process to allow decisions to be made that accord with sustainable development.

CONTACT SHEET

DEVELOPMENT MANAGEMENT

Address:

Development Management Team
London Borough of Hillingdon
3N, Civic Centre
High Street
Uxbridge
Middlesex
UB8 1UW

Email: planning@hillington.gov.uk

Web: www.hillingdon.gov.uk/planning-search

PLANNING ENFORCEMENT

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CARERS STRATEGY 2018 - 2021 UPDATE

Cabinet Member(s)	Councillor Jane Palmer Councillor Susan O'Brien
Cabinet Portfolio(s)	Health and Social Care Families, Education and Wellbeing
Officer Contact(s)	Kate Kelly-Talbot - Social Care & Health
Papers with report	None

HEADLINES

Summary	This report provides Cabinet with an update on progress with implementing the 2018-2021 Carers' Strategy and specifically the 2020/21 Delivery Plan arising from it. It also seeks approval for the proposed priorities for 2021/22.
Putting our Residents First	<p>This report supports the following Council objectives of: <i>Our People</i></p> <p>It also supports the 2018-2021 Joint Health and Wellbeing Strategy priority of developing integrated, high quality social care and health services within the community or at home.</p> <p>The Strategy also implements the Council's responsibilities for supporting Adult Carers introduced under the Care Act, 2014 and Young Carers e.g., Carers under the age of 18, introduced by the Children and Families Act, 2014.</p>
Financial Cost	The Strategy does not have any direct financial implications. There is a contract with Hillingdon Carers Partnership to deliver Universal Services and the costs for LBH will be contained within this contract. The Approved budget for 2021-22 is £658,700.
Relevant Select Committee	Families, Health & Wellbeing
Relevant Ward(s)	All

RECOMMENDATIONS

That Cabinet:

1. **Notes progress against the Carers Strategy delivery plan activity for 2020-21 and the work that the Council and its partners does to support those with caring responsibilities in the Borough.**
2. **Notes the comments of the Families, Health & Wellbeing Select Committee.**
3. **Approves the proposed priorities for 2021/22.**

Reasons for recommendation

1. *2020/21 Delivery Plan update:* At its November 2015 meeting, Cabinet requested an annual review and update on the implementation of the Carers' Strategy and associated Delivery Plan. The majority of actions in the 2019/20 delivery plan became business as usual in 2020/21, thus signifying the success in Hillingdon of promoting the interests of Carers. However, the key deliverables for 2020/21 are summarised in paragraph 12. Key achievements of the Council and its partners within the context of Covid-19 are outlined within the body of the report.
2. *2021/22 Priorities:* The proposed priorities suggest the focus for how Council and partner resources will be used to meet the needs of Carers during 2021/22. The recommendation provides Cabinet with the opportunity to amend the priorities should it wish to do so.
3. Implementation of the Carers' Strategy helps the Council to meet its duties under section 4 of the Care Act 2014 to provide information and support to Adult Carers and their families and section 96 of the Children and Families Act, 2014 in respect of Young Carers.

Alternative options considered / risk management

- 4 *2020/21 Delivery Plan update:* No alternative options were considered as Cabinet has requested an annual update report.
5. *2021/22 Priorities:* Cabinet could reject the proposed priorities and/or instruct officers and ask partners to consider others.

Select Committee comments

6. At its meeting on 3 June 2021, Families, Health & Wellbeing Select Committee Members welcomed the report and supporting illustrative case studies, and the priorities for 2021/22 were noted. Although the pandemic has presented significant challenges for carers and the Hillingdon Carers Partnership alike, it was evident that many of the points raised were already being addressed and there had been a vast improvement in partnership working. Members were particularly pleased with progress in developing mental health support provision for carers, the need for which has grown considerably over the last year.

From a presentational perspective, Members felt that selective use of graphics and the inclusion of some wider performance data would be helpful for context, and information regarding specific support for young carers, in future reporting. It would also assist with member understanding of successes, but also the extent of current challenges and opportunities for improvement.

Committee Members commended the Hillingdon Carers Partnership for their joint work in what has been an extraordinarily challenging year.

SUPPORTING INFORMATION

Strategic Context

7. According to the 2011 census, there are over 25,000 Carers in Hillingdon who provide unpaid support. Their contribution to the health and wellbeing of those they care for is significant. The census also showed that 18% of unpaid carers were aged 65 and over. Projections by the Projecting Older People Population Information Service (POPPI) developed by the Institute of Public Care (IPC) and Oxford Brookes University suggest that this number is likely to increase by 13% to 6,438 by 2025. Additional census information showed that approximately 10% of Carers were aged under 25, which emphasises the continuing importance of supporting Carers of all ages. Updated data about the profile of Carers in the borough from the 2021 census undertaken on the 27th March 2021 is expected in the spring of 2022 and this will support a refresh of the Carers' Strategy.

8. As previously reported to Cabinet, Carers say that supporting someone to live an independent life at home, in the community they know, can be very rewarding. However, this can come at a considerable personal cost to Carers because of the impact that the caring role can have on their own physical and mental health, their employment status and consequently their financial position and also their own independence. All of these factors are very interrelated and the Covid-19 pandemic during 2020/21 has put many additional pressures onto people already in a caring role. It has also resulted in people having to undertake such a role, often unexpectedly.

9. Cabinet agreed at its May 2020 meeting that the delivery of the Carers' Strategy should move to a business-as-usual position following the successful implementation of the actions from previous delivery plans. However, the pandemic has necessitated support for Carers being delivered in different ways, e.g., online rather than face-to-face. Different approaches and responses have also been required by emerging need, such as the impact on the mental health and wellbeing of Carers arising from isolation and loneliness; particular difficulties faced by young and young adult Carers with having to spend more time with the people they are caring for as well as other members of their family; and the challenges posed by discussions about death, dying and bereavement linked to people contracting Covid-19.

10. This report outlines the achievements of the Council and its partners within this context and suggests priorities for 2021/22 as Hillingdon and the rest of the country emerges from Covid restrictions and adapts to live with the pandemic legacy.

11. References in this report to the '*review period*' mean the period between 1st April 2020 and the 31st March 2021 unless otherwise stated.

2020-21 Delivery Plan Achievements

12. Despite the agreed focus on maintaining the momentum of business-as-usual activities, there were a series of specific actions identified that the Carers' Strategy Group would work on during 2020/21. These actions are shown below with a progress update:

- The recruitment of Carer representatives to attend the Strategy Group: *Action paused* – The progress of the pandemic has prevented the Carers Strategy Group from meeting during 2020/21. Once the pandemic restrictions have been lifted a task for 2021/22 will be to review with Carers and partners the role, functions and membership of the Carers Strategy Group.
- Development of a guide for people who suddenly become Carers: *In progress* – Consultation on an initial draft will take place in Q1 and a final version for distribution via the Hillingdon Carers Partnership will be available in Q2.
- Ensuring that the identity of the Carers' lead in each GP Practice is clearly displayed: *Action paused* – An achievement of the 2019/20 delivery plan was the identification of Carer leads (please see below) in 43 of the Borough's 45 practices. In 2020/21 this increased to 44 practices, including all of those within the GP Confederation. However, due to the pandemic most consultations were being undertaken either by telephone or online, which impacted on the delivery of this action. With remote consultations likely to be an ongoing legacy of the pandemic, the Confederation will work with Carers Trust Hillingdon and identified Carer Leads in practices in 2021/22 to explore the most effective ways to identify and support Carers.

Carer Leads in GP Surgeries: The Role Explained

Key tasks include:

- Proactively identifying and supporting Carers, many of whom do not see themselves as Carers;
- Ensuring that a surgery Carer Register is maintained and updated regularly;
- Ensuring the practice provides active signposting to the Hillingdon Carers Partnership;
- Ensuring that standardised packs of information for Carers are available within the waiting room;
- Feeding into the Confederation and its partners, e.g., Hillingdon Carers Partnership and the CCG, any gaps in provision or requirements to help practices to support Carers further;
- Working with colleagues in the practice to provide enhanced access and flexibility of appointments for Carers;
- Considering how else the practice might facilitate improved carer-health – monthly Carer Health checks for example;
- Attending any training/information sessions that relate to the support of Carers within General Practice.

- Implementing the response to Carer feedback at the CCG's October 2019 AGM in respect of:
 - Supporting access to primary care by piloting a darsi/farsi speaking interpreter in the south of the Borough where there is greatest need: *Completed* – A person started on the 23rd November 2020 and was instrumental in supporting vaccination take up within this population group.
 - Co-design information for children with learning difficulties and/or autism and their families, including Easy to Read guidance on accessing the health service appropriately: *In progress* – Information is available through the SEND (Special Educational Needs and Disability) Advisory Service and will be reviewed during 2021/22. In addition, work to improve the information available on the Council's website for parents of children and young people with Autistic Spectrum Disorder (ASD) conditions will continue with input from the Hillingdon Parents' Forum.

13. This section of the report also highlights other key achievements of the Council and its partners during 2020/21, which have to be seen within the context of the pandemic.

Council Achievements

14. **Carer Engagement:** As previously stated, Covid-restrictions have prevented the Carers Strategy Group from meeting during 2020/21. The restrictions have also prevented the two borough-wide forums that ran bi-annually (March and October) from taking place. However, online Carers' Forum meetings took place in October 2020 and March 2021 that had a total of 63 Carer participants, which was comparable with attendance at the face-to-face meetings held in 2019/20. It is intended to hold further online Carers' Forum meetings in 2021/22.

15. **Carers Assessments:** During 2020/21 1,013 Carers' assessments were completed against a target of 986. 26% (266) of assessments were undertaken by Carers Trust Hillingdon and the remainder by Social Care staff. The assessments undertaken by the Carers Trust were 'triage' assessments.

16. The triage assessments undertaken by the Carers Trust help to identify whether Carers are likely to benefit from receiving a full assessment. Cabinet may wish to note that although a Carer's assessment is the route to directly funded support from the Council, the Hillingdon Carers' Partnership provides access to a range of support services for which an assessment is not required. This information can be obtained through this link <https://www.carersuk.org/help-and-advice/get-support/local-support/hillingdon-carers-2>

17. **Respite and other Carer-related service provision:** During the review period 201 Carers were provided with respite or another carer service at a cost of £1,916k. This compares to 196 Carers being supported at a cost of £2,002k during 2019/20. This includes bed-based respite and home-based replacement care as well as voluntary sector provided services and those directly purchased via Direct Payments. In fact, the review period saw an increase in the number of Carers using Direct Payments to commission their own more personalised support from 73 in 2019/20 to 104 in 2020/21. Cabinet may wish to note that in 2020/21 the Council increased funding for the provision of universal services to support Carers to £659k in 2020/21 from £602k in 2019/20. This mainly relates to the Hillingdon Carers Partnership contract.

18. **Multi-caring responsibilities:** Adult Social Care has developed a mechanism for identifying and recording people who have multiple caring responsibilities, so that associated needs can be reflected in reviews. This was done at the instigation of the Council's Carers' Champion, Councillor Haggar. However, some refinement of the recording process is required to ensure that all Carers with multiple caring responsibilities are identified and this work will be completed during 2021/22. The aim is to address the distinction between the narrower definition of who is a Carer in the national short and long-term services (SALT) return that all local authorities are required to submit annually to NHS Digital and the broader definition used by the Council.

19. **Personal Protective Equipment (PPE):** During the pandemic the Council has made PPE available free of charge to 57 Carers referred by the Hillingdon Carers Partnership or who have made direct enquiries. The equipment provided included aprons, masks, visors, gloves, hand sanitiser and hand wash. An online portal has been established to enable Carers to apply directly for PPE and two collection points have been established, one at the Great Barn in Ruislip and the other at the Carers' Centre in Uxbridge. Assistance with delivering equipment for Carers experiencing issues with getting to either collection point is available through the Hillingdon Carers' Partnership.

Hillingdon Carers Partnership Achievements

20. Carers Trust Hillingdon (formerly known as Hillingdon Carers) is the lead organisation for a consortium of third sector organisations that support Carers collectively known as the Hillingdon Carers Partnership (HCP). Carers Trust holds a contract with the Council for the provision of support services for Carers in the borough, which Cabinet decided to extend for two further years at its March 2021 meeting. The support services are delivered by all of the organisations within the partnership.

21. Delivery of the contract is reported on separately and actively supports the work of all health and care partners in Hillingdon. HCP also has strong links into the H4All third sector consortium, with Carers Trust Hillingdon being one of its constituent members. Some key HCP achievements in the past year are set out below.

22. **Supporting Carers on the Carers' Register:** The Carers Trust contacted every Carer on the register that is maintained by the Trust at the start of the pandemic to offer regular support calls during the lockdown, a practice that was repeated during subsequent lockdowns. This process resulted in an extensive data cleanse, which means the Trust has certainty that the 8,276 registered adult carers and 1,066 young and young adult carers on the register as at 31/03/21 are people undertaking a caring role.

23. **Responding to demand for emotional support:** As a result of Carers reporting feelings of isolation, loneliness, anxiety and fear, 3,359 people have accessed emotional support services provided by the Partnership in 2020/21, which compared to 984 in 2019/20. Support services included:

- *Weekly welfare calls:* The process of contacting people on the Carers' Register led to 1,644 Carers receiving weekly calls during the pandemic period.
- *Telephone and Zoom support sessions:* 164 sessions replaced the regular Carer Cafés held in 2019/20.

- *Counselling sessions:* 457 counselling sessions were delivered by Hillingdon Mind to 42 Carers, which represents a 45% increase in demand on 2019/20.
- *Dementia support:* Carers Trust and the Alzheimer's Society combined teams to provide 490 1:1 support/contact sessions to 350 Carers.
- *Talking Therapies referrals:* In close liaison with CNWL, HCP has made referrals to the latter's Talking Therapies Service.

24. The grant to Hillingdon Mind from the Council has been increased from £90k in 2020/21 to £120k for 2021/22 in response to the additional demand on their services that they have faced during the pandemic.

25. **Responding to challenging family situations:** Enforced 24/7 contact during lockdowns has placed considerable pressure on many family relationships. This has proved particularly problematic for young adult carers where family dynamics may include parental substance misuse, mental ill health and multiple caring relationships. HCP's response has been to increase resources to their Family Support Team and, in partnership with CNWL, to place a family support worker with the Community Mental Health Team at Mill House. This facilitates access to professional mental health support to address the needs the worker is unable and/or not qualified to meet.

26. **Breaks from caring:** Adult Carers were able to access 3,093 breaks during the review period, although the nature of the Covid restrictions meant that these were provided online and included, for example, chair exercises, dance classes, Spanish courses, singing sessions, IT skills and two new bereavement support groups that were established. 1,530 breaks were also provided for young/young adult Carers and these included boxercise, street dance and arts and craft activities.

27. **Improving income for Carers:** In 2020/21 HCP secured £1m in carer-related benefits to improve the incomes of 413 households in the Borough.

28. **Additional income:** As previously reported to Cabinet, the HCP model is popular with external funders and during 2020/21 an additional £200.5k was attracted to support Carers in Hillingdon. £37.4k of this was used to provide hardship grants to support 131 young Carers and their families. HCP was also able to supply 32 laptops to benefit 80 young people. This equipment was supplied in liaison with the relevant schools to ensure that devices were going to young people not able to access equipment or where only one device was available to households consisting of more than one young person.

CNWL Community Adult Mental Health Service Achievements

29. The involvement of Carers in any aspect of clinical care that the service user gives consent to was reported to Cabinet in the May 2020 update. Involvement included attendance at ward rounds, care programme approach (CPA) reviews, transfer meetings, assessments, outpatient appointments, crisis appointments etc. In response to the pandemic, CNWL has modified service delivery and increased support both at an individual, team, Borough and trust level where possible to maintain this involvement as far as possible taking into consideration infection prevention and control requirements. Some achievements over the review period in this context are shown below.

Care Programme Approach Explained

The Care Programme Approach (CPA) is a package of care for people with mental health needs. Everyone on a CPA has a Care Coordinator and a care plan, which sets out what support they will get and who will provide it.

30. **Pandemic impact review meetings:** Monthly meetings between CNWL, Hillingdon Mind and the Carers Trust have been established to consider the impact of the pandemic on the mental health and wellbeing of residents and Carers.

31. **Carers assessments:** Assessments have continued throughout the pandemic where appropriate and are recorded on clinical systems to ensure visibility of Carers and their needs to other professionals.

32. **Maintaining Carer contact:** Face to face appointments have continued where clinically appropriate or requested and this includes home visits. Visitors to wards have had to be stopped or restricted at various times during the year but support has been provided on an individual basis if people do not have smart phones, technological expertise or limited capacity due to their mental health condition. Extra iPads have been purchased to support people to remain in touch with family/friends. A specific “*keeping in touch group*” was also included in the occupational therapy group programme at the Riverside Centre for this purpose during the lockdowns. Carers have been able to continue to participate in relevant meetings e.g. discharge planning meetings via zoom technology or by phone.

33. **Check in and chat for Carers:** This CNWL wide service provides weekly telephone calls to Carers of people living with mental health conditions for an eight-week period. This service is provided by volunteers with supervision from clinical staff.

34. **Service user and Carer involvement meetings:** These were held every two months and had regular Carer attendance, including as co-chairs. The meetings were suspended during the first lockdown but were re-established virtually in the summer of 2020 and have continued thereafter.

35. **Access to IT and related skills:** CNWL has worked in partnership with Hillingdon Mind to assist Carers who lack the IT hardware and/or the requisite skills to use it in order to join virtual groups and meetings.

36. **Internal information dissemination:** Carers Trust Hillingdon newsletters go to the CNWL leads for patient and Carer involvement and are disseminated to local teams in Hillingdon. This helps to keep staff updated with the support available for Carers and how to access it.

37. **Recovery and Wellbeing College:** The CNWL Recovery & Wellbeing College is a learning and development centre providing a range of educational courses, workshops and resources for people with mental health needs who are using CNWL services or who have been discharged in the past 12 months. It also supports their Carers and family members as well as staff from all areas of the Trust. The college has continued providing courses virtually throughout the pandemic and relevant information is sent to partners such as the Carers Trust and Hillingdon Mind, as well as directly to people living with mental health conditions and their Carers.

38. Triangle of care introduction: The triangle of care devised by Carers Trust UK in 2010 and describes how the relationship between a service user with mental health needs, their Carer and professionals can work most effectively to support the independence of both the service user and the Carer. This is being implemented in the Riverside Centre in Hillingdon and will be rolled out to community teams in 2021/22. The main implications are the identification of Carer champions in all teams and embedding Carer awareness training.

Triangle of Care Expanded

There are six standards to the Triangle of Care and these are:

1. Carers and the essential role they play are identified at first contact or as soon as possible thereafter.
2. Staff are 'carer aware' and trained in carer engagement strategies.
3. Policy and practice protocols re: confidentiality and sharing information, are in place.
4. Defined post(s) responsible for carers are in place, e.g. Carers' leads or champions.
5. A carer introduction to the service and staff is available, with a relevant range of information across the care pathway, e.g., an introductory letter from the team or ward explaining the nature of the service provided and who to contact.
6. A range of carer support services is available.

Carers' Strategy Delivery Priorities for 2021/22

39. The suggested priorities for 2021/22 include:

- Restoring face to face services, especially so that Carers can have '*time out*' away from where they provide care.
- Exploring with Carer Leads in GP practices and Carers Trust Hillingdon how to identify and support Carers who may be reluctant to attend practices.
- Delivering the guide for people who suddenly become Carers.
- Refine the process for recording and identifying Carers with multiple caring responsibilities within Social Care.
- Reviewing the role of the Carers' Strategy Group. This group previously had responsibility for overseeing the development and delivery of the Carers' Strategy, but, as mentioned in paragraph 13, Covid restrictions prevented it from meeting during 2020/21.

40. The Carers' Forum will be consulted on the priorities for 2021/22 and the delivery plan adapted accordingly.

Financial Implications

41. The report provides an update on progress with implementing the Carers' Strategy and therefore does not have any direct financial implications, as there is an existing contract with Carers Trust Hillingdon to deliver Universal Services.

42. This contract is funded from Adult Social Care budgets and the approved budget for 2021-22 is £658,700.

43. The Equifax rating for Carers Trust Hillingdon is B which indicates a below average risk of business failure and is acceptable in accordance with the Council's Supplier Risk Protocols.

RESIDENT BENEFIT & CONSULTATION

The benefit or impact upon Hillingdon residents, service users and communities?

44. The Carers Strategy 2018-21 and associated delivery plan demonstrate to residents and Carers in Hillingdon the shared commitment to supporting Carers across the Council, the NWL CCG and its partners - and the shared accountability to improving services for Carers.

Consultation carried out or required

45. Carers Trust Hillingdon and Hillingdon Health and Care Partners have been consulted on the content of this report. As stated in paragraph 40, the Carers' Forum will be consulted on the priorities for 2021/22 and the delivery plan adapted accordingly.

CORPORATE CONSIDERATIONS

Corporate Finance

46. Corporate Finance has reviewed this report and confirms that there are no direct financial implications associated with the recommendations within this report.

Legal

47. The Borough Solicitor confirms that there are no specific legal implications arising from this report.

BACKGROUND PAPERS

[Carers' Strategy 2018-21](#)

COUNTER FRAUD STRATEGIC PLAN 2021/22

Cabinet Member(s)	Councillor Ian Edwards Councillor Martin Goddard
Cabinet Portfolio(s)	Leader of the Council Cabinet Member for Finance
Officer Contact(s)	Alex Brown, Finance
Papers with report	Counter Fraud Strategic Plan 2021/22

HEADLINES

Summary	This report seeks Cabinet approval for the updated Business Assurance Counter Fraud Team (BACFT) Counter Fraud Strategic Plan including Operational Workplan.
Putting our Residents First	This report supports the following Council objectives of: <i>Strong financial management</i> . The BACFT supports the Council's statutory obligation to safeguard public finances through strong financial management. The Counter Fraud Strategic Plan demonstrates the Council's corporate approach to tackling fraud and corruption.
Financial Cost	There are no direct financial implications arising from this report.
Relevant Committee	Audit Committee
Relevant Ward(s)	All wards

RECOMMENDATION

That the Cabinet approve the Counter Fraud Strategic Plan for 2021/22 as set out in Annex 1.

Reasons for recommendation

The BACFT's primary objective is to provide the London Borough of Hillingdon Council, and its residents, with a professional and highly performing risk-based counter fraud service covering all areas of Council business. A service which proactively and effectively manages the risk of fraud inherent in the provision of services to the residents of the Borough and within the administration of public finances. This includes robustly pursuing the prevention and detection of fraud and corruption through reactive and proactive investigation, championing and reinforcing a borough-wide counter-fraud culture, taking appropriate sanction and prosecution action where necessary. This gives assurance to the Council over its fraud risks and builds residents' confidence in the Council and its protection of the public purse.

The recommendation is to approve the updated Counter Fraud Strategic Plan 2021/22 (including the BACFT's operational work plan), which includes a revised fraud risk assessment and strategic approach to fraud prevention and detection. This is in response to the significant changes to the fraud landscape resulting from the Covid-19 pandemic.

Audit Committee comments

The Audit Committee noted and commented on both the draft Counter Fraud Strategic Plan for 2021/22 and the Operational Counter Fraud Team Operational Work Plan 2021/22. The Committee's comments were minuted as follows:

"The Committee were encouraged by planned work with maintained schools in the Borough and the development of a toolkit to aid in promoting fraud awareness within school structures. With regard to the key amnesty, Members were satisfied that similar schemes had worked for other local authorities; it was deemed an effective tool for the recovery of properties with reduced effort on the Council's part. Further to this, it was highlighted that even if uptake was lower than expected, the scheme would not have been too resource intensive and therefore the potential benefits of such a scheme would outweigh any negatives should the scheme not be successful."

SUPPORTING INFORMATION

The role of the Business Assurance Counter Fraud Team

The BACFT supports the Council in meeting its statutory responsibility under section 151 of the Local Government Act 1972 for the prevention and detection of fraud and corruption. The work of the BACFT underpins the Council's commitment to a zero-tolerance approach to fraud, bribery, corruption, and other irregularities, including any money laundering activity.

According to the Chartered Institute of Public Finance & Accountancy (CIPFA) the public sector, and more specifically local authorities, lose an estimated £2.1bn each year to fraud and corruption. This loss directly affects the services that local authorities provide, negatively

impacting on the availability of resources, reducing the money able to be spent on key services and damaging the reputation of councils with their residents. The scarcity of councils' resources within the current economic and public health climate creates a further urgency to respond robustly to the fraud threat and is a key element when ensuring the proper administration of public money.

Wherever a local authority provides a valuable service to its residents, such as social housing, grants payments, the disabled facilities grant, payment to suppliers or staff, or a benefit payment, there is the opportunity for fraud. The challenge for all councils is to ensure that fraud losses within its services and payments are minimised or, where possible, prevented altogether. The challenge is increased further when considering that fraudsters are continually innovating, finding new ways to defraud, to access benefits and services they are not entitled to, and receive wrongful payments. The number and range of fraud risks faced by the Council has also changed as a direct result of the Covid-19 pandemic, due to the changes to services provided, ways of working and financial help available to individuals and businesses, all of which carry an inherent risk of fraud and which the Counter Fraud Strategic Plan seeks to address.

A strategic approach to counter fraud

It is vitally important to have a clear strategy in place to define and direct the Council's approach to effectively manage both the internal and external risk of fraud and corruption. This demonstrates the Council meeting its statutory responsibilities and supports its vision of '*putting our residents first*' by ensuring that public funds are not lost to fraud and corruption.

The Counter Fraud Strategic Plan 2021/22 sets out the BACFT's strategy within eight key objectives:

1. Maximise loss prevention across Council services through effective counter fraud activity and deliver loss prevention financial savings of at least £1.5m;
2. Limit the opportunity for instances of fraud and corruption across the Council through effective prevention measures;
3. Create a strong deterrent effect to fraud and corruption;
4. Improve the Council's reputation across all stakeholders through the visibility of effective counter fraud activities;
5. Improve the Council's overall governance arrangements;
6. Reinforce an organisational culture of zero-tolerance to fraud;
7. Embed and maintain an organisation wide fraud risk awareness; and
8. Achieve the BACFT Operational Work Plan 2021/22.

Financial Implications

There are no direct financial implications linked to the Counter Fraud Strategic Plan 2021/22.

RESIDENT BENEFIT & CONSULTATION

The benefit or impact upon Hillingdon residents, service users and communities

The impact of fraud and corruption threatens the prosperity of the London Borough of Hillingdon and its residents, with the potential to erode confidence in the Council as an institution. Fraud and corruption take money away from essential Council services and reduces the Council's ability to help those most in need. The effects of fraud are often compounded by its link to organised criminal activity and the negative impact on the community and increased levels of related crime. This makes counter fraud work a crucial activity for the Council, with the benefits of an effective counter fraud service, supported by an effective corporate framework, being felt by all residents, essential service users and communities alike.

Consultation carried out or required

No consultation was carried out in relation to this report. The Counter Fraud Strategic Plan does not involve proposals that directly affect residents; therefore, no consultation is required.

CORPORATE CONSIDERATIONS

Corporate Finance

Corporate Finance has reviewed the report and concur with the financial implications set out above, that there are no direct financial implications associated with the recommendations in this report.

Legal

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

BACKGROUND PAPERS

NIL

BUSINESS ASSURANCE

Counter Fraud Strategic Plan 2021/22:

Draft for Cabinet as at 28th May 2021



Contents

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	Page
1. Introduction	3
2. Integration of Approach with IA	3
3. Defining Fraud & Corruption	4
4. Strategic Aims & Objectives	4
5. Corporate Framework	6
6. The Counter Fraud Team Approach	7
7. Acknowledgement	7
<u>Appendices:</u>	
A - Hillingdon Fraud Universe	8
B - BACFT Operational Work Plan 2021/22	11
C - Counter Fraud Team Structure 2021/22	14

1. Introduction

Anti-Fraud and Anti-Corruption - Vision and Priorities

- 1.1 Hillingdon Council is the second largest London Borough and a port authority with the UK's main international travel hub within its boundaries. This means that it is faced with significant challenges in ensuring that public finances are protected from fraud and corruption. Fraud is an ever-evolving pressure on public sector organisations, with those engaged in it always looking for opportunities to exploit system weaknesses to gain access to money, valuable information or benefit. It is the Council's duty to stop this wherever it can, ensuring that fraud risk is understood, actively prevented and appropriate action taken against those who commit it.
- 1.2 The impact of fraud and corruption threatens the prosperity of the London Borough of Hillingdon (LBH) and its residents, with the potential to erode confidence in the Council as an institution. Fraud removes money from essential Council services and reduces the Council's ability to help those most in need. The effects of fraud are often compounded by its link to Organised Criminal Groups (OCGs) and the negative impact on the community with increased levels of related crime. This makes counter fraud work a crucial activity for LBH.
- 1.3 The Council's vision is '*putting our residents first*'. Combating fraud and corruption within its services fully supports this vision. Our priorities are to fully implement a 'zero-tolerance' approach to fraud and a Council where fraud and corruption is unable to thrive due to an organisational environment hostile to fraud and its causes. To ensure that LBH is fully fraud-aware and enabled, preventing fraud through front line defences, advanced and early detection, and appropriate fraud deterrents.

The Purpose of the Counter Fraud Strategic Plan 2021/22

- 1.4 The Counter Fraud Strategic Plan 2021/22 defines the Council's approach to effectively manage both the internal and external risk of fraud and corruption against the Council and the services it provides. LBH has a statutory responsibility under section 151 of the Local Government Act 1972 for the prevention and detection of fraud and corruption. The Counter Fraud Strategic Plan sets out how LBH will meet this requirement and supports the Council's vision by ensuring there are robust safeguards against the unlawful loss of taxpayer funds.

The Role of the Business Assurance Counter Fraud Team

- 1.5 The Business Assurance Counter Fraud Team (BACFT) is responsible for delivering the Counter Fraud Strategic Plan and ensuring that the Council meets its statutory objectives in relation to fraud and corruption. A key feature of the Counter Fraud Strategic Plan is the BACFT's Operational Work Plan for 2021/22 (please refer to **Appendix B**). This has been produced using a risk-based approach to the Council's 'Fraud Universe' and is designed to deliver on the loss prevention **financial savings target for 2021/22 of £1.5m**.
- 1.6 As well as a range of counter fraud activities, the BACFT has historically conducted a range of other types of investigative work which do not necessarily have a criminal or fraud element to them i.e. revenue inspections, disciplinary investigations, etc. The work that the BACFT carries out is set out within the Counter Fraud Strategic Plan. It includes preventative work such as fraud awareness training, advising management on fraud risks and counter fraud controls, and ensuring the Council has up-to-date and appropriate investigation policies and procedures.

2. Integration of approach with Internal Audit

- 2.1 An element of the overall counter fraud strategy since August 2017 has been to achieve integration between the work of Internal Audit (IA) and the BACFT. This remains an important feature of the counter fraud strategy due to the benefits of an IA service and BACFT that are fully integrated and risk-based, whilst remaining as two distinct functions.

- 2.2 The nature of work of both the IA and BACFT services means a natural alignment can be found in the provision of assurance around risk management. It is intended that through this integration, a counter fraud culture and awareness of fraud will be more easily embedded across the organisation.
- 2.3 The key elements of this approach include:
- A coordinated IA and BACFT annual planning process which is monitored and updated on a quarterly basis;
 - Flexibility of approach on cases of suspected fraud where there are elements falling across both remits;
 - Shared view of fraud risks across the Council and a joined-up approach to risk management where fraud risk exists;
 - IA and BACFT utilisation of each other's work, focussing resource towards the highest risk areas providing a greater level of context for investigations and IA reviews;
 - Shared understanding of the emergence of new fraud risks across the Council and within the public and private sector; and
 - A greater level of assurance to Audit Committee/all Members and Senior Managers that fraud risks are being managed appropriately.
- 2.4 This approach has been proven to be more effective in the management of fraud risks. It also provides an efficient use of resource in dealing with fraud and a greater opportunity to minimise the Council's fraud losses.

3. Defining Fraud & Corruption

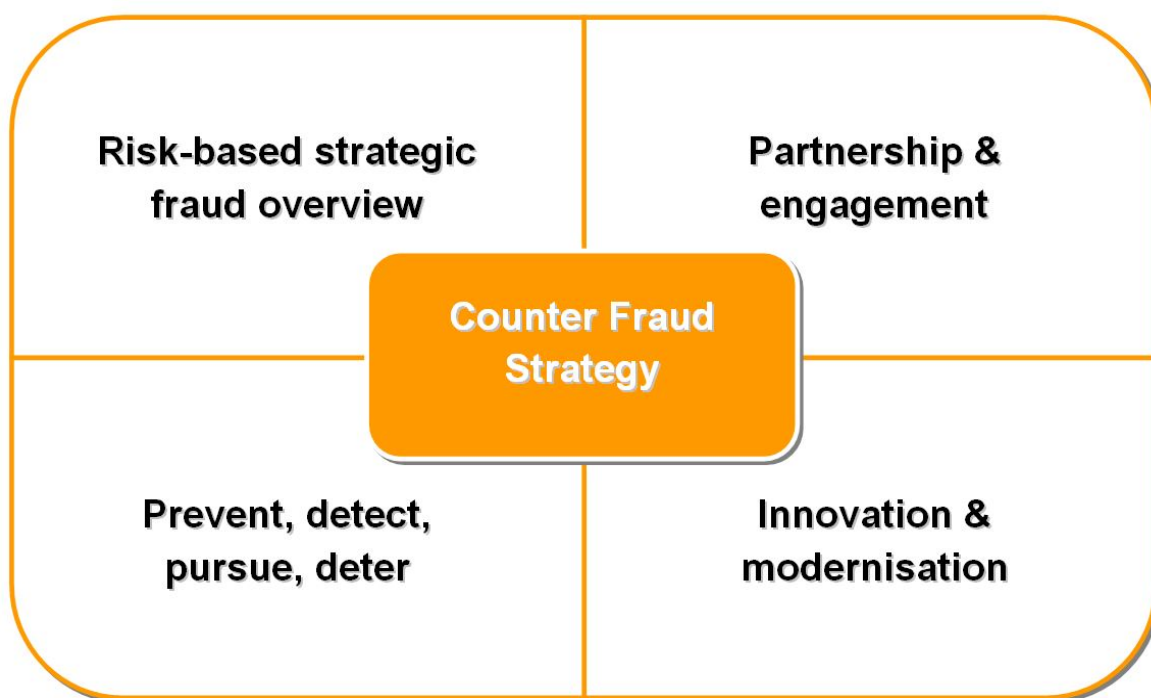
- 3.1 The term '**fraud**' commonly includes activities such as theft, deception, bribery, forgery, extortion, conspiracy, and money laundering. These include, but are not limited to, the specific offences in the Fraud Act 2006. Fraud can be an attempted or actual act committed against the Council and/or its partners.
- 3.2 Fraud was defined in law for the first time with the introduction of the Fraud Act 2006. Fraud essentially involves a dishonest misrepresentation, failure to disclose information or abuse of position, with the intent to make a personal gain for oneself and/or create a loss for another.
- 3.3 **Corruption** is 'the offering, giving, soliciting, or acceptance of an inducement or reward, or showing any favour or disfavour, which may influence any person to act improperly'. It is primarily an offence under the Bribery Act 2010, although there are other related offences under the Prevention of Corruption Act 1906.

4. Strategic Aims & Objectives

- 4.1 The fraud and corruption risks faced by the Council are varied and span across all service areas. Fraud risk is highly sensitive to environmental factors with new challenges in preventing and detecting fraud emerging frequently. Increases in the emergence of new fraud risk is well documented during a local or national crisis or emergency, meaning the ongoing global pandemic continues to create new fraud risks for the Council to respond to. An updated assessment of LBH's current key fraud risks is documented within the Council's 'fraud universe' (please refer to **Appendix A**).
- 4.2 The aim of our strategic approach is to embed all elements of good practice in counter fraud into the existing governance arrangements for the Council to help achieve LBH's Counter Fraud Strategic Objectives. This will provide assurance to elected Members and Senior Managers that the Council's exposure to fraud risk is minimised.

- 4.3 The eight **Counter Fraud Strategic Objectives** for LBH are as follows:
1. Maximise loss prevention across Council services through effective counter fraud activity and deliver loss prevention financial savings of at least £1.5m;
 2. Limit the opportunity for instances of fraud and corruption across the Council through effective prevention measures;
 3. Create a strong deterrent effect to fraud and corruption;
 4. Improve the Council's reputation across all stakeholders through the visibility of effective counter fraud activities;
 5. Improve the Council's overall governance arrangements;
 6. Reinforce an organisational culture of zero-tolerance to fraud;
 7. Embed and maintain an organisation-wide fraud risk awareness; and
 8. Achieve the BACFT Operational Work Plan 2021/22.
- 4.4 To achieve these desired outcomes/strategic objectives, we consider there to be four key elements to this strategy per **Table 1** below.

Table 1 ~ Strategic Elements



Risk-based Strategic Fraud Overview:

- Developing and maintaining an organisation-wide fraud risk profile (Fraud Universe). Internal and external data and information is used intelligently and effectively to identify and fully define the key areas of fraud risk for the Council. Changes to these risks are continually monitored and the Fraud Universe updated in line with a current analysis of fraud risk.
- Ensuring the implementation and maintenance of appropriate counter fraud policies, processes and practices as part of a corporate framework to underpin all counter fraud measures and the effective use of deterrents.

Partnership & Engagement:

- Building and maintaining strong working relationships with counter fraud stakeholders, obtaining buy-in from residents and colleagues in order to drive a strong counter fraud culture and promote ownership of fraud issues, whilst enhancing the reputation of the BACFT.

- Integration of Counter Fraud and IA functions to inform fraud risk assessment methodology, counter fraud planning and internal control recommendations.
- Collaborating with our enforcement partners, including the police, enforcement officers and agencies to enhance investigation activities, lawfully share intelligence and maximise counter fraud outcomes.
- Work jointly with Council colleagues on the design and implementation of counter fraud projects, investigation activity and counter fraud controls, to embed a collaborative approach and enhance the counter fraud environment within the Council.

Prevent, Detect, Pursue & Deter:

- Embed fraud awareness through an ongoing programme of training and fraud risk control review, championing the implementation and maintenance of effective counter fraud controls.
- Deter fraud through fraud awareness campaigns focussing on key stakeholder groups including, staff, residents and partner organisations.
- Ensure regular communication on fraud referral and whistleblowing processes and fraud issues, both internally and externally, to encourage and maintain levels of fraud and corruption reporting.
- Identifying fraud, corruption and financial loss through a programme of targeted proactive counter fraud projects, targeting the highest fraud risk areas within the Council, as informed by the Fraud Universe.
- Robust and lawful intelligence led investigation of suspected cases of fraud and corruption in line with Council policy and professional good practice, and the application of appropriate sanctions and prosecutions where proportionate and necessary.

Innovation & Modernisation:

- Utilising existing and new technology to enhance and progressively modernise case management, intelligence gathering and investigative capabilities.
- Streamline operational processes to drive efficiencies, identify smarter ways of working and innovative counter fraud practices aimed at delivering enhanced outcomes.
- Implementation of Council-wide data warehousing and data matching, utilising available information sharing and data analysis capabilities, working with internal and external partners, to deliver increased financial savings across all service areas, identify new fraud and error and enhance data management.

5. Corporate Framework

- 5.1 This strategic plan is part of an established corporate framework of interrelated policies and procedures covering the main elements of the Council's approach to countering fraud and corruption. These include:
- Prosecutions & Sanctions Policy;
 - Whistleblowing Policy;
 - Corporate Investigations Protocol;
 - Anti-Bribery Policy;
 - Anti-Money Laundering Policy; and
 - Surveillance Policy.
- 5.2 It is the responsibility of the Deputy Director of Exchequer Services & Business Assurance, together with the Head of Counter Fraud and the Borough Solicitor to ensure this framework is reviewed and updated where necessary for compliance with statutory requirements and best practice in counter fraud and anti-corruption.

- 5.3 Clear information on the Council's approach to combating fraud and error and the related and procedures will be regularly communicated with all council staff. Clear lines of communication are available for staff and residents to ensure there are no barriers to raising concerns about fraud and corruption. These include.
- Dedicated 'report a fraud' telephone hotline;
 - Fraud reporting form available to members of staff and members of the public via the Council's website and internally via Horizon with clear guidance;
 - Anti-Money Laundering reporting form with clear guidance for staff on when to report; and
 - Fraud Awareness e-Learning package - mandatory for all new staff.
- 5.4 Staff responsibilities in relation to fraud, corruption and money laundering reporting are contained within the staff Code of Conduct and relevant policies. All staff are required to report suspected fraud, corruption and/or money laundering under all circumstances. Failure to do so will be considered a breach of the staff Code of Conduct and may lead to action under the Council's Disciplinary Policy and Procedure.

6. The Counter Fraud Team Approach

- 6.1 In August 2017 the BACFT implemented a risk-based approach to all counter fraud work. This methodology is in line with CIPFA's counter fraud and corruption strategy for local government '*Fighting Fraud & Corruption Locally*'. It helps ensure that the BACFT's resources are consistently deployed in an effective manner to help LBH achieve its overall Counter Fraud Strategic Objective of '*Maximising Loss Prevention*'.
- 6.2 The BACFT is structured to effectively respond to the key fraud risks for the Council (refer to **Appendix C**). Each sub-team within the BACFT is aligned by fraud risk as opposed to function, with three distinct investigation units: Housing Investigations, Revenues Investigations and Special Investigations. These three units each have responsibility for their specified area of fraud risk and cases are managed as part of a cradle-to-grave process, proving an efficient and quality counter fraud service.
- 6.3 The BACFT's primary focus is the delivery of the Operational Plan for 2021/22 (refer to **Appendix B**). This plan is designed to provide assurance over the Council's key fraud risks and achieve the Counter Fraud Strategic Objectives (refer to para. 4.3), with the overall aim/desired outcome of maximising fraud prevention and minimising the amount of LBH taxpayers' money lost to fraud.

7. Acknowledgement

- 7.1 The draft Counter Fraud Strategic Plan 2021/22 has been reviewed by Corporate Management Team on 24th March and by Audit Committee on 20th April. It is due to be considered by Cabinet at its planned meeting on 17th June 2021. Once approved, it will then be made available to all key stakeholders.
- 7.2 The BACFT would like to take this opportunity to formally record its thanks for the co-operation and support it has received from the Council's management as part of the risk-based planning process.

Muir Laurie FCCA CMIIA
Deputy Director of Exchequer Services & Business Assurance

Draft for Cabinet as at 28th May 2021

APPENDIX A**HILLINGDON FRAUD UNIVERSE 2021/22**

The fraud risks specific to LBH are set in **Table 2** below, which is a summary of the organisational fraud risk assessment (the Fraud Universe) for the Council.

Table 2 ~ Summary Risk Assessment

Fraud Risk Area	Risk Description
Covid-19 Global Pandemic	<ul style="list-style-type: none"> • Pressure on business community with higher levels of unemployment and greater numbers seeking Housing services and tax exemptions creating higher instances of fraud within related services. • Increased financial pressure on individuals and concerns over money and fear of redundancy leading to higher likelihood and pressure to commit fraud against Council services and financial schemes. • Increased urgency of delivery within services leading to reduced due diligence over service delivery and overriding of controls and a greater opportunity for fraud. • Changes to working practice such as working from home, staff shortages stretching resources and higher levels of sickness, affecting the operation of preventative controls, decreased monitoring activity and increasing risk of fraud going undetected. • Decreased face-to-face meeting with service users, less availability of original documentation, more provision of services remotely leading to higher likelihood of fraud not being detected. • Ongoing provision of business grants and financial assistance to businesses together with untested and immature control environment for specific schemes creating new opportunities for fraud. • Higher financial pressure on Council contractors creating increased desire to maximise profit from contracts leading to higher likelihood of misrepresentation and fraud within procurement processes and operation of contracts. • Higher levels of housing need and homelessness claims in the borough linked to Covid-19 pressures leading to increased levels of fraud within housing. • Availability of new business grants linked to Covid-19 and pressure to pay out support to businesses leads to increased risks to misappropriation of funding by organised criminals and companies not eligible for funding.
Procurement of Goods and Services	<ul style="list-style-type: none"> • Pressure to win public sector contracts leading to the risk of manipulation of procurement processes through bribery of Council officers. • Businesses engaging in uncompetitive practices within the contract tendering process leading to higher costs to the Council. • Risk of Council officers failing to follow appropriate contract management practices leading to the risk of fraudulent under-delivery within contract specification and financial loss. • Exploitation of procurement processes through collusion between Council officers to appropriate goods or financially benefit.

cont.

Table 2 ~ Summary Risk Assessment (cont.)

Fraud Risk Area	Risk Description
Social Housing	<ul style="list-style-type: none"> • False homelessness claims lead to wrongful expenditure on temporary accommodation and Section 17 funded accommodations and associated fraud. • Limited availability of low-cost social housing leads to greater competition for Council housing and increased risk of misrepresentation of circumstances within the process. • High value rents within the borough creates the opportunity financial gain and increased risk of sub-letting of Council properties. • Council tenancies are viewed as a potential asset through low cost rents and the Right to Buy scheme, leading to the risk of false succession claims. • High value of properties within Hillingdon and the opportunity for discounted property purchase through the Right to Buy scheme leading to the risk of fraudulent applications under the scheme.
Social Care	<ul style="list-style-type: none"> • High costs of personal care requirements leading to greater pressure to misrepresent circumstances in relation to assets and income in the financial assessment process and a financial loss to the Council. • Inability of vulnerable individuals to properly manage Direct Payments meaning greater involvement of family members and 3rd parties to manage payments, leading to increased risk of opportunistic misappropriation of funding by a 3rd party. • Absence of appropriate financial control or appropriate monitoring, or operation of existing control, leading to the increased risk of inappropriate Direct Payments expenditure and misappropriation of funding. • Access to Council services by individuals subject to immigration status checks leads to risk of misrepresentation of status in order to access services where there is NRPF.
Revenue Collection Authority	<ul style="list-style-type: none"> • High cost of rateable value of business premises leads to the risk of fraudulent misrepresentation of circumstances to take advantage of reliefs. • High cost of rateable value of business premises and the pressure to reduce expenditure leads to the risk of companies not registering business operations to the Council for commencing business rates. • Pressure to reduce individual costs against the cost of Council Tax leads to the wrongful claiming of single person discount, and lost revenue across a large number of residential addresses. • Council Tax costs and Business Rates leads to the risk of deliberate avoidance of completion of new build properties and lost revenues for the Council.
Port Authority	<ul style="list-style-type: none"> • Unaccompanied Asylum-Seeking Children (UASC) misrepresenting their age to access services leading to financial loss. • Approach for services by individuals with No Recourse to Public Funds (NRPF) leading to the risk of misrepresentation to access services.

cont.

Table 2 ~ Summary Risk Assessment (cont.)

Fraud Risk Area	Risk Description
<p>Maintained Schools</p>	<ul style="list-style-type: none"> • Ineffective oversight and scrutiny by school oversight in relation to decisions around pay and financial policy, leading to increased risk of financial loss and absence of proper control environment. • Insistence from school suppliers to continue to receive payment by cheque creating the risk of interception or counterfeiting of cheques and financial loss. • Pressure to secure school places in over-subscribed schools leading to the risk of misrepresentation of circumstances by parents as part of the admissions process and places being wrongly allocated. • Schools being viewed as a lower risk of fraud detection by fraudsters due to the perceived lack of financial controls and an 'easy target', increasing the risk of attack on schools' online accounts and the risk of financial loss.

APPENDIX B**COUNTER FRAUD TEAM - OPERATIONAL WORK PLAN 2021/22**

Set out below is the **Draft** BACFT Operational Work Plan for the key proactive projects and investigative work due to be carried out in 2021/22.

Counter Fraud Activity	Planned Work	Outcomes 20/21
Tenancy Fraud & Housing Investigations	The BACFT will continue to detect illegal subletting and non-occupation of Council properties as referred by colleagues and residents. This also includes false applications for housing, assignment and succession.	21 properties recovered – meaning a notional saving of £378k
Social Housing Residency Checks	A risk-based approach to tenancy residency checks working with the Housing team and using investigations data to identify fraud hotspots. This will be delivered as part of proactive projects work.	
Housing Key Fob Data Review	A new initiative to analyse data held by the Council to identify fraud. The BACFT will review the key fob activity of residents in social housing, to identify suspected subletting or non-occupation due to access and use patterns. Due to the impacts of Covid-19 this project was delayed in 2020/21.	N/A
Housing Key Amnesty	A new project in in which Council tenants and those in emergency accommodation can surrender their tenancies during an amnesty period whereby no action will be taken in relation to housing fraud.	N/A
Housing Right to Buy (RTB)	The BACFT will continue to provide a risk-based verifications service of all RTB applications to identify fraud and where appropriate actively investigate applications found to contain suspected misrepresentation.	2 RTBs cancelled totalling over £214k of loss prevention savings
B&B and Temporary Accommodation Residency Checks	The BACFT will continue with an annual residency check on all emergency B&B and temporary housing accommodation. The checks will identify suspected non-occupation and subletting of emergency housing, and false applications. Due to the impacts of Covid-19 this was delayed in 2020/21.	N/A
Social Services s.17 Emergency Funding	Desk-based checks to confirm eligibility of applicants requiring emergency accommodation and support from Social Care. An annual review of all families in Section 17 accommodation to identify potential subletting and non-Occupation.	2 Fraudulent applications closed saving over £27k
Unaccompanied Asylum-Seeking Children (UASC) Status Checks	The embedded Immigration Enforcement Officer will periodically check the status of all UASC clients, this helps identify those whose status allows them to access national schemes funding, therefore no longer requiring funding by the Council. Due to Covid-19 this new initiative was not introduced until Quarter 4 2020/21.	N/A

cont.

COUNTER FRAUD TEAM - OPERATIONAL WORK PLAN 2021/22 (cont.)

Counter Fraud Activity	Planned Work	Outcomes 2020/21
UASC	An annual proactive project identifying suspected subletting or non-occupation of accommodation provided by the Council. A referral process is in place for cases of misrepresentation to be passed to the BACFT for investigation. This project was not conducted in 2020/21 due Covid-19 restrictions.	N/A
Disabilities Facilities Grants	Cases of hidden assets, income or fictitious residency will be referred to the BACFT's via the a referrals process.	3 cases investigated preventing loss of over £49k
Social Care Financial Assessments	The BACFT will verify all applicants who apply for Social Care funding via Financial Assessments to ensure eligibility. The BACFT will also conduct a proactive project with the Financial Assessment Team to identify loss prevention savings during the annual review process.	1 case investigated providing loss prevention savings of £53k.
Direct Payments	Implementation of guidance and a referrals process underpinned by periodic fraud awareness training. Cases where funds are not being used appropriately will be investigated robustly.	N/A
NFI Bi-annual Exercise	Continuous work on statutory data matches from the Cabinet Office, which will be investigated as an ongoing project throughout 2021/22. The matches provide a significant contribution to savings areas such as Housing and Revenues.	£8.7k* worth of loss prevention identified *Project ongoing
'Beds in Sheds' - Unregistered Residential Dwellings	A proactive project to identify unlawful and unregistered residential dwellings in order that properties are brought within Council Tax banding and cases of suspected evasion investigated. Enforcement action on Planning issues will be referred to the Planning Enforcement and Housing Standards teams.	20 dwellings identified. £37k worth of loss prevention
Revenues Inspections and Investigations	In 2021/22 the BACFT will deliver all inspections for Business Rates and Council Tax. A further aim is to identify internal and external data sources that will assist in identifying businesses and dwellings that are attempting to avoid paying council tax.	1100 + new properties identified
Procurement Fraud Culture	Fraud Awareness delivered to all officers within procurement highlighting potential fraud risks and providing guidance on the referral process.	N/A
Procurement Process Review	Engagement exercise with the Head of Procurement & Commissioning for a detailed review and assessment of the Council's exposure to procurement fraud risks, and implementation of mitigation controls in line with the Council's risk appetite.	N/A

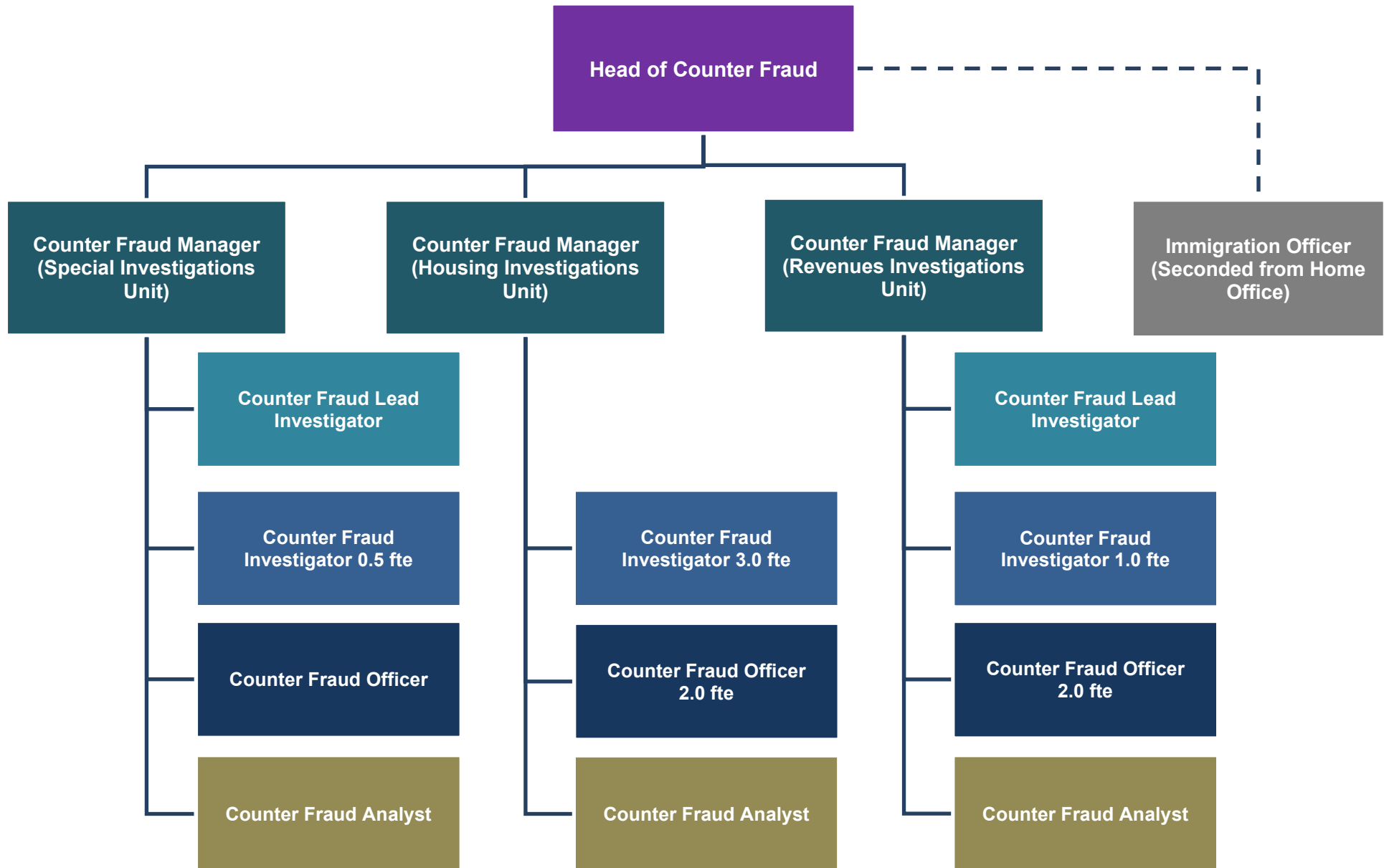
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COUNTER FRAUD TEAM - OPERATIONAL WORK PLAN 2021/22 (cont.)

Counter Fraud Activity	Planned Work	Outcomes 2020/21
Grant Verification	Assist colleagues in Exchequer Services with the administration and recovery of government grants issued due to the Covid-19 pandemic.	3,016 checks 85 under investigation 14 Not verified
Housing Verifications	The BACFT will continue to verify applicants who apply for social housing, mutual exchange, or succession/assignment.	14 housing applications closed, 7 succession cases resulting in property recovery
First Time Buyers Residency Checks	Post purchase residency checks to verify occupation, as continued residency for a set period is a mandatory condition of the scheme. Any properties where subletting or non-occupation is identified will be investigated and recovery of the grant will be sought.	2 cases under investigation
Blue Badge Operations	Bi-annual Blue Badge enforcement projects to confirm lawful use of Badges in identified misuse hotspots. A visual presence to provide assurance to residents that the Council takes Blue Badge Fraud seriously and to deter misuse across the borough.	3 Simple Cautions & Fixed Penalty Notices administered
Maintained Schools	A program of Fraud Awareness training for schools will be delivered, focusing on potential fraud risks and building a robust control environment. A toolkit is being designed for distribution to schools to encourage fraud prevention practices and good governance.	N/A
Fraud Awareness & Engagement	The team will continue to provide a program of Fraud Awareness internally to champion an counter-fraud culture and encourage service engagement over fraud risks. Including periodic social media communications released to the public to promote awareness and to raise the profile of Counter Fraud activity within the borough.	11 Fraud Awareness sessions delivered in 2020/21 alongside external communication via social media

APPENDIX C

COUNTER FRAUD TEAM – STRUCTURE 2021/22



Page 102

PLANNING OBLIGATIONS - QUARTERLY FINANCIAL MONITORING

Cabinet Member(s)	Councillor Eddie Lavery
Cabinet Portfolio(s)	Environment, Housing and Regeneration
Officer Contact(s)	Nicola Wyatt / Julia Johnson, Planning, Environment, Education & Community Services
Papers with report	None

HEADLINES

Summary	This report provides a stocktake of current S106 balances held by the Council together with recent income, allocation and spend.
Putting our Residents First	<p>This report supports the following Council objective of: <i>Our Built Environment; Our Heritage and Civic Pride; Financial Management</i></p> <p>Planning obligations are an established delivery mechanism for mitigating the effect of development, making it acceptable in planning terms.</p>
Financial Cost	As at 31 March 2021 the Council holds £12,548k of income from S106 legal agreements, of which £1,946k is held on behalf of partners. Of the remaining £10,602k held by the Council for its own projects, an amount of £3,023k is earmarked to specific projects, £7,470k is currently spendable and not yet allocated towards specific projects and £109k is interest on interest bearing schemes. In Quarter 4, the Council has received additional income of £380k and spent £1,532k.
Relevant Select Committee	Housing, Environment & Regeneration
Relevant Ward(s)	All

RECOMMENDATIONS

That Cabinet:

1. **Notes the Council's current financial position regarding its S106 balances.**
2. **Notes that a review of S106 processes and procedures is being progressed, the outcome of which will be reported to a future Cabinet meeting.**

Reasons for recommendation

Planning best practice guidance encourages local planning authorities to consider how they can inform members and the public of progress in the allocation, provision and implementation of obligations whether they are provided by the developer in kind or through a financial contribution. This report details the financial planning obligations held by the Council and what progress has and is being made in allocating and spending those funds.

Alternative options considered / risk management

The alternative is to not report to the Cabinet. However, it is an obvious example of good practice to monitor income and expenditure against specific planning agreements and ensure that expenditure takes place in accordance with the parameters of those agreements.

Select Committee comments

None at this stage.

SUPPORTING INFORMATION

INTRODUCTION

1. This report provides an update on the monitoring of Section 106 agreements (S106) and progress on Section 106 matters during the period 1 January 2021 to 31 March 2021 (quarter 4). It provides an overview of:
 - Quarter 4 S106 movements;
 - S106 income and spend during the 2020/21 financial year; and
 - A proposed review of existing S106 processes and procedures.
2. This report is provided for information only and Cabinet Members will be provided with detailed schedules of current S106 contributions within their respective portfolios.

QUARTER 4 S106 MONITORING OVERVIEW

3. A summary of the current S106 balances in each Cabinet portfolio is provided in Table 1. As at 31st March 2021, the S106 balance is £12,548k. This is inclusive of £1,946k which the Council holds on behalf of its partners who are responsible for project delivery e.g. NHS Property Services (formerly PCT) and Transport for London (TfL). A further £3,023k has been earmarked to specific projects plus £109k interest on the interest-bearing schemes. The residual balance of £7,470k represents amounts yet to be allocated for any specific use

although projects are being put in place to utilise this balance. As and when a specific interest-bearing Section 106 balance is required to be returned to a developer the amount of cumulative interest since the balance was received is transferred to the scheme from the total balance of accumulated interest on interest bearing schemes and then repaid to the developer.

4. During Quarter 4 £380k of new S106 income was received, whilst expenditure totalling £1,532k was financed by S106.

Table 1 – Summary of S106 contributions by Cabinet Portfolio

Service Area	Bal b/f 01/01/21 £000	Income £000	Total £000	Spend £000	Bal c/f 31/03/21 £000	Earmarked Balances £000	Balance Spendable not allocated £000
Public Safety & Transport	5,487	212	5,699	(734)	4,965	1,971	2,994
Families, Education & Wellbeing	2,540	51	2,591	(640)	1,951	978	973
Environment, Housing & Regeneration	2,101	115	2,216	(158)	2,058	799	1,259
Health & Social Care	1,221	0	1,221	(0)	1,221	1,221	0
Property & Infrastructure	2,244	0	2,244	(0)	2,244	0	2,244
Interest on interest bearing schemes	107	2	109	(0)	109	109	0
Sub-Total	13,700	380	14,080	(1,532)	12,548	5,078	7,470
Less: Sums held on behalf of partners	2,204	36	2,240	(294)	1,946	1,946	0
Total LBH S106 Balances	11,496	344	11,840	(1,238)	10,602	3,132	7,470

5. The unallocated balance of £7,470k represents amounts yet to be formally allocated for specific projects, and this has decreased by £423k from the previous quarter due to further contributions received that have been allocated to specific schemes. Further allocations to the value of approximately £700k have also been progressed in Q1, to date. These are summarised in Table 2 below.

Table 2 – Q1 2021/22 S106 Allocations

Allocation	Amount Allocated (£)
Economic Development & Regeneration Team delivery of the LBH Apprenticeship Scheme	173,850.00
Secondary School Capital Programme - School expansions (Ruislip High School) & improvements to Blyth Road subway, Hayes	43,658.00
Maintenance of Hales Field Park & Stockley land parcels	285,600.00
Venue door security & compliance training for hospitality - Uxbridge College	53,800.00
Lake Farm Country Park footpath improvements & management of Frays Island LNR	106,000.00
Environmental Initiatives Hillingdon House Farm wetland creation	30,000.00
TOTALS	692,908.00

6. Further allocations relating to the delivery of air quality and carbon mitigation measures are being progressed for allocation in Q2 and will include extending tree planting.
7. Contributions which are not spent within the designated time frame may need to be returned to the developer. As at the end of March 2021 it has been identified that £117k needs to be spent within twelve months, i.e. 31st March 2022.

SUMMARY OF S106 INCOME AND EXPENDITURE 2020/21

8. The outturn of S106 funding (excluding S278 agreements) for 2020/21 is set out in Table 3.

Table 3 – S106 Outturn 2020/21

Status	Total Amount £000
Opening Balance	£13,440
Total Income 20/21	£1,251
Total Spent 20/21	£2,143
Closing Balance at 31 March 2021	£12,548

9. Key projects funded by S106 in the last financial year include:
 - Three-year sponsored route agreement with Transport for London for the extended 278 bus service.
 - Towpath improvements in Uxbridge, Yiewsley and Hayes.
 - Eastcote town centre scheme.
 - Ruislip High School expansion.

- Hayes town centre complementary measures scheme.
- Construction training coordinator service and LBH Construction Apprenticeship Scheme.
- Ecological improvements to the Culvert and Colne Valley Trail.
- Footpath works at Uxbridge Moor.
- Schools Green Screening Project.
- Expansion of clinical space at Harefield Health Centre.

10. A number of allocations to new projects programmed for delivery in 2021/22 were also made. These include:

- Enhancements to Thorney Mill Nature Reserve
- A wetland creation project at Hillingdon House Farm.
- The extension of the Santander Bike Scheme in Yiewsley.

11. Finally, it is important to note S106 monies received within a particular financial year will not generally be spent within the same financial year. This is because their expenditure can be reliant on a development reaching a particular stage, or because monies are pooled from multiple developments to deliver a larger piece of infrastructure. Furthermore, some monies received are held as bonds to be paid back many years after the completion of the development. Consequently, the reporting of the cumulative balance of S106 does not demonstrate the year on year movement of monies received and spent. A summary of the S106 and S278 monies received and spent in the last five financial years shown in Table 4 below demonstrates that the Council has broadly spent the equivalent of the monies it has received during this period.

Table 4: S106/S278* Income and Expenditure – FY16/17 to FY20/21

Financial year	Received £000	Spent £000
16/17	2,593	4,768
17/18	6,474	3,139
18/19	4,501	3,540
19/20	3,908	3,360
20/21	1,384	2,241
TOTALS	18,860	17,048

*S278 monies relate to highways works and have been historically reported as part of S106 funding. This approach will be updated to reflect the Council's new S106 processes in future monitoring reports.

S106 PROCEDURES

12. The Council is currently in the process of procuring a new monitoring system for S106 obligations and Community Infrastructure Levy liabilities. This system will improve the Council's ability to monitor the securing of new obligation and liabilities and ensure that they are collected and spent in line with the relevant legislation and agreements. It is anticipated that the new monitoring system will be operational in quarter 3 of the 2021/22 financial year.

13. The Council's processes for allocating and spending S106 and CIL funding are also being reviewed alongside the implementation of the new monitoring system. The intention of the review is to increase strategic oversight on the expenditure of planning obligations to ensure

that the benefit to the residents of local infrastructure improvements can be maximised. An update on new procedures will be reported to Cabinet later in the year.

Financial Implications

14. This report details the financial position of S106 funds under each of the existing Cabinet Portfolios and provides a summary of the S106 outturn at the end of the 2020/21 financial year. It should be noted that the allocation of S106 funds and their release as capital funds is subject to a Cabinet Member approval process, and that the receipt of income is entirely dependent on developers progressing their schemes.

CORPORATE CONSIDERATIONS

Corporate Finance

Corporate Finance has reviewed this report, noting that schemes have not yet been identified to utilise £7,470k Section 106 Contributions received from developers to support investment in local infrastructure. As outlined in the financial implications above, proposals are in various stages of development to utilise these balances and officers will continue to review the applicability of these unallocated balances to ensure that where appropriate these are deployed to support existing or planned expenditure.

Legal

There are no specific legal implications arising from the recommendation which asks the Cabinet to note the current status on the receipt and expenditure of S106 monies. The monies referred to in this report are held by the Council for the purposes specified in each of the relevant legal agreements. Such monies should only be spent in accordance with the terms of those agreements. Where monies are not spent within the time limits prescribed in those agreements, such monies and interest accrued should be returned to the payee. Where officers are unsure whether monies held pursuant to particular agreements can be used for particular purposes, Legal Services should be consulted for advice on a case by case basis.

Infrastructure / Asset Management

There are no property implications arising from the recommendations in the report.

BACKGROUND PAPERS

District Auditor's "The Management of Planning Obligations" Action Plan May 1999
Monitoring Officers Report January 2001
Planning Obligations Supplementary Planning Document Adopted July 2008 and revised 2014
Planning Obligations Quarterly Financial Monitoring Report to Cabinet March 2021)

ACADEMY CONVERSION - FIELD END JUNIOR SCHOOL

Cabinet Member(s)	Councillor Jonathan Bianco
Cabinet Portfolio(s)	Cabinet Member for Property and Infrastructure
Officer Contact(s)	Michele Wilcox, Infrastructure, Transport & Building Services
Papers with report	Site Plan

HEADLINES

Summary	<p>This report seeks Cabinet approval to the granting of a 125-year lease of Field End Junior School as part of the process required for the school to convert to an academy.</p> <p>The lease will be based on the current Department for Education (DfE) template academy lease, save for amendments relevant to the individual circumstances affecting the school.</p>
Putting our Residents First	This report supports the following Council objectives of: <i>Our People; Our Built Environment; Financial Management.</i>
Financial Cost	None
Select Committee	Corporate, Finance & Property
Ward(s) affected	Cavendish

RECOMMENDATION

That the Cabinet approves the grant of a 125-year lease of Field End Junior School on the main terms outlined in this report as part of the process of conversion of the school to an academy.

Reasons for recommendation

1. The grant of a 125-year lease to the school is required as part of the process for the conversion of the school to an academy.
2. Under the Council's Constitution, the grant of a 125-year lease must be approved by Cabinet.

Alternative options considered and rejected

Decisions regarding academies are made by the Secretary of State for Education and by implication, the Council has no choice other than to progress with the transfer of the premises to the Academy Trust under a long lease. For example, The Academies Act 2010 includes provisions which:

- allow maintained schools to apply to become academies and permit the Secretary of State to issue an Academy Order requiring the local authority to cease to maintain the school.
- allow the Secretary of State to require schools that are eligible for intervention to convert into academies.
- provide for secondary, primary, and special schools to become academies.
- allow schools that apply to become academies to keep any surplus financial balance.
- deem academies to be charities.
- ensure that a converting school will continue, as an academy, to be able to occupy the land/buildings it had as a maintained school, and that the school's other assets may also transfer to the new academy for the benefit and use of the pupils of that school; and
- on request, allow the Secretary of State to make a scheme in relation to land that necessitates the transfer of such land to the proprietor of the academy.

Select Committee comments

None at this stage.

SUPPORTING INFORMATION

1. Field End Junior School applied to convert to an academy and part of the process requires a 125-year lease to be granted of the school's premises. The lease will be based on the current DfE template academy lease, save for amendments relevant to the individual circumstances affecting the school. The extent of the premises to be demised is shown edged red on the attached plan. The proposed lease includes a caretaker's house and cycle circuit. The Field End Junior School shares playing fields and car parks with the adjacent Field End Infant school and the lease will therefore allow this shared use between the schools to continue. It should be noted that there are shared utility services between the two schools and the costs of the services will be shared between the schools as set out below.
2. The template academy lease includes the following main terms.
 - The annual rent is to be a peppercorn for the duration of the term.
 - The academy will take on full repairing and insuring responsibilities.
 - There is no ability for the academy to assign or transfer the premises demised without consent from the Secretary of State for Education in all instances.
 - There is the ability to underlet the premises but only with the Council's consent for any term which is more than 25 years. Any such underletting is to be outside the

Landlord and Tenant Act 1954, which avoids the tenant obtaining a secure business tenancy.

- The permitted use under the lease is “for the purposes of the provision of educational services by the tenant and for community fundraising and recreational purposes which are ancillary to that use;” and
- 3. There are no temporary classrooms. There is a caretaker’s house on the school site which is occupied by the caretaker and is to be included in the transfer.
- 4. As there are shared services between the two school it has been agreed that the Field End Infant school will reimburse the academy the cost of electricity, gas and water in the following percentages: 41.59 % electricity, 38.76% water, 35.4% gas. There will be a 50/50 split for the cost of repairs to the shared services.

Financial Implications

There are no financial implications relating to the grant of this lease, all costs relating to officer time in preparing the lease will be met by the schools concerned. The implications of the asset transfer are described below in the Corporate Finance comments, but it does not impact upon actual costs.

RESIDENT BENEFIT & CONSULTATION

The benefit or impact upon residents, service users and communities

The recommendations will allow the school to convert to academy status.

Consultation Carried Out or Required

The Council has been involved with the consultation processes carried out in relation to these proposals by the Department for Education (DfE).

CORPORATE CONSIDERATIONS

Corporate Finance

Corporate Finance has reviewed this report and concurs with the financial implications set out above, noting that all costs associated with grant of this lease will be borne by the school. The grant of this lease will result in the removal of this asset from the Council's balance sheet, however this does not affect the General Fund or Council Taxpayer.

Legal

Cabinet has before it a recommendation seeking authority to approve the grant of a 125-year lease of Field End Junior School on the terms outlined in this report to facilitate the conversion of the school to an academy.

The Academies Act 2010 and Education Act 2011 gives the Secretary of State various powers including the discretion to make a transfer scheme in relation to land. So, where the local authority holds a freehold or leasehold interest in land that an academy occupies, the Secretary of State may make a scheme in relation to land that essentially necessitates the transfer of such land to the proprietor of the academy.

Legal relationships granting rights for the benefit of the school, imposing conditions on and reserving obligations to both parties would be created by virtue of the leases when completed. Accordingly, any future dealings with the school in respect of the land will be regulated by such leases. The necessary legal documentation would need to be considered, negotiated and prepared by officers in Legal Services.

There are no legal impediments in proceeding with the proposed lease.

Education Services

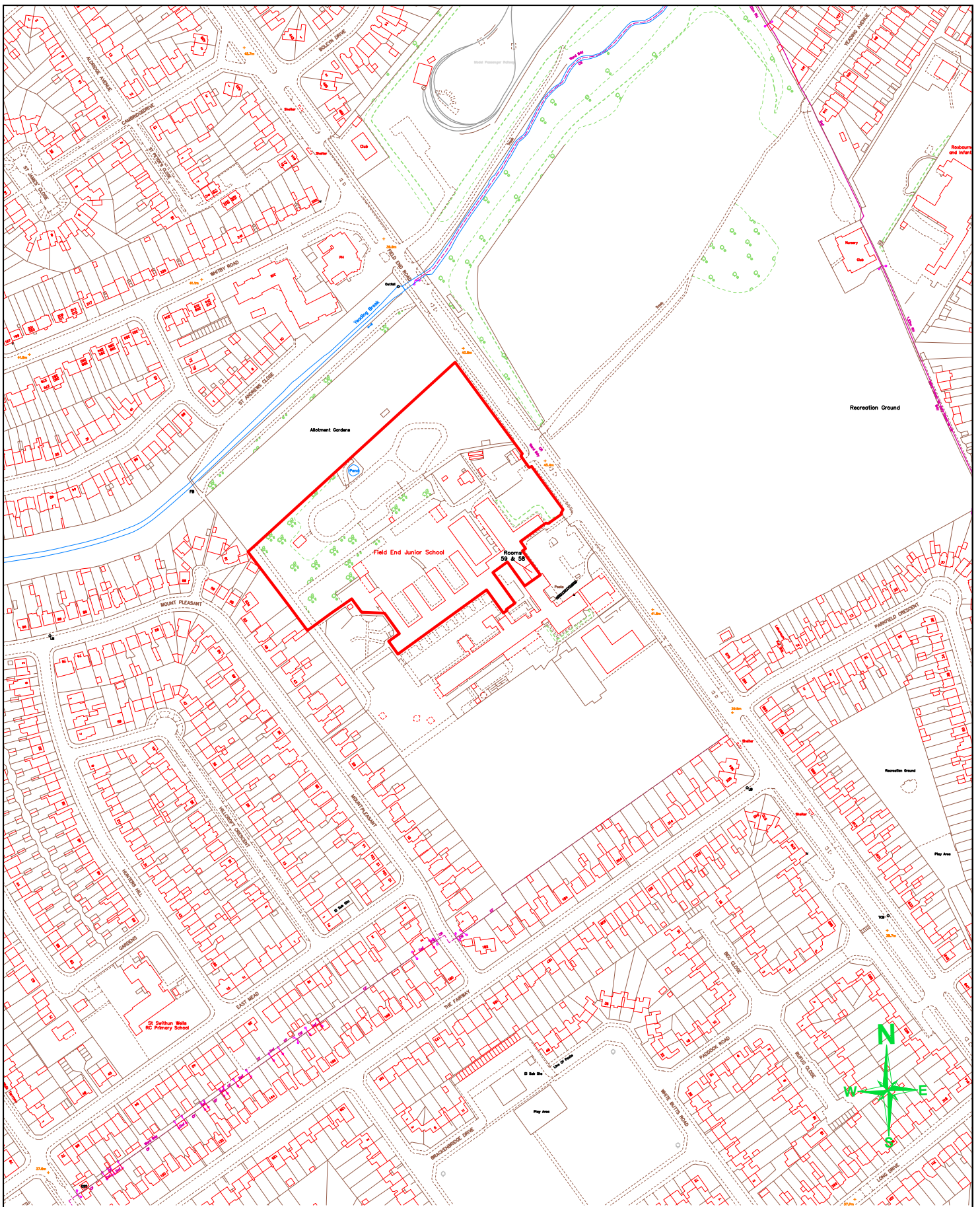
Education Services supports this report and the recommendations made.

Infrastructure / Asset Management


Property and Estates has authored this report.

BACKGROUND PAPERS

NIL



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 <p>PROPERTY SERVICES CIVIC CENTRE, HIGH STREET UXBRIDGE, MIDDLESEX, UB8 1UW</p>	TITLE	DRG No	RUI 039
	Field End Junior School Field End Road Eastcote Page 113	SCALE	1:1250 @ A3
		DATE	13/04/2021

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HAYES ESTATE REGENERATION

PUBLIC REPORT & APPENDICES

Cabinet Member(s)	Councillor Jonathan Bianco Councillor Eddie Lavery Councillor Martin Goddard
Cabinet Portfolio(s)	Property and Infrastructure Environment, Housing and Regeneration Finance
Officer Contact(s)	Perry Scott, Infrastructure, Building Services and Transport
Papers with report	<p>Appendices:</p> <ol style="list-style-type: none"> 1. Financial Appendix: Confidential (Part 2 - exempt) 2. Hayes Town Centre Estate Landlord Offer - April 21 3. Avondale Drive Estate Landlord Offer - April 21 4. Red line plan Avondale Drive Estate 5. Red line plan Hayes Town Centre Estate 6. Equalities Impact Assessment

PUBLIC/PRIVATE

This report is public, but it contains a confidential (exempt) A Appendix 1 in Part 2 of the agenda.

HEADLINES

Summary	This report seeks Cabinet approval, in the light of the recent ballot results, to move forward to the next stage of the redevelopment of Hayes Town Centre Estate and Avondale Drive Estate.
Putting our Residents First	<p>This report supports the following Council objectives:</p> <ul style="list-style-type: none"> • <i>Our People</i> • <i>Our Built Environment and</i> • <i>Strong financial management.</i>
Financial Cost	The financial cost to the Council of the decision to submit a planning application will be approximately £1.91m. Other costs associated with promoting the scheme, including surveying fees, legal fees and homeloss payments, will be £1.833m. The financial cost to buy in leasehold interests is set out in appendix 1.
Relevant Select Committee	Environment, Housing & Regeneration
Relevant Ward(s)	Townfield Ward

RECOMMENDATIONS

That the Cabinet:

- 1. Notes the results of the resident ballots for Avondale Drive and Hayes Town Centre Estates.**
- 2. Approves the proposal to move to the next stage of the redevelopment of the Avondale Drive and Hayes Town Centre Estates**
- 3. Approves the proposal to procure a suitably qualified developer partner for the delivery of the project including the high-level selection criteria**
- 4. Approves the proposal to progress planning applications on both sites ahead of developer selection**
- 5. Approves the proposals to buy back leasehold property by negotiation in preparation for redevelopment, with the relevant compensation package, using the agreed criteria for prioritisation**
- 6. Approves the possession strategy to take all necessary steps to facilitate the decant of secure Council tenants and assured registered provider tenants on a phased basis and suspend the right to buy**
- 7. Takes into account the Equalities and Human Rights Impact Assessment at Appendix 6 in making its decision.**
- 8. Grants delegated authority to the Leader of the Council and Cabinet Members for Property & Infrastructure, Environment, Housing & Regeneration and Finance, in consultation with the Corporate Director of Infrastructure, Transport & Building Services, to make any further decisions necessary to implement the above actions and progress the project.**

Reasons for recommendation

Approval of these recommendations would enable the Council to move forward with proposals to redevelop the Hayes Town Centre and Avondale Drive Estates.

This is in line with the Council's objectives in terms of addressing concerns about the quality and longevity of the homes, delivering excellent resident engagement, maximising the opportunities to provide new high-quality housing, including affordable housing, in the Borough and enhancing place-making around Hayes town centre.

Delegated authority to Cabinet Members (via democratic Cabinet Member decisions) is sought for efficient democratic decision-making to progress the proposed actions. This may include, for example, the authorisation of budget virements (in-line with the approved MTF by Council), developer procurement decisions, leaseholder acquisitions and the possession strategy. Cabinet

Members may also be requested use existing delegations, such as to agree any capital expenditure or submit planning applications, to progress the project.

Alternative options considered / risk management

The alternative option would be not to go ahead with redevelopment, despite the resident ballot in favour. This would not be optimal in that the fall-back position of maintaining the stock in its current form does not address issues of crime and antisocial behaviour and even significant additional improvement works would not achieve the transformational change desired. Also, the opportunity would be missed to take advantage of the GLA's Building Homes for Londoners funding, which is only available for new build development.

The decisions set out here are to work up proposals for redevelopment. The Council will not be committed to carrying out the redevelopment until it has selected its developer partner and has ensured that it has a viable scheme and the ability to secure all of the third-party land interests.

One of the primary risks of the decisions set out is the risk associated with a failure to secure a partner on terms that achieve a viable scheme for the Council. This risk is being mitigated through early market engagement and robust pre-market viability testing.

The second primary risk is that of failure to secure all of the third-party interests needed to progress the scheme in line with the development timetable. This will be mitigated through early engagement with leaseholders, attractive compensation and options to stay on the estate, along with a willingness to apply for compulsory purchase powers if necessary.

The detailed risk in committing to the redevelopment proposals will be examined in a future Cabinet paper, once the full financial position is clear and the partner secured. Until that time there will be risk around some of the financial assumptions in the appraisal, in particular the ability to cross subsidise the affordable housing through receipts from private sales. However, the Council is regularly updating its assumption and possible mitigation measures with advice from its advisors Savills.

Democratic compliance / previous authority

In March 2016, in respect of the Housing Zone project, Cabinet granted delegated authority to the Leader and Cabinet Members to:

- a) Agree any revisions to the Housing Zone Schemes as the project develops and
- b) Make all necessary decisions in relation to implementing the Housing Zone project, including entering into and agreements on behalf of the Council and all related policy, project, property, procurement and financial decisions where constitutional democratic authority is required from the Project Board

However, despite the fact that some relevant previous delegated authority existed, the Leader and Cabinet members chose to refer the project to Cabinet at options appraisal stage as the matters were of a significant nature and for additional public transparency in decision making.

On 22nd October 2020 the Cabinet considered the options appraisal report and gave authority to officers to undertake design work on potential redevelopment schemes, in consultation with residents, and to undertake a resident ballot on proposals once they had been finalised. These actions have been completed and the result is now known, and Cabinet approval is being sought to progress the scheme to the next stage.

Select Committee comments

None at this stage.

SUPPORTING INFORMATION

Background

Hayes Town Centre Estate, sometimes known as Austin Road Estate, consists of 260 homes including 79 leasehold properties built in the 1970s consisting of medium rise flats and maisonettes with a high-rise point block of 15 storeys, made up of a mixture of 1,2 and 3 bedroomed homes.

The Avondale Drive Estate, also in Hayes, contains 144 homes, of which 28 are leasehold properties. The estate consists of three 'system built' 12 storey point blocks constructed in the late 1960s and all flats are two bedroomed.

In response to concerns raised by residents about building condition and anti-social behaviour on these estates, the Council has been exploring ways to improve the standard of residential provision for current residents.

It has also taken into account the opportunity to deliver additional housing supply and a high-quality public realm, which is in line with its planning policies for Hayes Town Centre, the Hayes Housing Zone and the Borough generally.

Working in line with Greater London Authority (GLA) and Ministry for Housing, Communities and Local Government (MHCLG) good practice guidance, the Council undertook a formal Options Appraisal exercise in the summer of 2020 to look at the potential options that would achieve the objectives above.

In October 2020 Cabinet agreed that officers should undertake further design work on a redevelopment option for both estates, in consultation with residents, with final proposals on the re-housing offer and indicative design to be put to residents in a GLA compliant resident ballot.

In November 2020 the Council received an allocation of funding from the GLA under their "Building Council Homes for Londoners" programme 2018-23 to help deliver the affordable homes on the scheme. A condition of this funding was that there was a "yes" vote in a resident ballot.

From November 2020 onwards the Council's architects and resident consultation specialists engaged with residents both on the emerging design and the proposals for re-housing for all tenures.

In December 2020 the Council appointed an Independent Tenant and Leaseholder Advisor (ITLA) to provide residents with independent advice on the information they were receiving and to provide support in understanding the design and re-housing proposals.

In compliance with the GLA resident ballot requirements, in January 2021 the Council commissioned Civica Electoral Services (CES) to conduct the ballot independently of the Council.

Once the Council's proposals were finalised the Council issued these in its Landlord Offer on 14th April and on 28th April voting opened for the resident ballot with a three-week period to vote, as specified by the GLA.

The Landlord Offer and ballot arrangements

There were 236 residents eligible to vote at Hayes Town Centre Estate and 139 at Avondale Drive Estate. There is no discretion for the Council in terms of eligibility as it is obliged to follow the GLA rules for resident ballots.

If you are 16 or over, you can vote if you are:

- A Council secure tenant or a housing association assured tenant, inc. introductory and fixed term, named on the tenancy agreement.
- A resident leaseholder who has been living in the property as your principal residence for a year.
- A resident on the estate who has been on the housing register for a year or more.

The Council has been guided in the arrangements for the ballot by its "Independent Body" Civica, commissioned to carry out the ballot completely independently of the Council in accordance with GLA requirements. They sent out letters to all residents in advance to check that they have the correct details etc... before ballot papers were sent out on 28th April 2021.

Residents were sent unique voting codes and could vote using a prepaid envelope, on-line or over the phone. Assistance was available to anyone who is finding the process hard to understand.

Residents had three weeks in which to cast their vote from the day the ballot paper is issued which is a GLA requirement.

The Landlord Offer was delivered to all eligible households two weeks before the ballot opened. It was produced in an eye-catching way to convey the main features of the new development and attempts to balance providing the detail that some residents want with the communication of the key facts for those who prefer the information summarised – for instance in the form of the 'commitments' page at the front of the document that contains the key facts.

It was produced in 12 pt font to make it easy to read and was available in translation on request. In acknowledgement of the large group of Somali speakers on the estate, a letter containing the key information from the Landlord Offer was sent out in Somali to all Council tenants, where the Council had a record of their first language. The Council also put posters up on the estates in

Somali emphasising the key commitments so that there is no misunderstanding and the offer to provide translation services has been repeated on regular newsletters.

Civica were responsible for providing the Council for a letter to be provided to the GLA confirming that a legitimate ballot had taken place in line with their requirements and this was received by the Council on 24th May 2021.

Result of ballot

Voting closed on 21st May 2021 and the results were 94.1 % in favour of the proposals on Avondale Drive Estate and 78.7% in favour on Hayes Town Centre Estate. Turnout at Avondale Drive Estate was 84.9 % and at Hayes Town Centre Estate was 89.8%.

Proposal

The ballot result demonstrates significant support and enthusiasm for redevelopment among residents. It also fulfils the GLA's requirements as a condition of funding. It is, therefore, proposed that the Council proceed to the next stage of preparation for redevelopment. Actions required at this stage involve:

- procuring a suitably qualified developer partner for the delivery of the project.
- progressing planning applications on both sites.
- taking steps to acquire all of the third-party interests needed to deliver the scheme.
- taking steps to ensure possession of the site on a phased basis by facilitating the temporary rehousing of Council and registered provider assured tenants in phase one and suspending the right to buy.

Delivery model and developer procurement

The Council intends to seek a development partner with suitable skills and experience to help the Council deliver the scheme. The key factors in selecting a development partner will be:

- Delivery – proposals for how the scheme is delivered in terms of project resourcing, logistics, construction management, and phasing.
- Stakeholder engagement – how a developer will support the Council in resident and stakeholder engagement ensuring that the scheme is delivered to minimise disruption and foster good relations with the community.
- Social value – proposals for additional benefits, such as employment and training, that a developer can deliver as part of delivering the scheme.

- Commercial proposal – the financial offer and proposed risk allocation within the contractual structure.

It is anticipated that the Council will enter into a Development Agreement with the procured partner that transfers delivery and construction risk to a partner that is better placed to manage and mitigate these risks.

It is also the intention of the Council to enable, through the procurement process, the formation of a longer-term partnership with the chosen development partner. This will facilitate the delivery of additional future projects, subject to suitability and performance, within the partnership.

A formal joint venture has been considered as an alternative option. Whilst a joint venture offers the potential for greater reward through profit sharing, the Council has limited capacity for funding and appetite for development risk. This may change in the future and it is the intention to structure the partnership in such a way as to allow for alternative arrangements to be put in place for future phases of the projects or additional schemes.

The Council will undertake a formal procurement process using a Competitive Dialogue procedure. The notice will be issued in July 2021 with final tenders being invited by the end of 2021 and approval of the preferred bidder in early 2022.

Acquisition of leasehold property to prepare for redevelopment

To proceed with redevelopment the Council will have to acquire all third-party interests on the estates ahead of demolition. The demolition and redevelopment will be undertaken in 3 or 4 phases so that the Council does not need to take possession of all of the leasehold stock at the same time.

The Council will make strenuous efforts to purchase these interests by negotiation where possible. However, the Council may consider seeking authority to exercise its compulsory purchase powers as a last resort if it appears unlikely that all of the land interests cannot be acquired by agreement within a reasonable timescale, and to ensure that it can deliver the redevelopment scheme for its residents. This would be the subject of a separate Cabinet report at a later date and would contain a full justification to support the making of any compulsory purchase order.

The Landlord Offers (Appendices 2 and 3) set out the offer to leaseholders. This is largely dictated by statutory requirements under compulsory purchase as set out in the Compensation Code. For instance, the proposal is for resident leaseholders to be paid the full market value plus 10%, plus reasonable costs of moving and non-resident leaseholders will be offered full market value plus 7.5% and reinvestment costs. As an alternative, the Council is also offering **resident** leaseholders shared equity or shared ownership options to make it affordable to buy one of the new homes on the estate.

The proposal is to approach all leaseholders individually to start the process of negotiation to buy their property, although the Council would only need to complete on those purchases in line with the phased development programme. The priority will be on completing purchases of all of the leasehold properties, resident and non-resident, in phase one over the next 12 months in order to ensure a developable parcel of land on both sites to form the new build phase one.

Although the Council will engage with the leaseholders with property in other phases, it intends to complete on those purchases at a later date, in line with the development programme. However, as part of the Council's offer to resident leaseholders, it is willing to buy out any **resident** leaseholder early if they wish.

Importantly the offers from this point onwards will include the compensation package set out in the Landlord Offer to incentivise sellers, as early purchases on phase one and elsewhere mitigate the risk of failure to achieve vacant possession in line with the development programme.

In terms of exit strategy, if for some reason these redevelopment proposals do not go ahead the Council could hold the leasehold properties as rented stock long-term or re-sell them.

There are currently 107 leasehold properties on the two estates with around 34 to be bought to facilitate phase one on both estates. Resident leaseholders own around 45 of these and the rest are owned by non-resident leaseholders or housing associations with the largest holding that of Guinness who own 18 properties.

Further details of the estimated cost of acquisition are set out in confidential appendix 1.

Design and planning submission

In November 2020, the Council secured an allocation under the current round of the GLA's 'Building Council Homes for Londoners' programme. This has allowed the Council to assume a high percentage of affordable homes on the sites, going beyond re-provision to a significant number of additional Council homes as well as shared ownership.

It was originally envisaged that the planning application would be submitted by the Council's developer partner once selected and to comply with GLA requirements the Council is not procuring a developer until after the resident ballot. However, to comply with conditions attached to the GLA funding a planning application will need to be submitted earlier than assumed and therefore the Council will need to promote its own planning application with a target submission date of October 2021.

The Council is in a good position to do this as a great deal of architectural work has taken place to draw up the indicative design as part of the Landlord Offer. This planning application needs to be one that allows the Council to get comfort that it can deliver the wider scheme but also has detailed planning for the first phase for a quick start. Therefore, the proposal is for a planning application for each estate which is likely to be a hybrid (part detailed / part outline). These would be accompanied by a suite of supporting environmental statements. The applications would be determined in accordance with the relevant policies within the development plans, most notably the Hillingdon Local Plan (2020) and the London Plan (2021) and would be reported to the Major Applications Planning Committee and referred to the GLA.

This approach has the advantage of giving the Council additional control over the design and achieving the Council's objectives around the net zero carbon agenda. It is expected that this cost should be mostly recouped through additional land value.

To date consultation has been confined to residents on the estate but promoting a planning application at this stage will mean that wider pre- application stakeholder engagement can take place over the summer, along with more design workshops with existing estate residents.

Detail of the resource implications are set out in confidential appendix 1.

Re-housing assumptions

Existing residents will have to move to allow redevelopment to take place but the Council's plans for rehousing aim to minimise disruption to residents by undertaking the redevelopment in phases to allow as many residents as possible to have a one move decant.

All Council tenants will be offered suitable alternative accommodation. Existing secure Council tenants have the right to move into one of the new Council homes being built on the estate on social rents and remain a Council tenant, or they can move to other social housing if they choose.

Housing association residents on assured tenancies will also be able to move into one of the new Council properties on the estate or move away if they choose.

If they have lived on the estate for more than a year, those in Council temporary accommodation will be offered one of the additional new homes being built on the estate, along with residents who are renting privately if they are on band A or B on the Council's housing register.

Resident leaseholders will be offered full market value plus 10% for their property if they wish to move elsewhere, but if they want to move into one of the new properties on the estate there will be affordable options to help them to achieve that.

As part of the process, residents from the resident steering groups worked with their Independent Tenant and Leaseholder Advisors to give the Council feedback on its original ideas on rehousing. As a result, the rehousing offers were refined and a list of Council commitments agreed that form part of the Landlord Offer, along with the detailed arrangements for those in each type of tenure. The final offer is set out in the two Landlord Offers (Appendix 2 and 3).

The cost to the Council of the commitments contained in the Landlord Offers have been taken into account in the overall business case as set out in confidential financial appendix 1.

Possession strategy and initial decant requirements

To facilitate the redevelopment, and to ensure that there is a developable phase one site on both estates, the Council will take all necessary steps to re-house Council tenants and eligible registered provider assured tenants in phase one over the next 12 months. This involves approximately 62 moves. This will be on a temporary basis if they wish to take up their right to return or to a permanent move if that is their preference.

This will be subject to the necessary consultation process and approvals under the delegated decision making in recommendation 8. The Council will seek possession using the appropriate grounds where necessary in order to ensure it can deliver the project.

Secure Council and registered provider assured tenants being asked to move at this point will be entitled to their home loss and disturbance payments when they move.

As set out above, in the light of the intention to redevelop the Council will take steps to suspend the right to buy for Council tenants within the red lines, as set out in appendices 4 and 5, subject to the necessary approvals under the delegated decision-making in recommendation 8.

Financial Implications

The financial implications of the proposals in this report consist of the cost of fees to progress the scheme including external consultants and staff, up to March 2022, the estimated cost of leasehold buy-ins up to March 2022 and the architectural and associated fees to progress the two planning applications.

The total estimated cost for the consultancy for the necessary detailed design work and planning costs inclusive of all surveys and investigations are £1,910k. The costs associated with the procurement process to bring a developer on board and the necessary work around the land assembly work inclusive of Compulsory Purchase Order (CPO) consultancy, home-loss compensation, legal costs, and the staffing resources to support decant total £1,833k. These 2 elements required to progress the project, total £3,743k and are set out in detail in the confidential financial appendix 1. These costs will be funded in the first instance from the existing HRA capital budget but ultimately the costs and value of this work are reflected within the viability business case and the development deal that is anticipated to be procured over the next 9 months. It should be noted in the situation of a specific design not progressing there will be an element of these costs that would be abortive.

The capital cost for the buyback of leaseholder property has already been costed within the current capital acquisitions budget held in the 2021/22 HRA capital programme. This is in line with the proposals agreed by the Housing Regeneration Board in January. The capital investment to buyback these properties is fully reflected in the viability business case and is ultimately of financial benefit for the HRA. Further details are included in the financial information appendix in the Part 2 section of this report.

Beyond contract close with a developer, estimated to be in March 2022, there will still be some fee expenditure for the Council in order to support the scheme throughout its duration and there may be further expenditure on leasehold buy-ins to be funded by the Council, depending on the detail of the contract with the developer partner. This will all be set out in a report to Cabinet immediately prior to contract close and include an updated business case.

If the recommendations of this report are approved, then the current HRA capital programme will be revised to include specific project budgets to reflect the new projects.

RESIDENT BENEFIT & CONSULTATION

Equality and Human Rights Impact Assessment

In terms of context, Council analysis shows that Townfield ward has the highest number of people who live in deprived households in Hillingdon, accounting for 22% compared to the Borough average of 14%.

In addition, the national Indices of Multiple Deprivation (IMD) 2019, which show local measures of deprivation and indicates where each Lower Super Output Area (LSOA) is ranked in relation to other areas, shows that the estates include LSOAs that are subject to higher barriers to housing and services and more income deprivation, compared to Hillingdon as a whole.

The Public Sector Equality Duty of the Equality Act 2010 places a Duty on public authorities to take due regard in their decision-making processes to the need to eliminate discrimination, foster good relations and advance equality of opportunity. The protected characteristics as defined in the Act are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

The Council also takes into account any potential impact on carers, community cohesion, and community safety.

In line with our duties under the Equality Act 2010, an Equality and Human Rights Impact Assessment (EIA) has been undertaken on the proposals and the consultation that has taken place in the run up to the ballot (Appendix 6). More detail on the consultation undertaken is set out below.

As set out in the EIA, the impact of the disruption of rehousing may have a short term disproportionately negative impact on older people, vulnerable people or those with a disability.

Procedures will be put in place to mitigate against any negative impact including a dedicated decant officer, a comprehensive package of support for moving arrangements including all the costs being covered, and a packing service.

However, the EIA also identifies that there are many positive impacts of the proposed redevelopment which would benefit people with protected characteristics. These are outlined below.

- The new design allows for step free access to all areas – this will be particularly beneficial for those with mobility issues and parents with young children.
- The new homes will incorporate occupational therapist recommended adaptations and 10 of all homes are being designed to wheelchair accessible standards – this will be particularly beneficial to those with mobility issues, their carers and some older residents.
- The new estate will include a mixture of flat types, some with open plan kitchen dining living rooms and some with separate kitchens to cater for different preferences.

- There will be a greater range of homes available, from one bed to four bed homes – this will benefit families with children and those in extended family groups. This is particularly true at Avondale Estate where currently all homes are two bed flats.
- There will be discrete residential blocks around resident only courtyard communal gardens and fewer homes per communal entrance – this will aid community cohesion and safety.
- The existing community room at Hayes Town Centre will be provided in a new facility with frontage to a new public square – aiding community cohesion.
- The new homes will be designed with more front doors onto the street and greater natural surveillance – increasing community safety.
- There will be new safer play areas – benefitting younger residents.

In conclusion, the Council believes that the redevelopment will provide positive opportunities for existing residents and the wider community, including those with protected characteristics.

This is because it provides more affordable homes of a higher quality that are safer, more fuel efficient and accessible, therefore improving the quality of life for people of all ages and backgrounds.

The Council has considered the views of residents in drawing up its final rehousing proposals and these are reflected in a specific Local Lettings Policy. In particular, it has made provision for eligible residents in private rented and TA to stay on the estate in order to further community cohesion.

The Council is aware that if the redevelopment proceeds it may have some short-term adverse impacts on certain groups, for instance older or more vulnerable residents. The disruption of moving can cause anxiety for residents and the Council will have procedures in place to mitigate this as part of its rehousing proposals.

Resident Consultation

Pre-Ballot engagement

In drawing up the design and rehousing proposals the Council has undertaken a significant amount of consultation with residents and has adapted its methods to fit the varying covid restrictions along the way.

Given the COVID 19 restrictions, the Council's own housing and resident engagement staff undertook to reach out by phone and as a consequence they had spoken to over 90% of tenants at least once before the Landlord Offer was issued.

The Council also commissioned specialist external consultants, Icen Projects, to deliver the consultation plan.

In November 2020 all residents received an invitation to join a resident steering group. This had a regular attendance of around 20 residents representing all of the tenures and a wide variety in terms of gender, ethnicity and age.

One of the first tasks of the resident steering group was to interview and commission an Independent Tenant and Leaseholder Advisor (ITLA). The ITLAs chosen were also tasked with identifying those on the estate with language or other barriers to engagement and can provide translation/interpreter services when required.

Due to covid restrictions, meetings of the resident steering groups had to take place virtually and strenuous efforts were made to ensure that those unfamiliar with the technology were able to participate. However, the fact that attendance was high compared to other estate regeneration projects led the team to believe that this mode of communication in fact suited some groups better than traditional meetings.

The ITLA met with members of the resident steering group to discuss the draft housing offer and the feedback was used by Council officers to refine and improve the offer.

The resident steering group also acted as a design forum where the architects would present the emerging designs, although there was also consultation with the wider estate including zoom drop-in sessions.

Due to the fact that physical drop in events could not take place, the Council complemented the virtual meetings with paper packs covering design and newsletters that were distributed to all residents, followed by tenure specific 'Guides' to explain how rehousing would work.

In order to minimise barriers to engagement, all paper communication extended an offer to help with further explanation and translation if necessary and a freephone number. Conscious that some residents much prefer face to face engagement, the Council resumed one-to-one appointments on site in gazebos as soon as restrictions allowed. Events have been timed so that parents with young children can attend before school pick up or in the evening and on Saturdays.

Several languages are spoken on the estates, but the majority of households contain at least one family member who speaks good English and there have been limited occasions where interpreters have been requested.

However, in the light of the fact that such high percentages of Hayes Town Centre and Avondale Estate residents are Somali speakers the Council has made sure that there is a member of staff that is a Somali speaker at all drop-in events who can explain the offer, and this has proved very popular with residents.

A schedule of all the engagement activity since November 2020, other than one to one phone calls, is set out below:

Hayes Town Centre Estate	
Online resident steering group meetings	6 meetings
Online drop-in design consultations (totalling 6 hours)	2 sessions
Tenure specific meetings (Council tenant, leaseholders, private renter)	6 meetings
Estate in-person drop-in sessions (totalling 18 hours) <ul style="list-style-type: none"> • Saturday 17 April (4 hours) • Monday 19 April (3 hours) • Friday 30 April (4 hours) • Friday 7 May (4 hours) • Saturday 15 May (3 hours) 	5 sessions
Resident Newsletters	5 publications

Avondale Drive Estate	
Online resident steering group meetings	8 meetings
Online drop-in design consultation (totalling 3 hours)	1 session
Tenure specific meetings (Council tenant, leaseholders)	4 meetings
ITLA Virtual drop-ins	8 sessions
ITLA Landlord Offer consultation	1 session
Estate in-person drop-in sessions (totalling 10 hours) <ul style="list-style-type: none"> • Wednesday 14 April (3 hours) • Friday 16 April (3 hours) • Friday 30 April (4 hours) 	3 sessions
Resident Newsletters	6 publications

In terms of outcomes from the consultation, residents influenced the final Landlord Offer in several ways including the following:

- Residents requested that Council tenants who are currently under-occupying should be able to keep one extra bedroom rather than just be allocated a home that fitted their housing need and this was agreed.
- Residents asked the Council to do more to help the non-Council tenants on the estates to further cohesive communities and the Council responded by drawing up a local lettings plan for the redevelopment to enable those in private rent in band A and B and those in Temporary Accommodation on site for over a year to access one of the new homes on the estate.
- Residents asked that the offer make clear that the Council would buy back any resident leaseholder who wishes to be bought out early and this was agreed.
- In terms of the indicative design, residents on Hayes Town Centre expressed safety concerns about pedestrian only streets originally proposed by the architects and these have been omitted.
- Residents expressed a strong preference for a mixture of open plan home and homes with separate kitchens and this has been incorporated.

Consultation with other stakeholders

Local Ward Councillors have been updated regularly throughout the process and were briefed on the Landlord Offer contents prior to its distribution.

As part of the next stage of preparation for planning there will be consultation with a wider range of stakeholders to help develop the design with residents and this will include neighbouring properties, community groups and the police service.

CORPORATE CONSIDERATIONS

Corporate Finance

Corporate Finance has reviewed this report and associated financial implications, noting that the positive ballot results in respect of the proposed regeneration of the Avondale Drive and Hayes Town Centre Estates will allow these projects to progress to the next stage. Recommendations set out within this report seek approval to progress the scheme, both through to securing planning permission and appointing a development partner through competitive dialogue by spring 2022. Alongside these measures, the report is also seeking approval to commence the process of acquiring third-party interests on the estates ahead of the construction stage.

Appendix 1 to this report provides an overview of the financial viability assessments developed by Savills of the proposed regeneration projects, indicating that within the HRA Business plan these estates are effectively being subsidised by other rental income within the HRA and that the proposed projects can be developed to rectify this on a sustainable basis, including a significant uplift in the number of housing units. The availability of GLA grant funding is a key enabler of the scheme, providing a mechanism to finance the land assembly element of project which would otherwise undermine the financial viability of the scheme. While these regeneration schemes represent a substantial commitment on the part of the Council, the level of borrowing required to implement them is within the normal scope of the Council's treasury management activity.

While the final cost estimates and financing model will be refined through the work undertaken over the coming months, it is recommended that the initial expenditure commitment of £3.7m on progressing outlined above be financed from the capital budget for general needs housing within the HRA. The initial tranche of enabling acquisitions are to be financed from the approved general needs housing budget within the HRA, with scope to bring forward budgets from future years should further acquisitions be possible during 2021/22. Sufficient capacity exists within the capital programme and associated borrowing limits established by Council as part of the Capital and Treasury Management Strategies in February 2021 to enable this level of investment to progress during the 2021/22 financial year.

Future iterations of the Council's Medium Term Financial Forecast and the associated HRA Business Plan will be refreshed to incorporate the broader financial impacts of the planned regeneration projects on the Avondale Drive and Hayes Town Centre Estates as these are refined over the coming months.

Legal comments

Given the wide range of issues in this report which are captured by the 8 recommendations, the Borough Solicitor is setting out detailed legal comments which, for ease of reference, appear under a number of headings as follows.

Resident Ballots

The Council took every care to ensure that it fully complied with Section Eight of the GLA's Capital Funding Guide headed, 'Residents Ballots for Estate Regeneration' which makes it clear that GLA funding is conditional upon evidence of a positive vote in a resident ballot in favour of development. To this end, the Council engaged Civica Election Services to conduct and oversee the ballot process on its behalf. Having secured significant support from residents on both Estates in favour of the regeneration proposals and with a highly experienced election body having run the ballot process, the Council can be confident that it was conducted with integrity and fairness and importantly, fully in line with the GLA's requirements.

Consultation

The report details the pre-ballot consultation and engagement with residents including the various ways in which residents influenced the final Landlord Offer.

A significant number of these residents are secure tenants. Under section 105 of the Housing Act 1985, the Council has a legal obligation to consult 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. It follows that the regeneration of the two Estates, which is the subject of the report, could not be a clearer example of where the section 105 duty is firmly engaged.

It is important to note that the Council's consultation duty is not 'once and for all' but it is instead ongoing. Therefore, the Council will need to ensure that it continues to engage and consult with its secure tenants throughout the regeneration project as clearly there is still much work to be done to achieve completion of it. The Council should also ensure, as a matter of course and good practice, that it also continues to meaningfully engage with leaseholders and registered provider assured tenants who are affected by the regeneration proposals.

Delivery Model and Procurement

In terms of a possible delivery model for the project, in the event that the Council decides to pursue a Development Agreement with a selected partner, it must ensure that it is sufficiently robust and negotiated in a way which will fully protect the interests of the Council and the residents. Mention is also made of a formal joint venture as a possible alternative option. In simple terms, a joint venture is a commercial arrangement between two or more parties who agree to cooperate to achieve a particular objective. A variety of legal vehicles exist to facilitate joint ventures, examples of which are a company limited by shares and a limited liability partnership.

Reference is made in the body of the report to the Competitive Dialogue Procedure. This is essentially a pre-qualification process where short-listed candidates are invited to take part in a

dialogue process during which the nature of the project may be discussed, and possible solutions may be developed. When the dialogue procedure is complete, tenders are then invited.

Planning

The Council will have to submit its own planning application, rather than rely upon its chosen development partner to do so, in order to comply with conditions attached to GLA funding.

It is, therefore, of the utmost importance that there is a proper separation of the Council's property and planning functions and that the planning application, when submitted by the Council, will be determined in accordance with its planning merits and the application of all the usual planning rules which the Major Applications Planning Committee observes when making its decisions.

Securing Vacant Possession of Properties

The Borough Solicitor's housing and property legal team will undertake and complete the necessary work to buy back leasehold property which has been negotiated with leaseholders on both estates who are affected by the regeneration project.

However, if it is not possible to successfully negotiate with certain leaseholders to acquire their land interests by agreement, the Council may consider seeking authority to exercise its compulsorily purchase powers to acquire their properties as a last resort, and this work will be undertaken by an external law firm which has been commissioned for this purpose following a procurement process.

With regard to the secure tenants, legal action will, where necessary, be taken to secure possession of tenanted properties which will involve the service of various statutory notices under the Housing Act 1985 and Landlord and Tenant Acts. Once again, this work will be done in-house by the housing and property legal team.

Compensation Payments

The Council will be required to make payments to both tenants and leaseholders under the Part III of the Land Compensation Act 1973 which will primarily take the form of home loss and disturbance payments.

Equality Considerations

Finally, the public sector equality duty, as set out in section 149 of the Equality Act 2010, requires the Council when exercising its functions, to have 'due regard' to the need to eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act, to advance equality of opportunity and foster good relations between those who have a 'protected characteristic' and those who do not share that protected characteristic. A summary of a completed Equalities and Human Rights Impact Assessment features strongly in the body of the report and is attached as Appendix 6. The completion of such an assessment is capable of demonstrating that the Council has complied with its 'due regard' duty and therefore it is of the utmost importance that Cabinet properly considers the assessment in deciding whether to approve the recommendations in the report'.

Infrastructure / Asset Management

This is an excellent opportunity to tackle poor stock condition and provide additional Council homes plus other tenures and public realm improvements that will benefit the wider area. Infrastructure impacts will be examined as part of the planning application process and officers will work closely with the developer partner to ensure the quality and longevity of the new homes and neighbourhoods.

Comments from other relevant service areas

Tenancy services

The provision of new housing of all tenures is a benefit to residents of the Borough but in terms of the provision of affordable housing, the long-term benefit of the scheme is to provide additional Council rented homes as well as higher quality replacements for the existing homes.

In this way the Council can provide better housing for its existing tenants, offer the opportunity to become Council tenants to more residents on the housing register.

Redevelopment presents an opportunity to 'design out' a wide range of community safety issues and address some complex and significant maintenance issues. In addition, new accommodation will be built to modern standards and will be cheaper to run which will be a major positive aspect as affordable warmth plays a significant part in our overall debt prevention strategy.

In including an intermediate tenure such as shared ownership the scheme also provides an affordable option for those who would like to become home owners.

The local letting policy that has been adopted allows the Council the flexibility it needs to take community cohesion and local connection into account in allocating the new properties.

Housing Strategy

The regeneration proposals will make a significant contribution towards addressing housing challenges. In particular, they will increase the provision of affordable housing to meet a range of needs.

The redevelopments will provide good quality, well designed homes in an improved environment addressing issues in relation to housing standards and wider social and environmental concerns. The new homes will also add to the supply of accessible accommodation.

BACKGROUND PAPERS

- [Cabinet report / decisions – Hayes Housing Zone – 17 March 2016](#)
- [Cabinet report / decisions – Hayes Regeneration: Options Appraisal – 22 October 2020](#)

THE LANDLORD OFFER

HAYES TOWN CENTRE ESTATE

Your homes. Your future. You decide



Artists' impression of what the new estate might look like



Contents

INTRODUCTION	1
WHAT YOU TOLD US	2
OUR COMMITMENTS TO YOU	3
WHAT WILL THE NEW ESTATE BE LIKE?	4
PROPOSED SITE PLAN	8
WHAT HAPPENS AND WHEN	9
YOUR NEW HOME	10
MAKING YOUR NEW HOME YOUR OWN	16
SAFETY AND SECURITY	17
A SUMMARY OF THE LANDLORD OFFERS	18
SECURE COUNCIL TENANTS	20
HOUSING ASSOCIATION ASSURED TENANTS	23
RESIDENT LEASEHOLDERS	26
TENANTS IN TEMPORARY ACCOMMODATION PROVIDED BY THE COUNCIL	28
PRIVATE RENTERS	30
THE BALLOT	32

Contact us

Please do get in touch with our team on:

0800 994 9323 (Freephone)

07881 897 306 (WhatsApp)

You can also find out more information about the project at:

www.hillingdon.gov.uk/hayes-tc-estate

INTRODUCTION

Since August 2020, we have been working with you to understand some of the issues on Hayes Town Centre Estate and develop proposals that will mean that residents can live in modern high-quality homes in a safe and secure environment that we can all feel proud of.

We have been delighted to see the high level of interest and participation from residents, despite the ongoing COVID-19 restrictions. The council has spoken to 90% of residents over the phone or in person. There has been impressive attendance at our resident steering group meetings and great conversations about design have taken place, both on the estate and at Zoom drop-ins with the architects. Thank you to everyone who has given us their time – your valuable feedback has shaped the proposals set out in this document.

We share your excitement about the positive opportunities that would come from a new development, including private secure outside space for everyone, energy efficient and accessible homes, alongside the chance to help overcrowded families and provide more council homes.

This Landlord Offer has been sent to you so that you can see the design vision for the

new estate and the new homes. It also sets out our commitments to you and the choice of new home that you will have if there is a 'YES' vote, so that you can see what redevelopment would mean for you and your family. Finally, it also sets out the arrangements for voting.

Our aim is to provide you with all of the information you need to make an informed decision in the resident ballot, and we will have a team on hand right the way through to the close of the ballot to answer your questions and help you with anything that is unclear.

We believe that a 'YES' vote is the best way to deliver a bright future for Hayes Town Centre Estate, but this is a resident decision. These proposals will only go ahead if there is a majority in favour.

This is your chance to have your say – please use your vote.



Councillor Jonathan Bianco
Deputy Leader of the Council
and Cabinet Member for
Property and Infrastructure



Councillor Eddie Lavery
Cabinet Member for
Environment, Housing and
Regeneration

WHAT YOU TOLD US

Without a 'YES' vote, redevelopment of the estate won't go ahead



Resident consultation on Hayes Town Centre Estate

Your feedback has helped us to develop plans to build better homes and a safer neighbourhood on Hayes Town Centre Estate.

We have spoken to more than 90% of households on Hayes Town Centre Estate by telephone, email or in person since we began talking to residents in summer 2020 about the potential redevelopment.

We heard that while most residents like their homes and enjoy living on the estate, there are significant problems that directly impact their quality of life, particularly:

- There is a lot of anti-social behaviour on the estate with groups hanging out and causing nuisance in communal areas

- Many of you feel unsafe and there is a fear of crime
- Some households are overcrowded
- Homes need improvements
- The estate needs to be more accessible to those with pushchairs or mobility issues

We began talking to you about possible design solutions for the estate in December 2020 and your feedback has helped to shape the proposals presented in this Landlord Offer.

If there is a majority 'YES' vote from residents, we are committed to continuing to work with residents on the detailed design of the estate and new homes.

OUR COMMITMENTS TO YOU

Members of the residents steering group have worked with the Independent Tenant and Leaseholder Advisors to give the council feedback on our original ideas for rehousing and design. We have listened to the issues that are important to residents and refined our offer where possible. This process has shaped the commitments below.

- 1 **We will work with you to create a safe and secure new estate through better design**
- 2 **Secure council and assured housing association tenants who wish to stay on the estate will be guaranteed an offer of a new home at social rent levels on the new estate**
- 3 **We will make sure that resident leaseholders receive a fair deal and affordable options to assist you to buy one of the new homes on the estate**
- 4 **We will begin the buy-back process for resident leaseholders early after a 'YES' vote and the council's Cabinet decision, if they wish**
- 5 **We will ensure that secure and assured tenants are provided with a home that matches their housing needs, which will mean that overcrowded families will be able to move to a larger home**
- 6 **Secure and assured tenants that under occupy (for instance a couple living in a two bedroom home) will be able to keep an extra bedroom**
- 7 **For residents taking a new home on the estate we will take into consideration your preferences in terms of location, floor level and neighbours**
- 8 **We will make sure that our temporary accommodation tenants can access suitable alternative accommodation**
- 9 **We will work with private tenants whose homes are affected on a one-to-one basis to provide support and guidance to secure an alternative home**
- 10 **We will pay compensation and cover the cost of moving for all households that are eligible**
- 11 **Vulnerable residents will receive additional practical help with moving**
- 12 **All residents will have the opportunity to participate in the next stage of the design process, working alongside the design team**
- 13 **We will build modern homes that are attractive, energy efficient and accessible**
- 14 **We will make sure that all homes have private secure outside space, either a balcony or terrace, that is big enough to accommodate everyone in the household**
- 15 **We will build a mixture of maisonettes and apartments and there will be a mixture of homes with separate or open plan kitchens**
- 16 **All residents moving into one of the new homes on the estate will have the opportunity to personalise it with a choice of kitchens, floor coverings and paint colours**

WHAT WILL THE NEW ESTATE BE LIKE?

Redevelopment gives us the opportunity to design a new neighbourhood which is safer, more secure and a better place to live.

The new neighbourhood will be connected to the surrounding area by **traditional streets** with **front gardens, trees and planting**.

Windows and front doors at street level will provide **overlooking** helping streets feel safe and pleasant places to be.

All new homes will have **step-free access** to front doors and there will be fewer homes sharing a single entrance meaning it will be easier to know your neighbours and spot those that shouldn't be there.

Our key design principles for the estate are:

- Safer streets and play areas
- Secure entrances and stairwells
- A step-free, direct route from the building entrance to your home
- Doors and entry systems with good security ratings
- Shared outdoor courtyard spaces for residents only
- Excellent overlooking to make it safe for residents
- Well managed and secure car parking
- A dedicated secure storage room for cycles
- More trees and planted areas
- Safe, secure and accessible homes

The designs on the following pages are indicative and subject to technical design and planning approval.



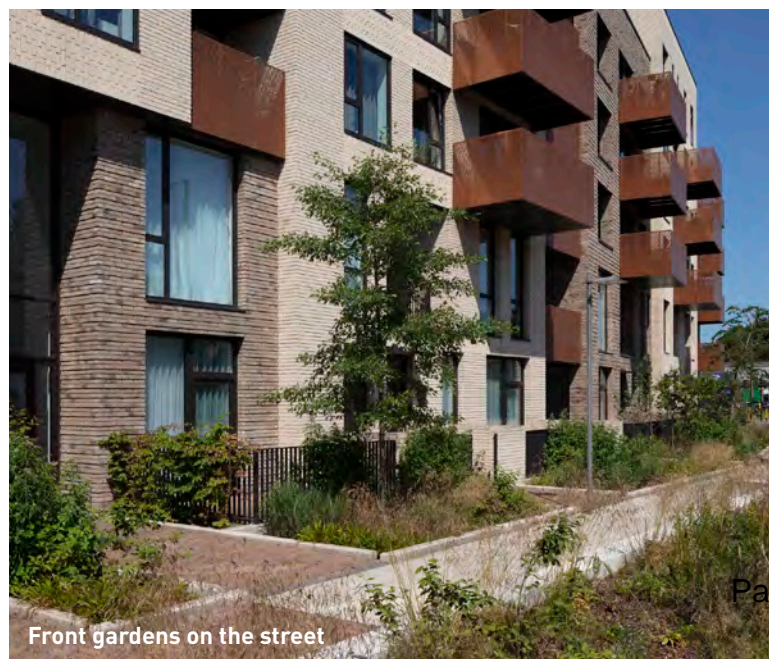
A sketch of how the new estate might look viewed down Austin Road towards the canal



A play area



Your new
Hayes Town
Centre Estate
will be bright,
modern and
safe



Front gardens on the street



A shared entrance



A sketch of how one of the new traditional residential streets might look on the new estate

The architects are still at an early stage of design development and much more work will be done with residents over the coming months should there be a 'YES' vote.

The proposed designs currently include:

- More than 500 new one, two, three and four bedroom apartments, maisonettes and houses
- The new homes will be a mixture of replacement social rented homes, additional council homes, shared equity homes, shared ownership homes and homes for sale.

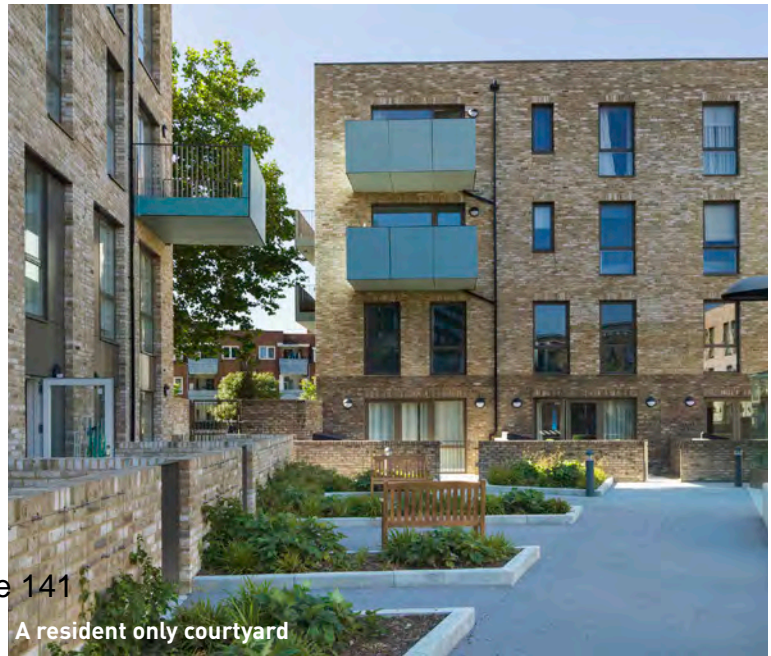
- A range of building heights, mostly between five and eight storeys, but also two storey homes on Austin Road and a 12 storey building near the canal
- Resident only courtyard gardens
- Secure resident only car parking below the courtyard plus well-designed on-street parking and electric charging points for cars
- Secure resident only cycle, bin and recycling storerooms
- New play areas for children designed with residents



A sketch of how the new estate might look viewed at the junction of Austin Road and Silverdale Road



A shared entrance



A resident only courtyard

PROPOSED SITE PLAN

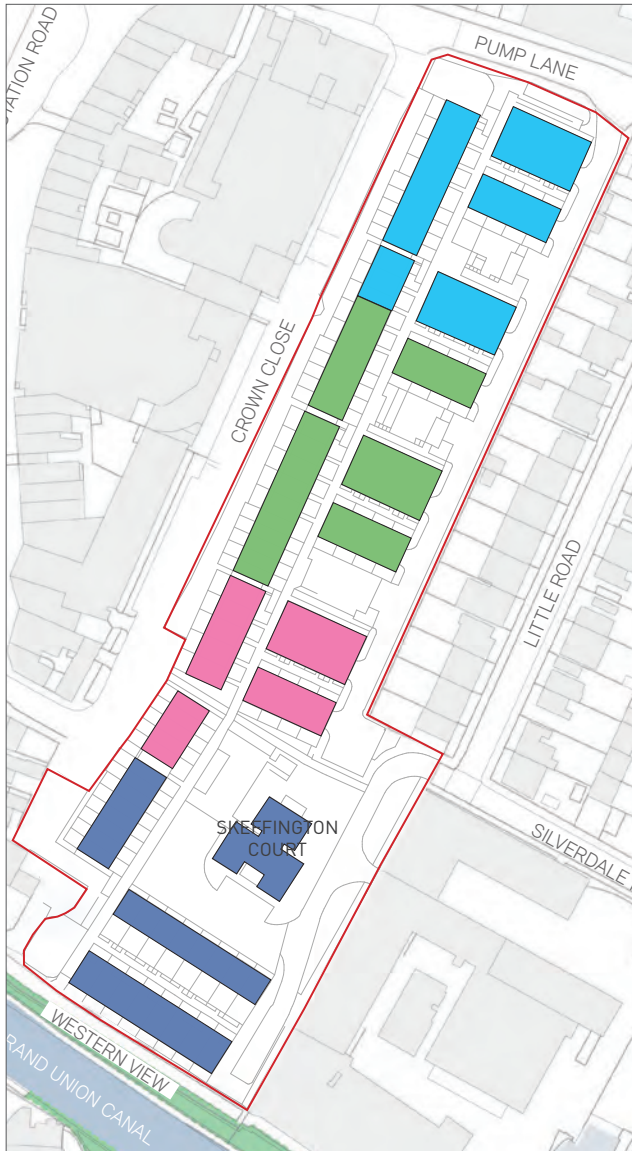
-  Apartment buildings of new homes
-  Landscaping
-  Trees
-  On street parking
- 1 New traditional street
- 2 Two storey houses
- 3 Community square
- 4 Community room (at ground floor)
- 5 Resident only courtyard
- 6 Potential children's play area
- 7 Safe and attractive route to the high street



All design proposals are subject to planning approval

WHAT HAPPENS AND WHEN

Site plan of the existing estate showing the indicative demolition phases



If the development proceeds it is going to take some time to rehouse all tenants and buy back properties.

Our aim is to carry out the redevelopment in phases so most residents will only have to move once into a new home built for them on the estate.

It is still too early in the design process to be completely sure which homes are in which phase, but we have provided indicative dates below.

If you are in phase one we will start talking to you about your move in summer 2021.

If you are in a later phase we will start planning your move with you around nine to 12 months before the demolition date for your phase, or even earlier for resident leaseholders.

Please see the Landlord Offer specific to you from page 18 for more detail.

We anticipate the first new homes will be ready to move into in autumn 2024.

Indicative date for the start of each demolition phase

■	Phase 1	Autumn	2022
■	Phase 2	Autumn	2024
■	Phase 3	Summer	2026
■	Phase 4	Spring	2028

Most residents will only have to move once

YOUR NEW HOME

You told us:

- Homes need improvements
- Some homes get too hot in the summer and too cold in the winter
- Some households are overcrowded
- Repairs are hard to do and often don't last
- Not everyone has access to their own outdoor space

The new homes will be built to the highest modern standards using the latest, high-quality construction and insulation materials.

**Cosier, more
energy-efficient
and smarter
homes**



A photograph of an open plan kitchen



A photograph of a living room and balcony

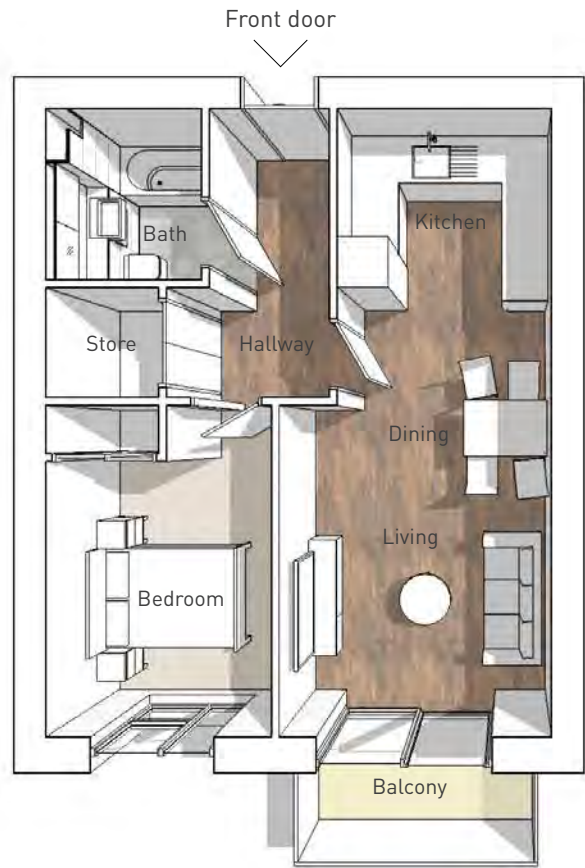
The new homes will:

- Be well designed, energy efficient, built to modern standards and meet or exceed space standards
- Be safe, with fire safety and security as a priority
- Have good sized, well-proportioned rooms and generous built-in storage
- Have a private outdoor space; a balcony or terrace
- Have modern kitchens and bathrooms
- Be well insulated so it is warm in the winter and cool in the summer
- Achieve good sound insulation
- Have good ventilation so there is no damp or condensation
- Have two toilets if you have three or more bedrooms
- Be adapted to meet the accessibility needs of residents, if required.
- Meet 'Secured by Design' standard

The new homes will be a mix of apartments and maisonettes, all with their own private outdoor space.

The proposed new homes will have:

- Either an open plan or separate kitchen layout
- Bathrooms that can be adapted to specific mobility needs
- A utility cupboard for services with space and plumbing for a washing machine
- A separate built-in storage cupboard in the hallway
- Thermostatically controlled energy-efficient heating
- High performance double glazed windows
- TV aerial and satellite points to the living room and all bedrooms



An example of a one bedroom apartment

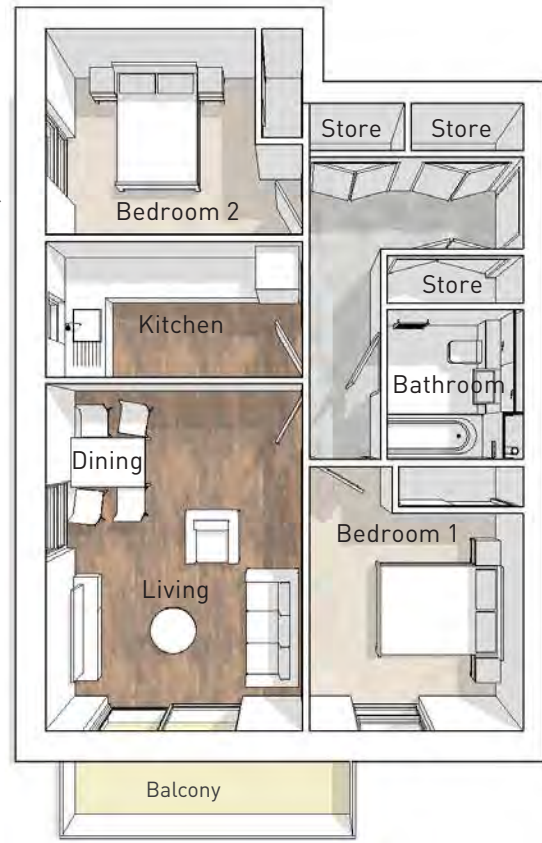


An example of a two bedroom ground floor maisonette

As a two storey home it will have two WCs



An example of a two bedroom open plan apartment



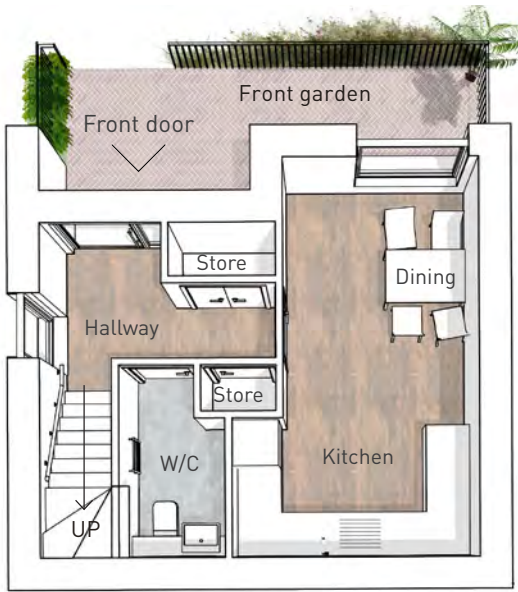
An example of a two bedroom apartment with separate kitchen

Homes adapted to the medical needs of your family



An example of a three bedroom apartment

All homes with three or more bedrooms will have two WCs



Ground floor with front door and garden on the street and stairs to first floor.

First floor with a private terrace onto the shared resident only courtyard.

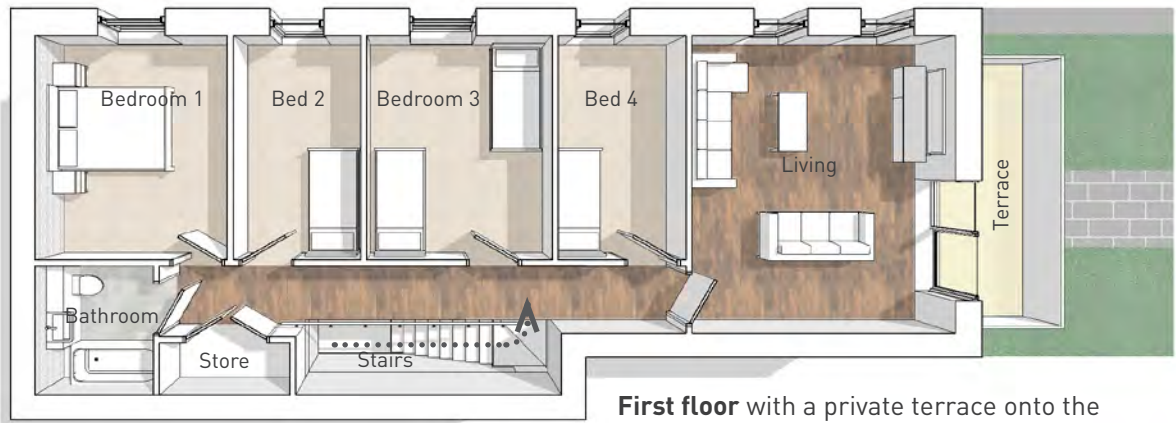


An example of a three bedroom ground floor maisonette
- Ground floor above, upper to the right





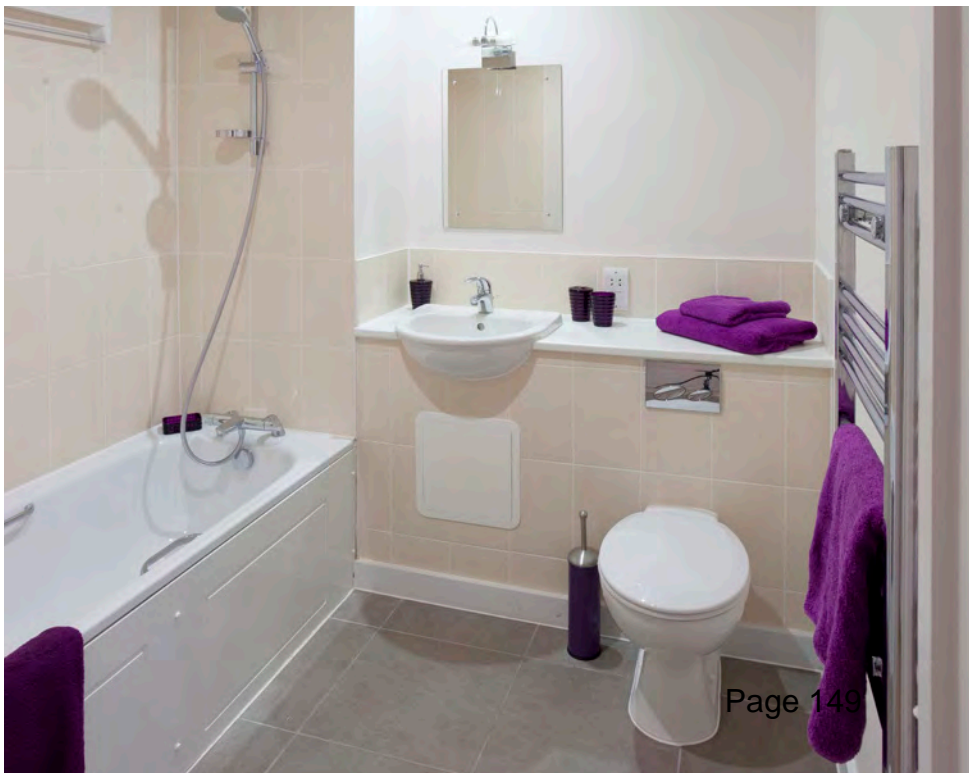
Ground floor with front door and garden on the street and stairs to first floor.



First floor with a private terrace onto the shared resident only courtyard.

An example of a four bedroom ground floor maisonette

Ground floor top, upper below



MAKING YOUR NEW HOME YOUR OWN

This section applies to existing residents who qualify for and accept a new home on the estate, including shared equity or shared ownership homes.

We know that residents want to be able to make their new home their own. As such, we will provide a variety of colours and finishes to choose from that fit your own style at no cost to you, from a range available when your new home is being built.

You will be able to choose:

- Kitchen cupboard and worktop finishes
- Paint colours and bathroom border tile colours
- The colour of floor finishes



SAFETY AND SECURITY

You told us:

- Anti-social behaviour is a big problem
- Many of you feel unsafe and there is a fear of crime
- Estate security is a problem with entrance doors repeatedly getting broken as soon as they are repaired
- You wanted safer gardens, playgrounds and streets

It's very difficult to improve security on the estate without making big changes.

A 'YES' vote allows us to redesign the overall layout and create spaces that are safe for everyone to enjoy.



Your new estate will meet Secured by Design standards - an initiative approved by the Metropolitan Police proven to reduce crime by up to 87% in new developments.

Secured by Design is a standard for the way in which the design of your home and estate will make you both feel and be safer, and be easier to police.

The new layout will have:

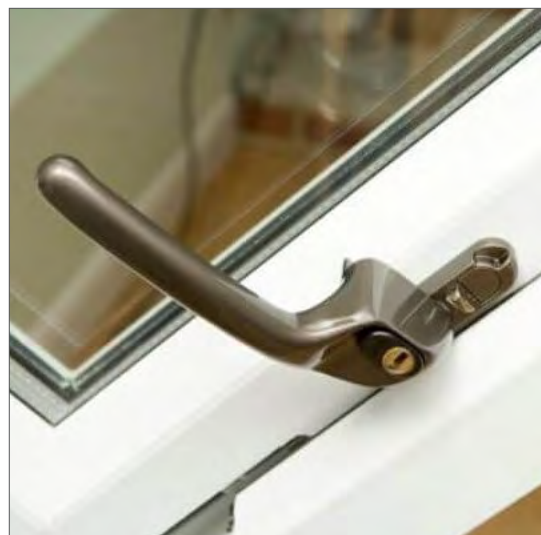
- Better sightlines with no hidden corners
- Fewer homes per shared entrance so you know your neighbours
- Good quality street lighting
- Excellent overlooking
- High quality doors and windows with excellent security ratings
- Better designed car parking



Video entry system



CCTV camera



Window locks

A SUMMARY OF THE LANDLORD OFFERS

This is a summary of the key parts of the offer to you.

Please read the detailed information in the rest of this document to help you fully understand your offer and check our website for more key facts.

The offer is based on the type of tenancy you have, these sections are colour coded to make it easier to find your offer.

If you are not sure what type of tenancy you have, please contact us by telephone on FREEPHONE 0800 994 9323 and we will help.

If you have any further questions, check the key facts on our website or get in touch - details on the back cover.

Secure Council Tenants (turn to page 20)

- A choice of a new home on the estate or elsewhere in the borough, if that is your preference
- A homeloss payment of £6,500 to spend as you wish
- The cost of moving home paid for by the council
- A new home that meets your needs - this means enough bedrooms for your household at the time of your move
- However, if you are currently under occupying, a new home that meets your needs plus one extra bedroom, or a cash incentive to downsize

Turn to page 20 for more information on the offer and other benefits.

Housing Association Assured Residents (turn to page 23)

- A choice of a new home on the estate or elsewhere in the borough, if that is your preference
- A homeloss payment of £6,500 to spend as you wish
- The cost of moving home paid for by the council
- A new home that meets your needs - this means enough bedrooms for your household at the time of your move
- However, if you are currently under occupying, a new home that meets your needs plus one extra bedroom, or a cash incentive to downsize

Turn to page 23 for more information on the offer and other benefits.

Resident Leaseholders (turn to page 26)

- The full market value of your property **plus** a homeloss payment of 10% of the value of your home, capped at £65,000
- A disturbance payment to cover reasonable costs that you incur when moving home such as surveyor's fees, legal fees, Stamp Duty Land Tax, removal costs, the costs of any fixtures and fittings or electrical items which cannot be moved and it is reasonable to replace, and transferring utilities/ mortgage etc.
- The opportunity to sell your home as soon as the final decision to redevelop the estate has been made

Turn to page 26 for more information on the offer and other benefits.



Temporary Accommodation Residents (turn to page 28)

- Help to move to suitable alternative accommodation that fits your housing need
- For temporary accommodation residents living on estate for more than one year, you will be offered a new council home for rent on the new estate, or priority banding on the council's Choice Based Letting system
- For temporary accommodation residents living on estate for less than one year, you will be offered dedicated support and a tailored housing advice service

Turn to page 28 for more information on the offer and other benefits.

Tenants Renting from a Private Landlord (turn to page 30)

- Help to find alternative accommodation including support through the Homeless Prevention Service and a tailored housing advice service
- Subject to eligibility, you will also receive a tenancy deposit, the first month's rent and reasonable removal costs covered
- For households on Band A and B of the housing register, the council will reserve the additional new council homes on the new estate and give you priority banding ahead of households from elsewhere in the borough

Turn to page 30 for more information on the offer and other benefits.

SECURE COUNCIL TENANTS

This offer applies to all council secure tenants, including probationary tenants and those with fixed term tenancies.

You will have a right to a home on the new estate or, if you prefer, you can choose to move to other council or housing association properties in the borough instead.

Your choice of new home

The redevelopment will take place in phases and as it comes close to your move date you will be able to choose from either:

- a. Your choice of permanent council or housing association property off the estate or
- b. A permanent move to a new council home that we build for you on the new estate

If there are sufficient properties in a new build phase, we will be able to offer you a choice of properties on the estate.

We will facilitate off-site moves by giving you priority banding on the council's Choice Based Letting system at least six months before your move. You will be able to bid for properties that you are interested in across the borough and, if you need us to, council officers will help you to use the system.

Moving temporarily if necessary

Most tenants will only have to move once but some tenants, particularly those living in phase one, will have to move temporarily while we build a home for them on the site. A council tenant household that is required to move temporarily will have a guaranteed right to return. We will make sure that temporary moves affect as few households as possible and minimise the length of any short-term stay.

Homeless payment

Secure council tenants who have lived in their home for more than 12 months will be entitled to a statutory homeless payment of **£6,500 per household**. This figure is set by the government and reviewed every year.

This is payable whether you move to one of the new properties on the estate or choose to move off the estate. If you are in arrears when you move to the new property, the council is able to deduct the arrears from your compensation.

Help with moving

In addition to the compensation, the council will cover the reasonable costs of moving. This can include:

- Disconnection and reconnection of white goods
- Telephone/satellite tv/broadband reconnection
- Redirection of mail
- Removal costs

To make moving day run more smoothly, you will have a dedicated decant officer assigned to you and the council will organise removals for you using a reputable company. You will be given plenty of notice of your move day and packing boxes will be delivered well in advance so that you have time to prepare. Additionally, in most cases we will be able to organise a viewing of your allocated new build property in advance so that you can measure up etc.

**£6,500
homeless
payment plus
help with
moving**



Tenants will be supported with their move whether they are moving to a new home being built as part of the new development or moving away from the estate. If you need to move twice your removal costs will be paid twice.

Extra help for those that need it

Vulnerable residents that need additional support will receive further help with the practical arrangements for moving including a packing service.

Housing that fits your needs

The council will make sure that you are allocated a home that fits your housing need which is assessed in line with the council's Social Housing Allocation Policy and Local Lettings Policy. To do this, a dedicated decant officer will meet with you six to nine months before your move (virtually or in person) and carry out a full housing needs assessment of your household's individual requirements.

Overcrowded households will be allocated a larger home

Households that are overcrowded will be rehoused in a larger home that fits their housing need, in accordance with our policy.

Under-occupiers can choose to keep one extra bedroom

Those secure council tenants currently living in a property with more rooms than their housing need are 'under-occupying'. If this applies to your household, you will be able to keep one extra bedroom above your housing need when you move, if that is your preference.

For example, if you are a single person or couple currently living in a two bedroomed flat you would ordinarily be offered a one bedroomed flat, but because you are already under-occupying you will be able to move into a two bedroomed flat if you wish.

Alternatively, you can choose to be allocated to a home that fits your housing need exactly and be offered further compensation, on top of the £6,500 homeloss payment, of **an additional £1,500 - £2,500**, depending on how large your current property is.

Tenants needing adaptations

In assessing housing needs, the council will also take into account a tenant's requirements in terms of any adaptations needed, for instance where there are mobility issues and adaptations are recommended by the occupational therapist.

In exceptional cases where your housing need cannot be accommodated on site this will be looked at on a case-by-case basis.



Tenant preferences

In allocating homes on the new estate, the council will take residents' preferences into account where possible, such as allocations on lower floors or close to existing neighbours. However, the council is not able to guarantee meeting all individual household preferences.

Age restricted housing, including bungalows

Hillingdon Council has several properties away from the estate that are designated for older residents. If you are aged 60 or over you may be eligible for one of our **bungalows**, subject to availability, and if you are aged 55 or over you may be eligible for one of the specialist flats. **If you are interested in this option**, we will help you to bid for these properties through the Choice Based Lettings system. Tenants from the estate will have **priority banding** on the system.

'Split' households

In some instances, the council may consider providing **two separate homes** for households that are willing to split in return for trading down in property size.

For example, a household due to be moved with an adult child may consider applying for a split into separate households to be allocated 2 x 1 bed roomed flats.

Social rents

Existing secure council tenants on Hayes Town Centre Estate who move to one of the new properties on site will remain council tenants with a secure tenancy and be charged the formula social rent appropriate to that new home.

Tenants choosing to move off the estate will pay the rent as set out on the Choice Based Letting system for that particular property.

HOUSING ASSOCIATION ASSURED TENANTS

This offer applies to housing association tenants with an assured tenancy.

You will have a right to a home on the new estate or, if you prefer, you can choose to move to other council or housing association properties in the borough instead.

Your choice of new home

The redevelopment will take place in phases and as it comes close to your move date you will be able to choose from either:

- a. Your choice of permanent council or housing association property off the estate or
- b. A permanent move to a new council home that we build for you on the new estate

If there are sufficient properties in a new build phase, we will be able to offer you a choice of properties on the estate.

We will facilitate off-site moves by giving you priority banding on the council's Choice Based Letting system six months before your move. You will be able to bid for properties that you are interested in across the borough and, if you need us to, council officers will help you to use the system.

Importantly, unless you choose to move to another housing association home using Choice Based Letting, you will change landlord and become a council tenant.

Moving temporarily if necessary

Most tenants will only have to move once but some tenants, particularly those living in phase one, will have to move temporarily while we build a home for them on the site. A household that is required to move temporarily will have a guaranteed right to return. We will make sure that temporary moves affect as few households as possible and minimise the length of any short-term stay.

Homeloss payment

Assured tenants who have lived in their home for more than 12 months will be entitled to a statutory homeloss payment of **£6,500 per household**. This figure is set by the government and reviewed every year.

This is payable whether you move to one of the new properties on the estate or choose to move off the estate. If you are in arrears when you move to the new property, your landlord will be able to deduct the arrears from your compensation.



Help with moving

In addition to the compensation, the council will cover the reasonable costs of moving. This can include:

- Disconnection and reconnection of white goods
- Telephone/satellite tv/broadband reconnection
- Redirection of mail
- Removal costs

To make moving day run more smoothly you will have a dedicated decant officer assigned to you and the council will organise removals for you using a reputable company. You will be given plenty of notice of your move day and packing boxes will be delivered well in advance so that you have time to prepare. Additionally, in most cases we will be able to organise a viewing of your allocated new build property in advance so that you can measure up etc.

Tenants will be supported with their move whether they are moving to a new home being built as part of the new development or moving away from the estate. If you need to move twice your removal costs will be paid twice.

Extra help for those that need it

Vulnerable residents that need additional support will receive further help with the practical arrangements for moving including a packing service.

Housing that fits your needs

The council will make sure that you are allocated a home that fits your housing need which is assessed in line with the council's Social Housing Allocation Policy and Local Lettings Policy. To do this a dedicated decant officer will meet with you six to nine months before your move (virtually or in person) and carry out a full housing needs assessment of your household's individual requirements.

Overcrowded households will be allocated a larger home

Households that are overcrowded will be rehoused in a larger home that fits their housing need, in accordance with our policy.

Under-occupiers can choose to keep one extra bedroom

Assured tenants currently living in a property with more rooms than their housing need are 'under-occupying'. If this applies to your household, you will be able to keep one extra bedroom above your housing need when you move, if that is your preference.

For example, if you are a single person or couple currently living in a two bedroomed flat you would ordinarily be offered a one bedroomed flat, but because you are already under-occupying you will be able to move into a two bedroomed flat if you wish.

Alternatively, you can choose to be allocated to a home that fits your housing need exactly and be offered further compensation, on top of the £6,500 homeloss payment, of **an additional £1,500 - £2,500**, depending on how large your current property is.

Tenants needing adaptations

In assessing housing needs, the council will also take into account a tenant's requirements in terms of any adaptations needed, for instance where there are mobility issues and adaptations are recommended by the occupational therapist.

In exceptional cases where your housing need cannot be accommodated on site this will be looked at on a case-by-case basis.



Tenant preferences

In allocating homes on the new estate, the council will take residents' preferences into account where possible, such as allocations on lower floors or close to existing neighbours. However, the council is not able to guarantee meeting all individual household preferences.

Age restricted housing, including bungalows

Hillingdon Council has several properties away from the estate that are designated for older residents. If you are aged 60 or over you may be eligible for one of our **bungalows**, subject to availability, and if you are aged 55 or over you may be eligible for one of the specialist flats. **If you are interested in this option**, we will help you to bid for these properties through the Choice Based Lettings system. Tenants from the estate will have **priority banding** on the system.

'Split' households

In some instances, the council may consider providing **two separate homes** for households that are willing to split in return for trading down in property size.

For example, a household due to be moved with an adult child may consider applying for a split into separate households to be allocated 2 x 1 bedroomed flats.

Social rents

Existing housing association Assured Tenants on Hayes Town Centre Estate who move to one of the new council properties on site will be given a secure tenancy and be charged the formula social rent appropriate to that new home.

Tenants choosing to move off the estate will pay the rent as set out on the Choice Based Letting system for that particular property.

Housing association tenants on Assured Shorthold Tenancies or Licences

You may be a housing association tenant on an Assured Shorthold Tenancy or Licence. If you have been provided the accommodation as part of an ongoing homelessness duty by Hillingdon Council, and you have been living on the estate for more than one year, **you will be offered a new council home for rent on the new estate** that meets your housing need. Please see section 'TENANTS IN TEMPORARY ACCOMMODATION PROVIDED BY THE COUNCIL' for more details regarding this.

If the accommodation has been provided directly by the housing association or by another council then Hillingdon Council has no formal statutory duty to rehouse residents affected by the redevelopment, but it will work with your landlord to make sure you can move to suitable alternative accommodation. See the Private Renters offer for details of how the council can help.

If you are a temporary tenant who has also been on the council's housing register for more than a year when the Landlord Offer is issued you will get a vote in the ballot.

If the redevelopment goes ahead, the council intends to build a large number of additional council homes on the estate in addition to re-providing homes for the current council tenants. If you are on the housing register and using the Choice Based Letting system this should mean there will be more homes to bid for in the future.

RESIDENT LEASEHOLDERS

The council will need to buy back all leasehold homes, over time, to allow the redevelopment to take place. The council understands that this might be unsettling for you but wants to reassure leaseholders that it will provide a fair deal, and timely information, including plenty of notice of any key dates that need to be planned for. There will also be affordable options to stay on the new estate if you wish.

Compensation

The council will pay leaseholders compensation on top of the market value of their property, in line with the statutory requirements, as set out below.

If you are a **resident leaseholder**, that is a leaseholder who has been resident in the property for more than 12 months when it is bought back:

1. you will be entitled to the **full market value** of your property **plus a home loss payment which is set at 10%** of the value of your home, subject to a maximum of £65,000. The maximum amount is set by the government on an annual basis every October.
2. the council will also pay for other **reasonable costs that you incur when moving home**. These are known as 'disturbance costs' and might include:
 - Surveyor's fees
 - Legal fees in connection with the sale of your property to the council
 - Legal fees incurred in connection with the purchase of the home that you move to
 - Stamp Duty Land Tax (SDLT) payable on the purchase of the new home, up to the amount that would be payable on an equivalent home
 - Removal costs

- The costs of any fixtures and fittings or electrical items which cannot be moved and it is reasonable to replace
- Costs transferring utilities/ mortgage etc

If you are a **non-resident leaseholder**, that is a leaseholder that has not been resident for 12 months before it is bought back, you will be entitled to the full market value for your property and a basic loss compensation payment of 7.5% of the value.

Purchase by agreement

The council will instruct an independent qualified surveyor, who is a member of the Royal Institution of Chartered Surveyors (RICS) to prepare a valuation of your home. Typically, the council will start the process of buying back your property approximately 18 months before the redevelopment of your block begins or earlier in certain circumstances (see section 'Flexibility of timing of buy backs' below).

The council's valuer will visit to inspect the property at a time to suit you and you will be contacted in advance to ensure that the visit is COVID-secure. The valuer will take into account the internal condition and any internal improvements to the property such as new bathrooms and kitchens. You will then receive a written offer from the council. If you disagree with its valuation the council will reimburse you for the reasonable costs of appointing your own independent RICS valuer to get a second opinion.

The council's objective is to purchase leasehold property by agreement where possible and will work with leaseholders to find a solution that is mutually acceptable. However, if residents vote in favour of redevelopment, the council may pursue compulsory purchase powers to use as a fall back to ensure that the new development can be achieved.

Affordable options for resident leaseholders to stay on the estate

Many leaseholders will wish to make their own arrangements when they have agreed a valuation for their existing home and simply purchase a replacement property on the open market in the borough or elsewhere.

However, the council would like resident leaseholders to be able to remain on the estate and move into one of the new properties if they wish. The council will provide assistance in the form of shared equity or shared ownership properties for those current resident leaseholders who would otherwise find it difficult to buy one of the new properties outright.

Shared Equity and Shared Ownership options

Where the value of your existing home is less than the value of a similarly sized new home on the estate, as a resident leaseholder you will still have the opportunity to buy a new home on a **shared equity** basis. This is where a resident re-invests the value of their current home, plus any homeloss payment, into one of the new properties and the council invests the balance. You will not pay any rent on the council's share. The council receives the value of its share when you sell the property, based on the value of the property at the time.

Should a change in financial circumstances mean that a resident leaseholder is unable to re-invest the full value of their current flat the council may offer the alternative option of **shared ownership**. This will mean a resident can invest a smaller percentage, to a minimum of 25%, but this does mean that the council will need to charge a standard shared ownership rent on its share.

In exceptional cases, the council will consider offering council tenancies to eligible leaseholders, particularly in the case of vulnerable residents.



Flexibility on timing of buy backs

Any redevelopment of the estate will be phased over a number of years. The council intends to purchase leasehold properties in phase one during the summer of 2021, and so if you are in this phase, discussions about your sale will begin soon after the ballot result if there is a 'YES' vote. If you are in a later phase, there is no urgency for the council to complete a purchase on your property and the council will approach you to purchase approximately 18 months before it is needed.

However, **if you are a resident leaseholder** in a later phase who wants to sell your property in 2021, the council will agree to that request and will move to complete the purchase as quickly as the valuation and legal process will allow, if that is your preference.

TENANTS IN TEMPORARY ACCOMMODATION PROVIDED BY THE COUNCIL

If you are a temporary accommodation tenant, that is a tenant who has been provided the accommodation as part of an ongoing homelessness duty with the council, we will help you to move to suitable alternative accommodation that fits your housing need and will always act fairly and in line with good practice.

Temporary accommodation tenants who have been on the housing register for more than a year are eligible to vote in the ballot.

The council understands that this can be an unsettling time but wants to reassure you that it will provide regular, open, transparent, and timely information to residents including plenty of notice about the programme and any key dates that need to be planned for. The council will redevelop the estate in phases, so most residents will not need to move out immediately.

Temporary Accommodation residents living on estate for more than one year.

If the redevelopment goes ahead, the council intends to build a large number of additional council homes on the estate, in addition to re-providing homes for the current council tenants. If you are in temporary accommodation and you have lived **on the estate for more than a year** before the date that this Landlord Offer is published, **you will be offered a new council home for rent on the new estate**, that meets your housing need.

This offer is not open to lodgers or residents who are not considered to be part of the tenants' household. You will be assessed for



a property that fits your housing needs in line with the council's Social Housing Allocation Policy.

As a temporary tenant you will become a new council tenant on Hayes Town Centre Estate and you will be allocated a property let at the 'London Affordable Rent' appropriate to that new home. You will be provided with an introductory tenancy for 12 months and once this period completes, and if there are no issues with your tenancy during the trial period, this will become a five-year fixed tenancy.

To make the moving day run more smoothly you will have a dedicated decant officer assigned to you and **the council will organise removals** for you using a reputable company. You will be given plenty notice of your move day so that you have time to prepare.



An opportunity for a new home on the estate for residents in temporary accommodation

If you choose to move off the estate, you will be given **priority banding** on the council's Choice Based Letting system six months before your move. You will be able to bid for properties that you are interested in across the borough.

Temporary accommodation tenants will be supported with their move whether they are moving to a new home being built on the new development or moving away from the estate.

Help for temporary council tenants living on the estate less than a year

The council is committed to offering continued support to residents living on the estate for less than a year to find a replacement home.

Therefore, the council will:

- assign a case worker to you to relocate you to alternative accommodation in the borough
- provide a tailored housing advice service to explain accommodation options
- commit to an ongoing communication process, so that affected tenants will know which phase they are in and the likely date that their property will be needed for redevelopment, so they will have a lot of time to plan their move

It will be some time before anyone needs to move but if you would like to discuss your individual situation and understand how we might be able to help you in the future, please phone the Homeless Prevention Team on 01895 556 666.

PRIVATE RENTERS

If residents vote 'YES', and the council approves the redevelopment proposal, the council will buy back homes that are privately owned on the estate so that the existing buildings can be demolished, and new homes built. This means that private landlords will need to ask their tenants to move out of their homes before the council buys them back.

The council understands that this can be an unsettling time but wants to reassure you that it will provide regular, open, transparent, and timely information to landlords and their tenants, including plenty of notice about the programme and any key dates that need to be planned for. We will act fairly in line with good practice.

The council will redevelop the estate in phases, so most residents will not need to move out immediately. In most cases, the council will buy back before the phase of development is about to begin however this could be earlier if your landlord decides to sell their property back to the council earlier.

This allows the landlord to give you two months' notice when they need you to vacate. If you are a private tenant, you are likely to be renting on an Assured Shorthold Tenancy.

If you are a private renter who has been on the council's housing register for more than one year when this Landlord Offer was issued you will be eligible to vote in the ballot.

Help for private tenants to find alternative accommodation

Many private tenants will manage to arrange alternative accommodation in their notice period, but we are aware that some tenants may find this challenging for various reasons.

The council is committed to offering relevant support and practical advice to enable affected tenants to find a replacement home. Therefore, the council will:

- assist private tenants through the Homelessness Prevention Service in order to find alternative and affordable private rented accommodation
- provide a tailored housing advice service to explain alternative accommodation options such as shared ownership or Help to Buy properties.
- support affected tenants by signposting local letting agencies, liaising with agencies and landlords, helping households to complete applications, and advising on benefit entitlements
- commit to an ongoing communication process so that private tenants will know which phase they are in and the likely date that their property will be needed so they will have a lot of time to plan their move

Subject to eligibility, the council may also be able to provide financial assistance to cover:

- a **tenancy deposit**,
- the **first month's rent** and
- reasonable **removal costs**.

It will be some time before anyone needs to move but if you would like to discuss your individual situation and understand how we might be able to help you in the future, please phone the Homeless Prevention Team on 01895 556 666.

Private tenants on the council's housing register

The council is conscious that there are some private renters on the estate that are on the council's housing register and that they have been actively bidding for some time.

If the redevelopment goes ahead, the council intends to build a large number of additional council homes on the estate, in addition to re-providing homes for the current council tenants. If you are on the housing register and using the Choice Based Letting system this should mean there will be more homes to bid for in the future.

If you wish to discuss your individual circumstances and banding please contact the Homeless Prevention Team on 01895 556 666.

Households on Band A and B on the housing register

In the interests of providing housing for those in the highest demonstrable housing need, while at the same time recognising the need to support sustainable communities, the council will **reserve** additional new council properties being built for those households on Band A and B who already live on the estate. This means that where there are surplus new homes in a phase, that meet your requirements, you will be given **priority** to bid for the homes, ahead of Band A and B households from elsewhere in the borough.

This will only apply to private residents who are in Band A or B on the council's housing register and have been on the housing register and living on the estate for more than one year prior to the publication of the Landlord Offer.

This offer is not open to lodgers or residents who are not considered to be part of the tenants' household. You will be assessed for



a property that fits your housing needs in line with the council's Social Housing Allocation Policy.

If you would prefer to move off the estate at that point, you will be given **priority banding** on the council's Choice Based Letting system six months before your move. You will be able to bid for properties that you are interested in across the borough.

As a private renter becoming a new council tenant on Hayes Town Centre Estate you will be charged the 'London Affordable Rent' appropriate to that new home. You will be provided with an introductory tenancy for 12 months and once this period completes, and if there are no issues with your tenancy during the trial period, this will become a five-year fixed tenancy. If you choose to move off the estate, you will pay the rent as set out on the Choice Based Letting system for that particular property.

The council will not need your landlord to provide vacant possession of your current property until it is needed in the phased programme. However if your landlord chooses to sell their property back to the council earlier than planned, you will be provided with **high priority banding to bid for alternative accommodation** away from the estate.

THE BALLOT

Who runs the ballot?

If you're eligible to vote, you'll receive your ballot paper directly from Civica Election Services (CES), formerly known as Electoral Reform Services (ERS).

CES is an independent company with over 100 years' experience of administering ballots and are the UK's leading provider of election services.

They are approved by the Mayor of London to collect, audit and count the votes.

Who can vote?

The ballot is open to ALL RESIDENTS aged 16 and above as long as they fall into one or more of the following criteria:

- Council tenants named on a tenancy agreement who have lived on the estate for at least 12 months before 14 April 2021
- Housing Association tenants named on a tenancy agreement who have lived on the estate for at least 12 months before 14 April 2021
- Housing Association shared owners who have lived on the estate for at least 12 months before 14 April 2021
- Resident homeowners named on the lease who have lived on the estate for at least 12 months before 14 April 2021
- Anyone who has been an applicant on the council housing register for at least 12 months before 14 April 2021 and whose principal (main) home is on the estate

Voting eligibility is set out by the Greater London Authority (GLA).

If you have the right to vote, make sure you use it

The question you will be asked to vote on is:

ARE YOU IN FAVOUR OF THE REDEVELOPMENT PROPOSALS FOR HAYES TOWN CENTRE ESTATE?

What a 'YES' vote means

If the majority of residents who vote in the ballot vote 'YES', we will be able to go ahead with our plans to redevelop Hayes Town Centre Estate.

We will build brand new homes which are the right size, with terraces or balconies and the new neighbourhood will be designed to reduce antisocial behaviour and crime.

A 'YES' vote means that we can access funding to help make all of this possible.

What a 'NO' vote means

If the majority of residents who vote in the ballot vote 'NO', we won't be able to go ahead with our plans to redevelop Hayes Town Centre Estate.

We will continue to meet the repair obligations expected of us as a landlord but we would miss the opportunity to address the significant issues on the estate.

If there is a 'NO' vote, the homes on the Hayes Town Centre Estate will be included in the council's boroughwide housing improvement programme.

When these improvements might happen will depend on the amount of money available each year and the condition of other homes in Hillingdon.

How do I vote?

- **By post**
Return your ballot paper in a pre-paid envelope
- **Online**
Vote online using a unique code
- **Telephone**
Vote by telephone using a unique code.



Your ballot paper will be posted 1st class on Wednesday 28 April 2021 and look something like the picture above.

You will have three weeks to cast your vote and can vote as soon as your ballot paper arrives.

You have until 5pm on Friday 21 May 2021 to cast your vote. Any votes received by CES after the deadline will not be counted.

If you choose to vote by post, please allow enough time for your ballot paper to arrive.

What to do if you don't receive your ballot paper or if you are away

If your ballot paper doesn't arrive, or if you would like more information about voting, you can call CES on 020 8889 9203 or make an enquiry online at support@cesvotes.com.

The result of the ballot

The result of the ballot will determine the future of your estate.

There is no minimum turnout needed. 'YES' or 'NO', whichever gets the most votes will win; it's as simple as that.

The redevelopment will only go ahead if the majority of residents vote 'YES' in the Residents Ballot. This is why it's so important that you use your vote.

What happens next

CES will post an official confirmation letter to announce the result.

This will be approximately one week after the close of voting on 21 May 2021.

We will also post the result on the council's website.

If the result of the ballot is 'YES', there will be planning applications and further discussions with residents.

Planning permission will mean that building should start in 2022. We are then aiming to have the first new homes ready to move into in 2024.

Keeping you involved

If there is a majority 'YES' vote from residents, we'll continue to hold engagement activities and drop-in sessions for you. We will also continue our newsletters and website updates to share the latest information on what is happening.

Contact us

If you have any further questions please do get in touch with us or visit our website

www.hillingdon.gov.uk/hayes-tc-estate

0800 994 9323 (Freephone)

07881 897 306 (WhatsApp)

You can also contact your Independent Tenant and Leaseholder Advisor Public Voice on

0800 169 8677

info@publicvoice.london



THE LANDLORD OFFER

Avondale Drive Estate

Your homes. Your future. You decide



Artists' impression looking along Avondale Drive illustrating how the new estate might look like



Contents

INTRODUCTION	1
WHAT YOU TOLD US	2
OUR COMMITMENTS TO YOU	3
WHAT WILL THE NEW ESTATE BE LIKE?	4
PROPOSED SITE PLAN	8
WHAT HAPPENS AND WHEN	9
YOUR NEW HOME	10
MAKING YOUR NEW HOME YOUR OWN	16
SAFETY AND SECURITY	17
A SUMMARY OF THE LANDLORD OFFERS	18
SECURE COUNCIL TENANTS	20
HOUSING ASSOCIATION ASSURED TENANTS	23
RESIDENT LEASEHOLDERS	26
TENANTS IN TEMPORARY ACCOMMODATION PROVIDED BY THE COUNCIL	28
PRIVATE RENTERS	30
THE BALLOT	32

Contact us

Please do get in touch with our team on:

0800 994 9323 (Freephone)

07881 897 306 (WhatsApp)

You can also find out more information about the project at:

www.hillingdon.gov.uk/avondale-estate

INTRODUCTION

Since August 2020, we have been working with you to understand some of the issues on Avondale Drive Estate and develop proposals that will mean that residents can live in modern high-quality homes in a safe and secure environment that we can all feel proud of.

We have been delighted to see the high level of interest and participation from residents, despite the ongoing COVID-19 restrictions. The council has spoken to 90% of residents over the phone or in person. There has been impressive attendance at our resident steering group meetings and great conversations about design have taken place, both on the estate and at Zoom drop-ins with the architects. Thank you to everyone who has given us their time – your valuable feedback has shaped the proposals set out in this document.

We share your excitement about the positive opportunities that would come from a new development, including private secure outside space for everyone, energy efficient and accessible homes, alongside the chance to help overcrowded families and provide more council homes.

This Landlord Offer has been sent to you so that you can see the design vision for the

new estate and the new homes. It also sets out our commitments to you and the choice of new home that you will have if there is a 'YES' vote, so that you can see what redevelopment would mean for you and your family. Finally, it also sets out the arrangements for voting.

Our aim is to provide you with all of the information you need to make an informed decision in the resident ballot, and we will have a team on hand right the way through to the close of the ballot to answer your questions and help you with anything that is unclear.

We believe that a 'YES' vote is the best way to deliver a bright future for Avondale Drive Estate, but this is a resident decision. These proposals will only go ahead if there is a majority in favour.

This is your chance to have your say – please use your vote.



Councillor Jonathan Bianco
Deputy Leader of the Council
and Cabinet Member for
Property and Infrastructure



Councillor Eddie Lavery
Cabinet Member for
Environment, Housing and
Regeneration

WHAT YOU TOLD US

Without a 'YES' vote, redevelopment of the estate won't go ahead



Resident consultation on Avondale Drive Estate

Your feedback has helped us to develop plans to build better homes and a safer neighbourhood on Avondale Drive Estate.

We have spoken to more than 90% of households on Avondale Drive Estate by telephone, email or in person since we began talking to residents in summer 2020 about the potential redevelopment.

We heard that while most residents like their homes and enjoy living on the estate, there are significant problems that directly impact their quality of life, particularly:

- There is a lot of anti-social behaviour on the estate with groups hanging out and causing nuisance in communal areas
- Many of you feel unsafe and there is a fear of crime

- Some households are overcrowded
- Homes need improvements and have a number of difficult to repair condition issues
- Better use could be made of the landscaped areas around the buildings

We began talking to you about possible design solutions for the estate in December 2020 and your feedback has helped to shape the proposals presented in this Landlord Offer.

If there is a majority 'YES' vote from residents, we are committed to continuing to work with residents on the detailed design of the estate and new homes.

OUR COMMITMENTS TO YOU

Members of the residents steering group have worked with the Independent Tenant and Leaseholder Advisors to give the council feedback on our original ideas for rehousing and design. We have listened to the issues that are important to residents and refined our offer where possible. This process has shaped the commitments below.

- 1** We will work with you to create a safe and secure new estate through better design
- 2** Secure council and assured housing association tenants who wish to stay on the estate will be guaranteed an offer of a new home at social rent levels on the new estate
- 3** We will make sure that resident leaseholders receive a fair deal and affordable options to assist you to buy one of the new homes on the estate
- 4** We will begin the buy-back process for resident leaseholders early after a 'YES' vote and the council's Cabinet decision, if they wish
- 5** We will ensure that secure and assured tenants are provided with a home that matches their housing needs, which will mean that overcrowded families will be able to move to a larger home
- 6** Secure and assured tenants that under occupy (for instance a couple living in a two bedroom home) will be able to keep an extra bedroom
- 7** For residents taking a new home on the estate we will take into consideration your preferences in terms of location, floor level and neighbours
- 8** We will make sure that our temporary accommodation tenants can access suitable alternative accommodation
- 9** We will work with private tenants whose homes are affected on a one-to-one basis to provide support and guidance to secure an alternative home
- 10** We will pay compensation and cover the cost of moving for all households that are eligible
- 11** Vulnerable residents will receive additional practical help with moving
- 12** All residents will have the opportunity to participate in the next stage of the design process, working alongside the design team
- 13** We will build modern homes that are attractive, energy efficient and accessible
- 14** We will make sure that all homes have private secure outside space, either a balcony or terrace, that is big enough to accommodate everyone in the household
- 15** We will build a mixture of maisonettes and apartments and there will be a mixture of homes with separate or open plan kitchens
- 16** All residents moving into one of the new homes on the estate will have the opportunity to personalise it with a choice of kitchens, floor coverings and paint colours

WHAT WILL THE NEW ESTATE BE LIKE?

Redevelopment gives us the opportunity to design a new neighbourhood which is safer, more secure and a better place to live.

The new neighbourhood will be connected to the surrounding area by **traditional streets** with **front gardens, trees and planting**.

Windows and front doors at street level will provide **overlooking** helping streets feel safe and pleasant places to be.

All new homes will have **step-free access** to front doors and there will be fewer homes sharing a single entrance meaning it will be easier to know your neighbours and spot those that shouldn't be there.

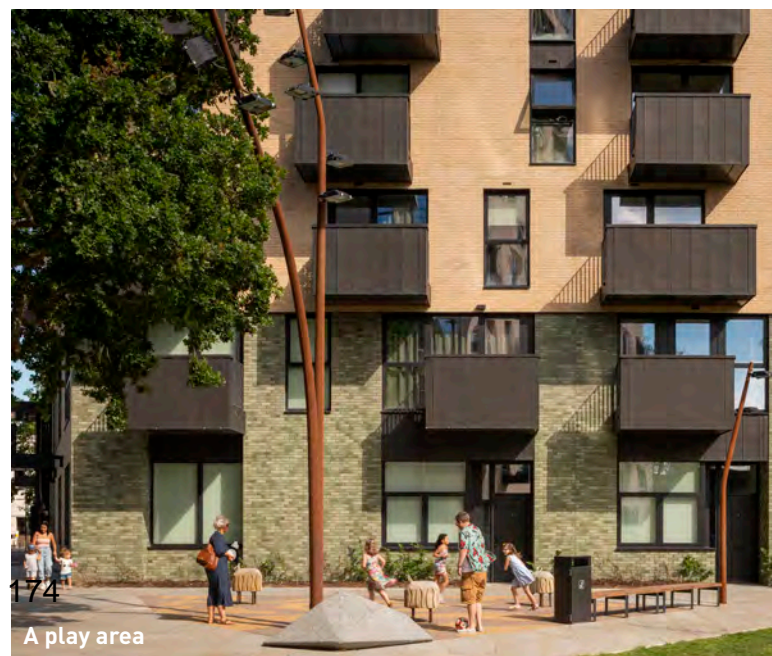
Our key design principles for the estate are:

- Safer streets and play area
- Secure entrances and stairwells
- A step-free, direct route from the building entrance to your home
- Doors and entry systems with good security ratings
- Shared outdoor courtyard spaces for residents only
- Excellent overlooking to make it safe for residents
- Well managed and secure car parking
- A dedicated secure storage room for cycles
- More trees and planted areas
- Safe, secure and accessible homes

The designs on the following pages are indicative and subject to technical design and planning approval.



A sketch of how the new estate might look viewed down Avondale Drive



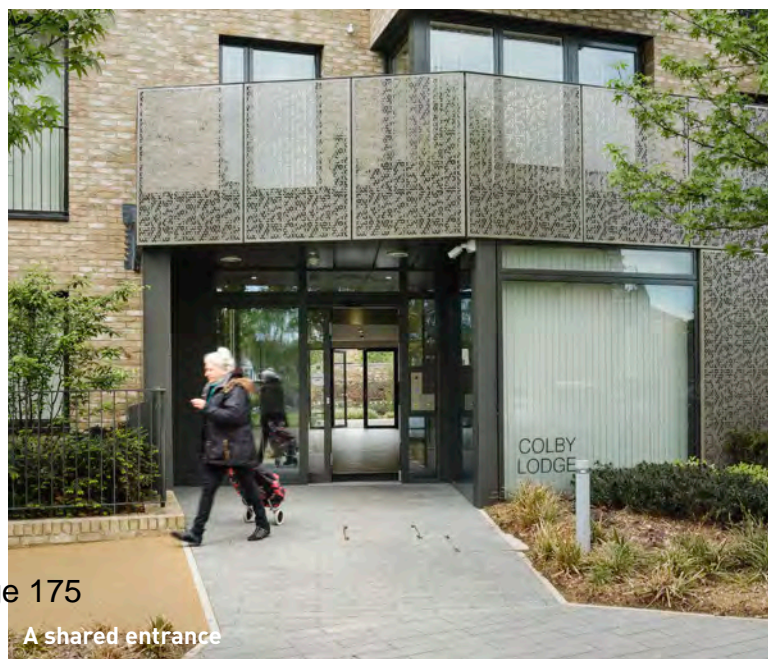
A play area



Your new Avondale Drive Estate will be bright, modern and safe



Front gardens on the street



A shared entrance



A sketch along a new street through the estate towards Hitherbroom Park

The architects are still at an early stage of design development and much more work will be done with residents over the coming months should there be a 'YES' vote.

The proposed designs currently include:

- More than 220 new one, two, three and four bedroom apartments and maisonettes
- The new homes will be a mixture of replacement social rented homes, additional council homes, shared equity homes, shared ownership homes and homes for sale.

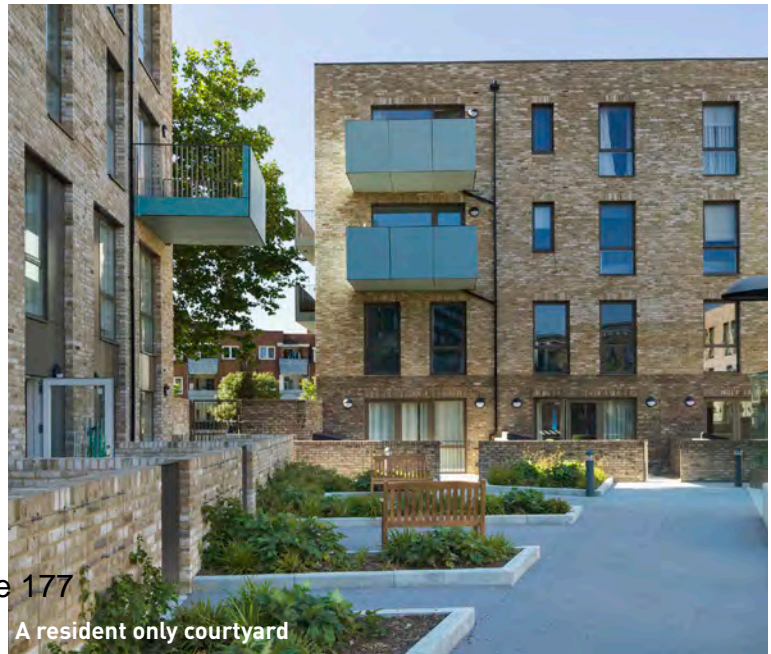
- A range of building heights, mostly between five and seven storeys, but also a 10 storey building overlooking the park
- Lift access to all homes
- Resident only courtyard gardens
- Secure resident only car parking below the courtyard plus well-designed on-street parking and electric charging points for cars
- Secure resident only cycle, bin and recycling storerooms
- A new play area for children designed with residents



A sketch of how the new estate might look viewed from Hitherbroom Park



A shared entrance



A resident only courtyard

PROPOSED SITE PLAN

-  Apartment buildings of new homes
-  Landscaping
-  Trees
-  On estate parking
-  On street parking
- 1** Resident only courtyard with secure car park below
- 2** New traditional street with integrated landscaping
- 3** Potential children's play area
- 4** Potential pedestrian link to Hitherbroom Park, subject to further consultation



School playing fields

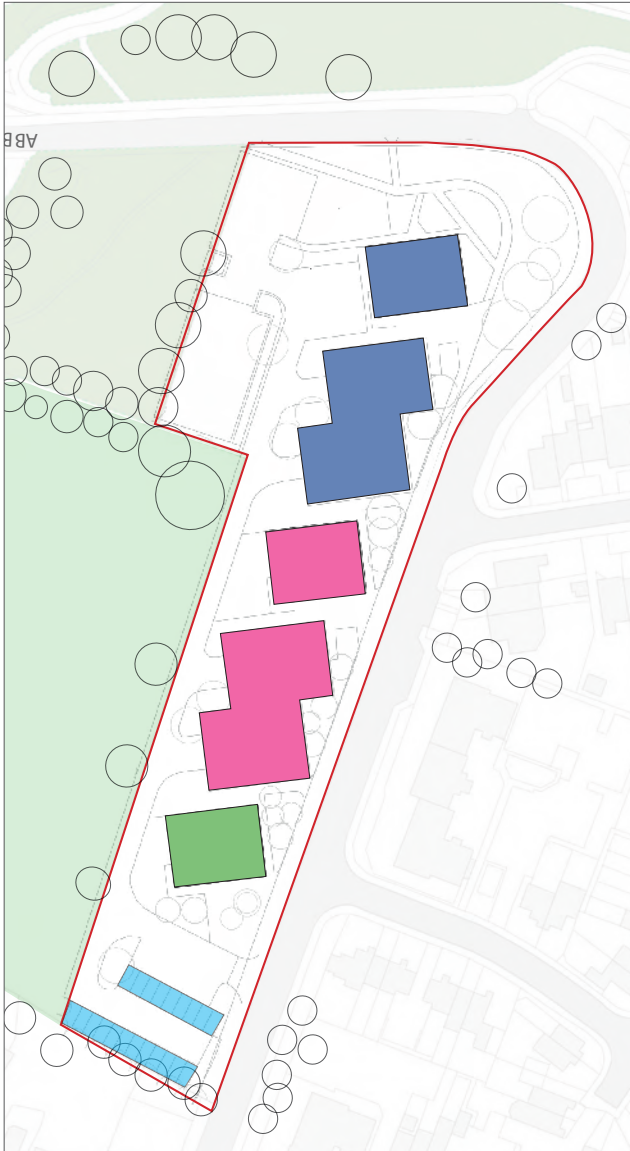
Minet Junior School



All design proposals are subject to planning approval

WHAT HAPPENS AND WHEN

Site plan of the existing estate showing the indicative demolition phases



If the development proceeds it is going to take some time to rehouse all tenants and buy back properties.

Our aim is to carry out the redevelopment in phases so most residents will only have to move once into a new home built for them on the estate.

It is still too early in the design process to be completely sure which homes are in which phase, but we have provided indicative dates below.

If you are in phase one we will start talking to you about your move in summer 2021.

If you are in a later phase we will start planning your move with you around nine to 12 months before the demolition date for your phase, or even earlier for resident leaseholders.

Please see the Landlord Offer specific to you from page 18 for more detail.

We anticipate the first new homes will be ready to move into in autumn 2024.

Indicative date for the start of each demolition phase

■	Phase 1a	Autumn	2022
■	Phase 1b	Winter	2022
■	Phase 2	Winter	2024
■	Phase 3	Winter	2026

Most residents will only have to move once

YOUR NEW HOME

You told us:

- Homes need improvements
- Some homes get too hot in the summer and too cold in the winter
- Some households are overcrowded
- Repairs are hard to do and often don't last
- Not everyone has access to their own outdoor space

The new homes will be built to the highest modern standards using the latest, high-quality construction and insulation materials.

**Cosier, more
energy-efficient
and smarter
homes**



A photograph of an open plan kitchen



A photograph of a living room and balcony

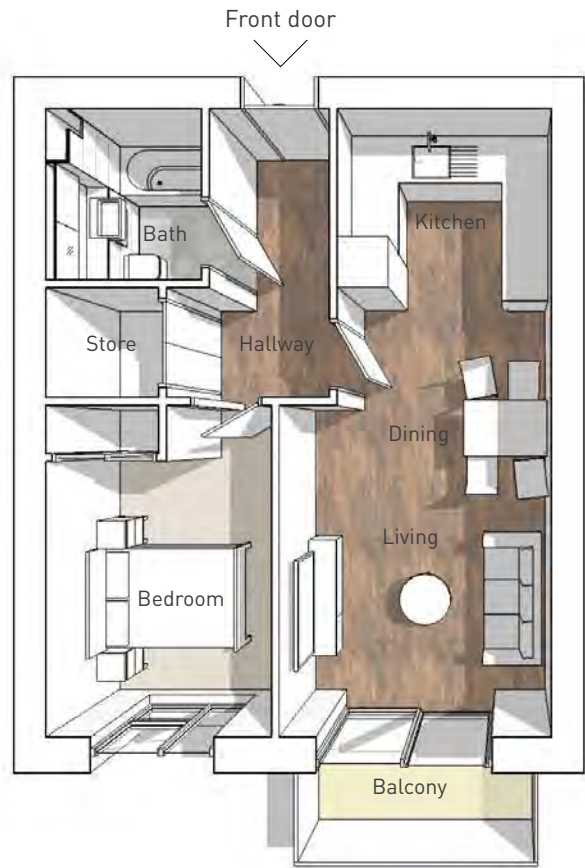
The new homes will:

- Be well designed, energy efficient, built to modern standards and meet or exceed space standards
- Be safe, with fire safety and security as a priority
- Have good sized, well-proportioned rooms and generous built-in storage
- Have a generous private outdoor space; a balcony or terrace
- Have modern kitchens and bathrooms
- Be well insulated so it is warm in the winter and cool in the summer
- Achieve good sound insulation
- Have good ventilation so there is no damp or condensation
- Have two toilets if you have three or more bedrooms
- Be adapted to meet the accessibility needs of residents, if required.
- Meet 'Secured by Design' standard

The new homes will be a mix of apartments and maisonettes, all with their own private outdoor space.

The proposed new homes will have:

- Either an open plan or separate kitchen layout
- Bathrooms that can be adapted to specific mobility needs
- A utility cupboard for services with space and plumbing for a washing machine
- A separate built-in storage cupboard in the hallway
- Thermostatically controlled energy-efficient heating
- High performance double glazed windows
- TV aerial and satellite points to the living room and all bedrooms



An example of a one bedroom apartment



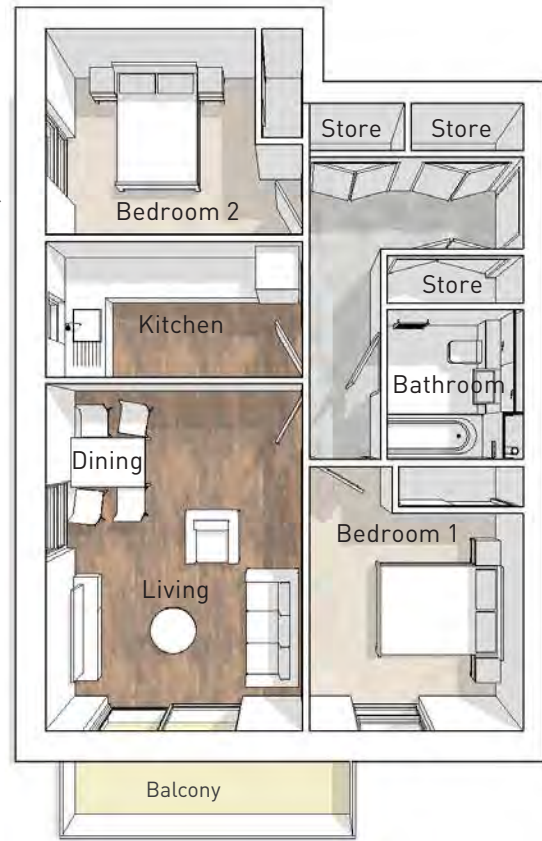
An example of a two bedroom ground floor maisonette

As a two storey home it will have two WCs and be significantly larger than the existing two bedroom homes on the estate



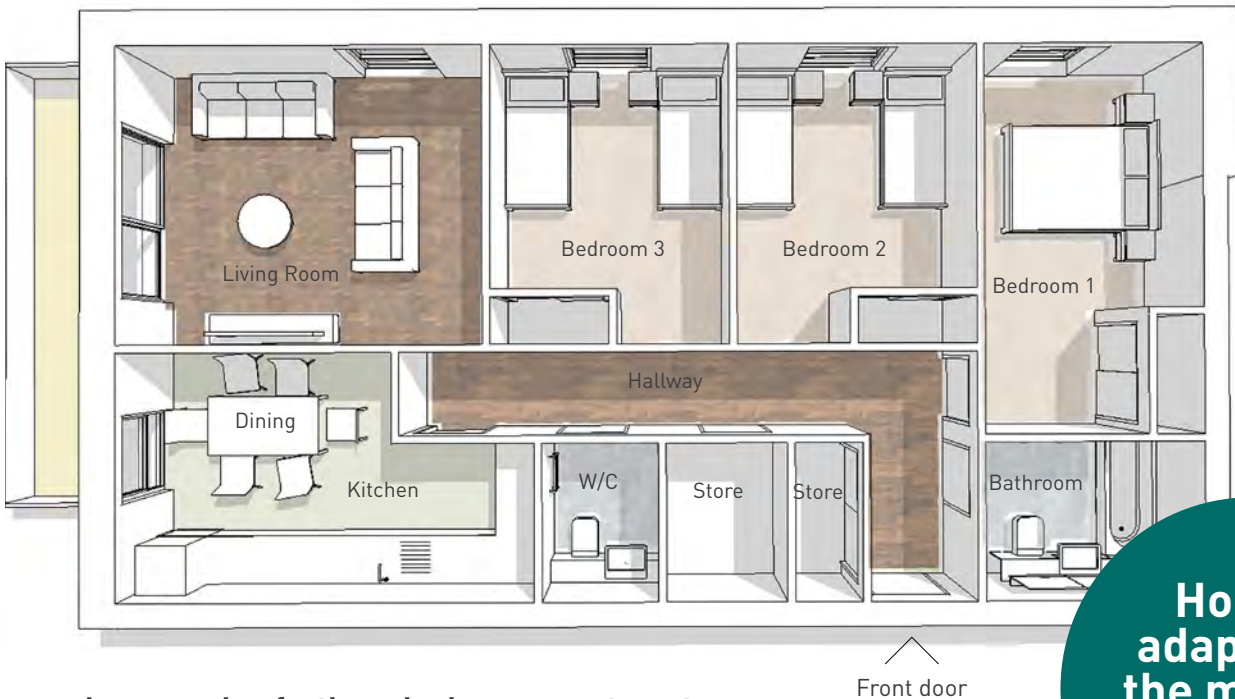
An example of a two bedroom open plan apartment

A new two bedroom home will be significantly larger than the existing two bedroom homes on the estate



An example of a two bedroom apartment with separate kitchen

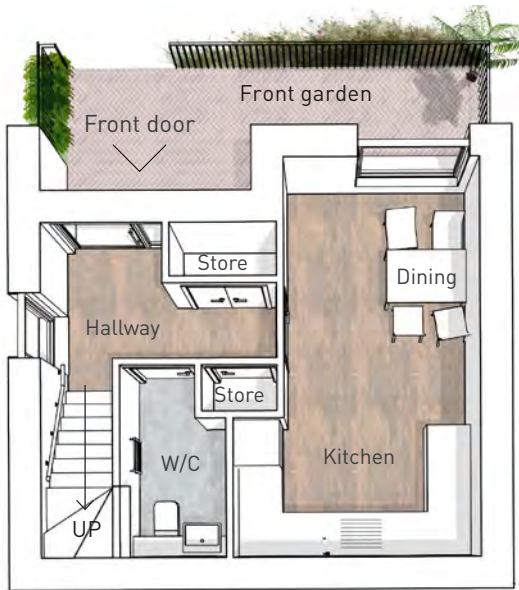
A new two bedroom home will be significantly larger than the existing two bedroom homes on the estate



An example of a three bedroom apartment

All homes with three or more bedrooms will have two WCs

Homes adapted to the medical needs of your family



Ground floor with front door and garden on the street and stairs to first floor.

First floor with a private terrace onto the shared resident only courtyard.

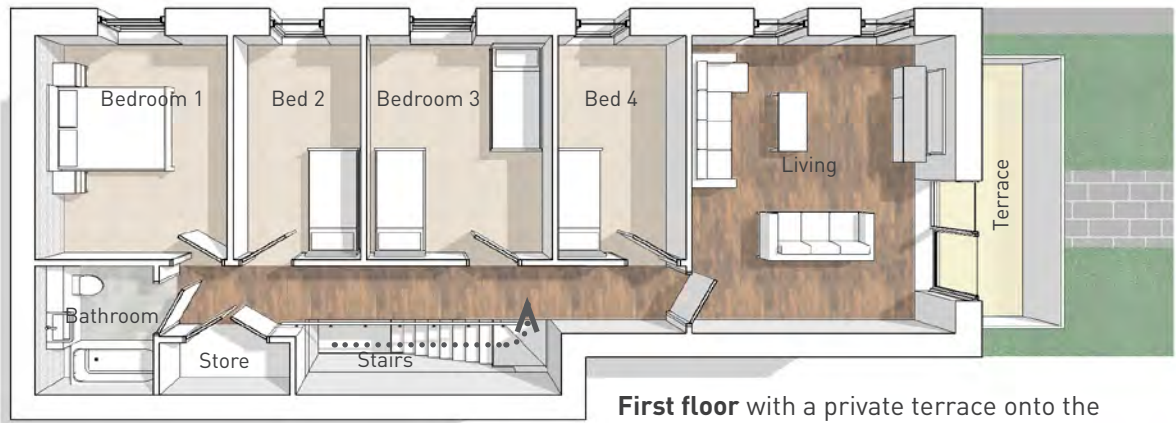


An example of a three bedroom ground floor maisonette
- Ground floor above, upper to the right





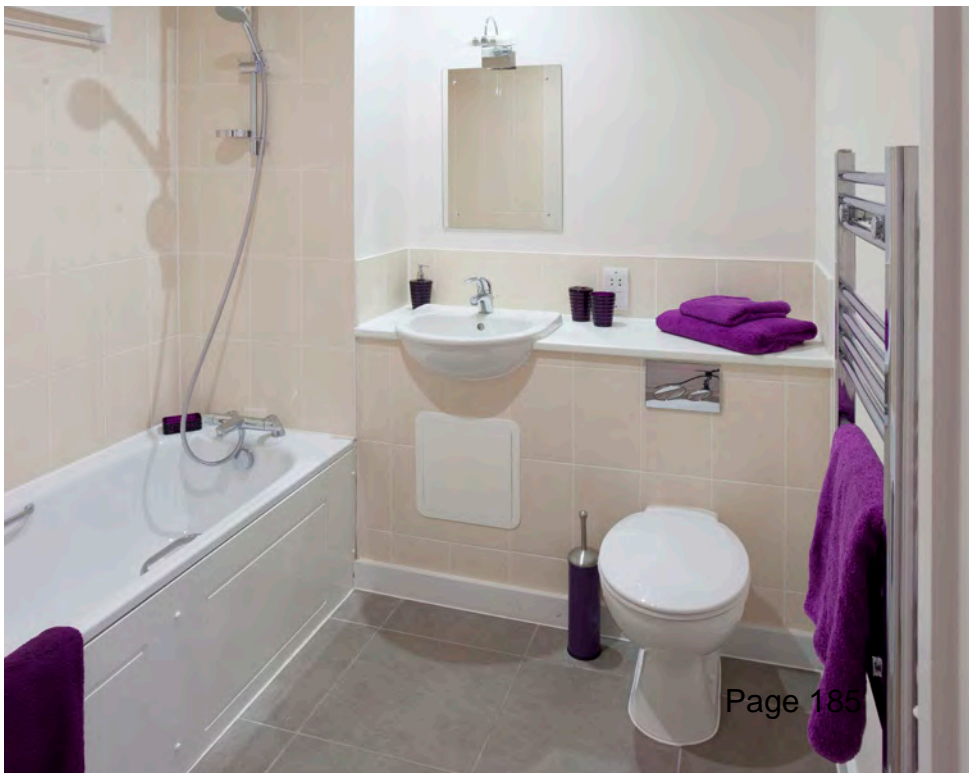
Ground floor with front door and garden on the street and stairs to first floor.



First floor with a private terrace onto the shared resident only courtyard.

An example of a four bedroom ground floor maisonette

Ground floor top, upper below



MAKING YOUR NEW HOME YOUR OWN

This section applies to existing residents who qualify for and accept a new home on the estate, including shared equity or shared ownership homes.

We know that residents want to be able to make their new home their own. As such, we will provide a variety of colours and finishes to choose from that fit your own style at no cost to you, from a range available when your new home is being built.

You will be able to choose:

- Kitchen cupboard and worktop finishes
- Paint colours and bathroom border tile colours
- The colour of floor finishes



SAFETY AND SECURITY

You told us:

- Anti-social behaviour is a big problem
- Many of you feel unsafe and there is a fear of crime
- Estate security is a problem with non residents managing to get into the stairwells
- You wanted safer gardens, playgrounds and streets

It's very difficult to improve security on the estate without making big changes.

A 'YES' vote allows us to redesign the overall layout and create spaces that are safe for everyone to enjoy.



Your new estate will meet Secured by Design standards - an initiative approved by the Metropolitan Police proven to reduce crime by up to 87% in new developments.

Secured by Design is a standard for the way in which the design of your home and estate will make you both feel and be safer, and be easier to police.

The new layout will have:

- Better sightlines with no hidden corners
- Good quality street lighting
- Excellent overlooking
- High quality doors and windows with excellent security ratings
- Better designed car parking



Video entry system



CCTV camera



Window locks

A SUMMARY OF THE LANDLORD OFFERS

This is a summary of the key parts of the offer to you.

Please read the detailed information in the rest of this document to help you fully understand your offer and check our website for more key facts.

The offer is based on the type of tenancy you have, these sections are colour coded to make it easier to find your offer.

If you are not sure what type of tenancy you have, please contact us by telephone on FREEPHONE 0800 994 9323 and we will help.

If you have any further questions, check the key facts on our website or get in touch - details on the back cover.

Secure Council Tenants (turn to page 20)

- A choice of a new home on the estate or elsewhere in the borough, if that is your preference
- A homeloss payment of £6,500 to spend as you wish
- The cost of moving home paid for by the council
- A new home that meets your needs - this means enough bedrooms for your household at the time of your move
- However, if you are currently under occupying, a new home that meets your needs plus one extra bedroom, or a cash incentive to downsize

Turn to page 20 for more information on the offer and other benefits.

Housing Association Assured Residents (turn to page 23)

- A choice of a new home on the estate or elsewhere in the borough, if that is your preference
- A homeloss payment of £6,500 to spend as you wish
- The cost of moving home paid for by the council
- A new home that meets your needs - this means enough bedrooms for your household at the time of your move
- However, if you are currently under occupying, a new home that meets your needs plus one extra bedroom, or a cash incentive to downsize

Turn to page 23 for more information on the offer and other benefits.

Resident Leaseholders (turn to page 26)

- The full market value of your property **plus** a homeloss payment of 10% of the value of your home, capped at £65,000
- A disturbance payment to cover reasonable costs that you incur when moving home such as surveyor's fees, legal fees, Stamp Duty Land Tax, removal costs, the costs of any fixtures and fittings or electrical items which cannot be moved and it is reasonable to replace, and transferring utilities/ mortgage etc.
- The opportunity to sell your home as soon as the final decision to redevelop the estate has been made

Turn to page 26 for more information on the offer and other benefits.



Temporary Accommodation Residents (turn to page 28)

- Help to move to suitable alternative accommodation that fits your housing need
- For temporary accommodation residents living on estate for more than one year, you will be offered a new council home for rent on the new estate, or priority banding on the council's Choice Based Letting system
- For temporary accommodation residents living on estate for less than one year, you will be offered dedicated support and a tailored housing advice service

Turn to page 28 for more information on the offer and other benefits.

Tenants Renting from a Private Landlord (turn to page 30)

- Help to find alternative accommodation including support through the Homeless Prevention Service and a tailored housing advice service
- Subject to eligibility, you will also receive a tenancy deposit, the first month's rent and reasonable removal costs covered
- For households on Band A and B of the housing register, the council will reserve the additional new council homes on the new estate and give you priority banding ahead of households from elsewhere in the borough

Turn to page 30 for more information on the offer and other benefits.

SECURE COUNCIL TENANTS

This offer applies to all council secure tenants, including probationary tenants and those with fixed term tenancies.

You will have a right to a home on the new estate or, if you prefer, you can choose to move to other council or housing association properties in the borough instead.

Your choice of new home

The redevelopment will take place in phases and as it comes close to your move date you will be able to choose from either:

- a. Your choice of permanent council or housing association property off the estate or
- b. A permanent move to a new council home that we build for you on the new estate

If there are sufficient properties in a new build phase, we will be able to offer you a choice of properties on the estate.

We will facilitate off-site moves by giving you priority banding on the council's Choice Based Letting system at least six months before your move. You will be able to bid for properties that you are interested in across the borough and, if you need us to, council officers will help you to use the system.

Moving temporarily if necessary

Most tenants will only have to move once but some tenants, particularly those living in phase one, will have to move temporarily while we build a home for them on the site. A council tenant household that is required to move temporarily will have a guaranteed right to return. We will make sure that temporary moves affect as few households as possible and minimise the length of any short-term stay.

Homeless payment

Secure council tenants who have lived in their home for more than 12 months will be entitled to a statutory homeless payment of **£6,500 per household**. This figure is set by the government and reviewed every year.

This is payable whether you move to one of the new properties on the estate or choose to move off the estate. If you are in arrears when you move to the new property, the council is able to deduct the arrears from your compensation.

Help with moving

In addition to the compensation, the council will cover the reasonable costs of moving. This can include:

- Disconnection and reconnection of white goods
- Telephone/satellite tv/broadband reconnection
- Redirection of mail
- Removal costs

To make moving day run more smoothly, you will have a dedicated decant officer assigned to you and the council will organise removals for you using a reputable company. You will be given plenty of notice of your move day and packing boxes will be delivered well in advance so that you have time to prepare. Additionally, in most cases we will be able to organise a viewing of your allocated new build property in advance so that you can measure up etc.

**£6,500
homeless
payment plus
help with
moving**



Tenants will be supported with their move whether they are moving to a new home being built as part of the new development or moving away from the estate. If you need to move twice your removal costs will be paid twice.

Extra help for those that need it

Vulnerable residents that need additional support will receive further help with the practical arrangements for moving including a packing service.

Housing that fits your needs

The council will make sure that you are allocated a home that fits your housing need which is assessed in line with the council's Social Housing Allocation Policy and Local Lettings Policy. To do this, a dedicated decant officer will meet with you six to nine months before your move (virtually or in person) and carry out a full housing needs assessment of your household's individual requirements.

Overcrowded households will be allocated a larger home

Households that are overcrowded will be rehoused in a larger home that fits their housing need, in accordance with our policy.

Under-occupiers can choose to keep one extra bedroom

Those secure council tenants currently living in a property with more rooms than their housing need are 'under-occupying'. If this applies to your household, you will be able to keep one extra bedroom above your housing need when you move, if that is your preference.

For example, if you are a single person or couple currently living in a two bedroomed flat you would ordinarily be offered a one bedroomed flat, but because you are already under-occupying you will be able to move into a two bedroomed flat if you wish.

Alternatively, you can choose to be allocated to a home that fits your housing need exactly and be offered further compensation, on top of the £6,500 homeloss payment, of **an additional £1,500 - £2,500**, depending on how large your current property is.

Tenants needing adaptations

In assessing housing needs, the council will also take into account a tenant's requirements in terms of any adaptations needed, for instance where there are mobility issues and adaptations are recommended by the occupational therapist.

In exceptional cases where your housing need cannot be accommodated on site this will be looked at on a case-by-case basis.



Tenant preferences

In allocating homes on the new estate, the council will take residents' preferences into account where possible, such as allocations on lower floors or close to existing neighbours. However, the council is not able to guarantee meeting all individual household preferences.

Age restricted housing, including bungalows

Hillingdon Council has several properties away from the estate that are designated for older residents. If you are aged 60 or over you may be eligible for one of our **bungalows**, subject to availability, and if you are aged 55 or over you may be eligible for one of the specialist flats. **If you are interested in this option**, we will help you to bid for these properties through the Choice Based Lettings system. Tenants from the estate will have **priority banding** on the system.

'Split' households

In some instances, the council may consider providing **two separate homes** for households that are willing to split in return for trading down in property size.

For example, a household due to be moved with an adult child may consider applying for a split into separate households to be allocated 2 x 1 bed roomed flats.

Social rents

Existing secure council tenants on Avondale Drive Estate who move to one of the new properties on site will remain council tenants with a secure tenancy and be charged the formula social rent appropriate to that new home.

Tenants choosing to move off the estate will pay the rent as set out on the Choice Based Letting system for that particular property.

HOUSING ASSOCIATION ASSURED TENANTS

This offer applies to housing association tenants with an assured tenancy.

You will have a right to a home on the new estate or, if you prefer, you can choose to move to other council or housing association properties in the borough instead.

Your choice of new home

The redevelopment will take place in phases and as it comes close to your move date you will be able to choose from either:

- a. Your choice of permanent council or housing association property off the estate or
- b. A permanent move to a new council home that we build for you on the new estate

If there are sufficient properties in a new build phase, we will be able to offer you a choice of properties on the estate.

We will facilitate off-site moves by giving you priority banding on the council's Choice Based Letting system six months before your move. You will be able to bid for properties that you are interested in across the borough and, if you need us to, council officers will help you to use the system.

Importantly, unless you choose to move to another housing association home using Choice Based Letting, you will change landlord and become a council tenant.

Moving temporarily if necessary

Most tenants will only have to move once but some tenants, particularly those living in phase one, will have to move temporarily while we build a home for them on the site. A household that is required to move temporarily will have a guaranteed right to return. We will make sure that temporary moves affect as few households as possible and minimise the length of any short-term stay.

Homeloss payment

Assured tenants who have lived in their home for more than 12 months will be entitled to a statutory homeloss payment of **£6,500 per household**. This figure is set by the government and reviewed every year.

This is payable whether you move to one of the new properties on the estate or choose to move off the estate. If you are in arrears when you move to the new property, your landlord will be able to deduct the arrears from your compensation.



Help with moving

In addition to the compensation, the council will cover the reasonable costs of moving. This can include:

- Disconnection and reconnection of white goods
- Telephone/satellite tv/broadband reconnection
- Redirection of mail
- Removal costs

To make moving day run more smoothly you will have a dedicated decant officer assigned to you and the council will organise removals for you using a reputable company. You will be given plenty of notice of your move day and packing boxes will be delivered well in advance so that you have time to prepare. Additionally, in most cases we will be able to organise a viewing of your allocated new build property in advance so that you can measure up etc.

Tenants will be supported with their move whether they are moving to a new home being built as part of the new development or moving away from the estate. If you need to move twice your removal costs will be paid twice.

Extra help for those that need it

Vulnerable residents that need additional support will receive further help with the practical arrangements for moving including a packing service.

Housing that fits your needs

The council will make sure that you are allocated a home that fits your housing need which is assessed in line with the council's Social Housing Allocation Policy and Local Lettings Policy. To do this a dedicated decant officer will meet with you six to nine months before your move (virtually or in person) and carry out a full housing needs assessment of your household's individual requirements.

Overcrowded households will be allocated a larger home

Households that are overcrowded will be rehoused in a larger home that fits their housing need, in accordance with our policy.

Under-occupiers can choose to keep one extra bedroom

Assured tenants currently living in a property with more rooms than their housing need are 'under-occupying'. If this applies to your household, you will be able to keep one extra bedroom above your housing need when you move, if that is your preference.

For example, if you are a single person or couple currently living in a two bedroomed flat you would ordinarily be offered a one bedroomed flat, but because you are already under-occupying you will be able to move into a two bedroomed flat if you wish.

Alternatively, you can choose to be allocated to a home that fits your housing need exactly and be offered further compensation, on top of the £6,500 homeloss payment, of **an additional £1,500 - £2,500**, depending on how large your current property is.

Tenants needing adaptations

In assessing housing needs, the council will also take into account a tenant's requirements in terms of any adaptations needed, for instance where there are mobility issues and adaptations are recommended by the occupational therapist.

In exceptional cases where your housing need cannot be accommodated on site this will be looked at on a case-by-case basis.



Tenant preferences

In allocating homes on the new estate, the council will take residents' preferences into account where possible, such as allocations on lower floors or close to existing neighbours. However, the council is not able to guarantee meeting all individual household preferences.

Age restricted housing, including bungalows

Hillingdon Council has several properties away from the estate that are designated for older residents. If you are aged 60 or over you may be eligible for one of our **bungalows**, subject to availability, and if you are aged 55 or over you may be eligible for one of the specialist flats. **If you are interested in this option**, we will help you to bid for these properties through the Choice Based Lettings system. Tenants from the estate will have **priority banding** on the system.

'Split' households

In some instances, the council may consider providing **two separate homes** for households that are willing to split in return for trading down in property size.

For example, a household due to be moved with an adult child may consider applying for a split into separate households to be allocated 2 x 1 bedroomed flats.

Social rents

Existing housing association Assured Tenants on Avondale Drive Estate who move to one of the new council properties on site will be given a secure tenancy and be charged the formula social rent appropriate to that new home.

Tenants choosing to move off the estate will pay the rent as set out on the Choice Based Letting system for that particular property.

Housing association tenants on Assured Shorthold Tenancies or Licences

You may be a housing association tenant on an Assured Shorthold Tenancy or Licence. If you have been provided the accommodation as part of an ongoing homelessness duty by Hillingdon Council, and you have been living on the estate for more than one year, **you will be offered a new council home for rent on the new estate** that meets your housing need. Please see section 'TENANTS IN TEMPORARY ACCOMMODATION PROVIDED BY THE COUNCIL' for more details regarding this.

If the accommodation has been provided directly by the housing association or by another council then Hillingdon Council has no formal statutory duty to rehouse residents affected by the redevelopment, but it will work with your landlord to make sure you can move to suitable alternative accommodation. See the Private Renters offer for details of how the council can help.

If you are a temporary tenant who has also been on the council's housing register for more than a year when the Landlord Offer is issued you will get a vote in the ballot.

If the redevelopment goes ahead, the council intends to build a large number of additional council homes on the estate in addition to re-providing homes for the current council tenants. If you are on the housing register and using the Choice Based Letting system this should mean there will be more homes to bid for in the future.

RESIDENT LEASEHOLDERS

The council will need to buy back all leasehold homes, over time, to allow the redevelopment to take place. The council understands that this might be unsettling for you but wants to reassure leaseholders that it will provide a fair deal, and timely information, including plenty of notice of any key dates that need to be planned for. There will also be affordable options to stay on the new estate if you wish.

Compensation

The council will pay leaseholders compensation on top of the market value of their property, in line with the statutory requirements, as set out below.

If you are a **resident leaseholder**, that is a leaseholder who has been resident in the property for more than 12 months when it is bought back:

1. you will be entitled to the **full market value** of your property **plus a home loss payment which is set at 10%** of the value of your home, subject to a maximum of £65,000. The maximum amount is set by the government on an annual basis every October.
2. the council will also pay for other **reasonable costs that you incur when moving home**. These are known as 'disturbance costs' and might include:
 - Surveyor's fees
 - Legal fees in connection with the sale of your property to the council
 - Legal fees incurred in connection with the purchase of the home that you move to
 - Stamp Duty Land Tax (SDLT) payable on the purchase of the new home, up to the amount that would be payable on an equivalent home
 - Removal costs

- The costs of any fixtures and fittings or electrical items which cannot be moved and it is reasonable to replace
- Costs transferring utilities/ mortgage etc

If you are a **non-resident leaseholder**, that is a leaseholder that has not been resident for 12 months before it is bought back, you will be entitled to the full market value for your property and a basic loss compensation payment of 7.5% of the value.

Purchase by agreement

The council will instruct an independent qualified surveyor, who is a member of the Royal Institution of Chartered Surveyors (RICS) to prepare a valuation of your home. Typically, the council will start the process of buying back your property approximately 18 months before the redevelopment of your block begins or earlier in certain circumstances (see section 'Flexibility of timing of buy backs' below).

The council's valuer will visit to inspect the property at a time to suit you and you will be contacted in advance to ensure that the visit is COVID-secure. The valuer will take into account the internal condition and any internal improvements to the property such as new bathrooms and kitchens. You will then receive a written offer from the council. If you disagree with its valuation the council will reimburse you for the reasonable costs of appointing your own independent RICS valuer to get a second opinion.

The council's objective is to purchase leasehold property by agreement where possible and will work with leaseholders to find a solution that is mutually acceptable. However, if residents vote in favour of redevelopment, the council may pursue compulsory purchase powers to use as a fall back to ensure that the new development can be achieved.

Affordable options for resident leaseholders to stay on the estate

Many leaseholders will wish to make their own arrangements when they have agreed a valuation for their existing home and simply purchase a replacement property on the open market in the borough or elsewhere.

However, the council would like resident leaseholders to be able to remain on the estate and move into one of the new properties if they wish. The council will provide assistance in the form of shared equity or shared ownership properties for those current resident leaseholders who would otherwise find it difficult to buy one of the new properties outright.

Shared Equity and Shared Ownership options

Where the value of your existing home is less than the value of a similarly sized new home on the estate, as a resident leaseholder you will still have the opportunity to buy a new home on a **shared equity** basis. This is where a resident re-invests the value of their current home, plus any homeloss payment, into one of the new properties and the council invests the balance. You will not pay any rent on the council's share. The council receives the value of its share when you sell the property, based on the value of the property at the time.

Should a change in financial circumstances mean that a resident leaseholder is unable to re-invest the full value of their current flat the council may offer the alternative option of **shared ownership**. This will mean a resident can invest a smaller percentage, to a minimum of 25%, but this does mean that the council will need to charge a standard shared ownership rent on its share.

In exceptional cases, the council will consider offering council tenancies to eligible leaseholders, particularly in the case of vulnerable residents.



Flexibility on timing of buy backs

Any redevelopment of the estate will be phased over a number of years. The council intends to purchase leasehold properties in phase one during the summer of 2021, and so if you are in this phase, discussions about your sale will begin soon after the ballot result if there is a 'YES' vote. If you are in a later phase, there is no urgency for the council to complete a purchase on your property and the council will approach you to purchase approximately 18 months before it is needed.

However, **if you are a resident leaseholder** in a later phase who wants to sell your property in 2021, the council will agree to that request and will move to complete the purchase as quickly as the valuation and legal process will allow, if that is your preference.

TENANTS IN TEMPORARY ACCOMMODATION PROVIDED BY THE COUNCIL

If you are a temporary accommodation tenant, that is a tenant who has been provided the accommodation as part of an ongoing homelessness duty with the council, we will help you to move to suitable alternative accommodation that fits your housing need and will always act fairly and in line with good practice.

Temporary accommodation tenants who have been on the housing register for more than a year are eligible to vote in the ballot.

The council understands that this can be an unsettling time but wants to reassure you that it will provide regular, open, transparent, and timely information to residents including plenty of notice about the programme and any key dates that need to be planned for. The council will redevelop the estate in phases, so most residents will not need to move out immediately.

Temporary Accommodation residents living on estate for more than one year.

If the redevelopment goes ahead, the council intends to build a large number of additional council homes on the estate, in addition to re-providing homes for the current council tenants. If you are in temporary accommodation and you have lived **on the estate for more than a year** before the date that this Landlord Offer is published, **you will be offered a new council home for rent on the new estate**, that meets your housing need.

This offer is not open to lodgers or residents who are not considered to be part of the tenants' household. You will be assessed for



a property that fits your housing needs in line with the council's Social Housing Allocation Policy.

As a temporary tenant you will become a new council tenant on Avondale Drive Estate and you will be allocated a property let at the 'London Affordable Rent' appropriate to that new home. You will be provided with an introductory tenancy for 12 months and once this period completes, and if there are no issues with your tenancy during the trial period, this will become a five-year fixed tenancy.

To make the moving day run more smoothly you will have a dedicated decant officer assigned to you and **the council will organise removals** for you using a reputable company. You will be given plenty notice of your move day so that you have time to prepare.



An opportunity for a new home on the estate for residents in Temporary Accommodation

If you choose to move off the estate, you will be given **priority banding** on the council's Choice Based Letting system six months before your move. You will be able to bid for properties that you are interested in across the borough.

Temporary accommodation tenants will be supported with their move whether they are moving to a new home being built on the new development or moving away from the estate.

Help for temporary council tenants living on the estate less than a year

The council is committed to offering continued support to residents living on the estate for less than a year to find a replacement home.

Therefore, the council will:

- assign a case worker to you to relocate you to alternative accommodation in the borough
- provide a tailored housing advice service to explain accommodation options
- commit to an ongoing communication process, so that affected tenants will know which phase they are in and the likely date that their property will be needed for redevelopment, so they will have a lot of time to plan their move

It will be some time before anyone needs to move but if you would like to discuss your individual situation and understand how we might be able to help you in the future, please phone the Homeless Prevention Team on 01895 556 666.

PRIVATE RENTERS

If residents vote 'YES', and the council approves the redevelopment proposal, the council will buy back homes that are privately owned on the estate so that the existing buildings can be demolished, and new homes built. This means that private landlords will need to ask their tenants to move out of their homes before the council buys them back.

The council understands that this can be an unsettling time but wants to reassure you that it will provide regular, open, transparent, and timely information to landlords and their tenants, including plenty of notice about the programme and any key dates that need to be planned for. We will act fairly in line with good practice.

The council will redevelop the estate in phases, so most residents will not need to move out immediately. In most cases, the council will buy back before the phase of development is about to begin however this could be earlier if your landlord decides to sell their property back to the council earlier.

This allows the landlord to give you two months' notice when they need you to vacate. If you are a private tenant, you are likely to be renting on an Assured Shorthold Tenancy.

If you are a private renter who has been on the council's housing register for more than one year when this Landlord Offer was issued you will be eligible to vote in the ballot.

Help for private tenants to find alternative accommodation

Many private tenants will manage to arrange alternative accommodation in their notice period, but we are aware that some tenants may find this challenging for various reasons.

The council is committed to offering relevant support and practical advice to enable affected tenants to find a replacement home. Therefore, the council will:

- assist private tenants through the Homelessness Prevention Service in order to find alternative and affordable private rented accommodation
- provide a tailored housing advice service to explain alternative accommodation options such as shared ownership or Help to Buy properties.
- support affected tenants by signposting local letting agencies, liaising with agencies and landlords, helping households to complete applications, and advising on benefit entitlements
- commit to an ongoing communication process so that private tenants will know which phase they are in and the likely date that their property will be needed so they will have a lot of time to plan their move

Subject to eligibility, the council may also be able to provide financial assistance to cover:

- a **tenancy deposit**,
- the **first month's rent** and
- reasonable **removal costs**.

It will be some time before anyone needs to move but if you would like to discuss your individual situation and understand how we might be able to help you in the future, please phone the Homeless Prevention Team on 01895 556 666.

Private tenants on the council's housing register

The council is conscious that there are some private renters on the estate that are on the council's housing register and that they have been actively bidding for some time.

If the redevelopment goes ahead, the council intends to build a number of additional council homes on the estate, in addition to re-providing homes for the current council tenants. If you are on the housing register and using the Choice Based Letting system this should mean there will be more homes to bid for in the future.

If you wish to discuss your individual circumstances and banding please contact the Homeless Prevention Team on 01895 556 666.

Households on Band A and B on the housing register

In the interests of providing housing for those in the highest demonstrable housing need, while at the same time recognising the need to support sustainable communities, the council will **reserve** additional new council properties being built for those households on Band A and B who already live on the estate. This means that where there are surplus new homes in a phase, that meet your requirements, you will be given **priority** to bid for the homes, ahead of Band A and B households from elsewhere in the borough.

This will only apply to private residents who are in Band A or B on the council's housing register and have been on the housing register and living on the estate for more than one year prior to the publication of the Landlord Offer.

This offer is not open to lodgers or residents who are not considered to be part of the tenants' household. You will be assessed for



a property that fits your housing needs in line with the council's Social Housing Allocation Policy.

If you would prefer to move off the estate at that point, you will be given **priority banding** on the council's Choice Based Letting system six months before your move. You will be able to bid for properties that you are interested in across the borough.

As a private renter becoming a new council tenant on Avondale Drive Estate you will be charged the 'London Affordable Rent' appropriate to that new home. You will be provided with an introductory tenancy for 12 months and once this period completes, and if there are no issues with your tenancy during the trial period, this will become a five-year fixed tenancy. If you choose to move off the estate, you will pay the rent as set out on the Choice Based Letting system for that particular property.

The council will not need your landlord to provide vacant possession of your current property until it is needed in the phased programme. However if your landlord chooses to sell their property back to the council earlier than planned, you will be provided with **high priority banding to bid for alternative accommodation** away from the estate.

THE BALLOT

Who runs the ballot?

If you're eligible to vote, you'll receive your ballot paper directly from Civica Election Services (CES), formerly known as Electoral Reform Services (ERS).

CES is an independent company with over 100 years' experience of administering ballots and are the UK's leading provider of election services.

They are approved by the Mayor of London to collect, audit and count the votes.

Who can vote?

The ballot is open to ALL RESIDENTS aged 16 and above as long as they fall into one or more of the following criteria:

- Council tenants named on a tenancy agreement who have lived on the estate for at least 12 months before 14 April 2021
- Housing Association tenants named on a tenancy agreement who have lived on the estate for at least 12 months before 14 April 2021
- Housing Association shared owners who have lived on the estate for at least 12 months before 14 April 2021
- Resident homeowners named on the lease who have lived on the estate for at least 12 months before 14 April 2021
- Anyone who has been an applicant on the council housing register for at least 12 months before 14 April 2021 and whose principal (main) home is on the estate

Voting eligibility is set out by the Greater London Authority (GLA).

The question you will be asked to vote on is:

ARE YOU IN FAVOUR OF THE REDEVELOPMENT PROPOSALS FOR AVONDALE DRIVE ESTATE?

What a 'YES' vote means

If the majority of residents who vote in the ballot vote 'YES', we will be able to go ahead with our plans to redevelop Avondale Drive Estate.

We will build brand new homes which are the right size, with terraces or balconies and the new neighbourhood will be designed to reduce antisocial behaviour and crime.

A 'YES' vote means that we can access funding to help make all of this possible.

What a 'NO' vote means

If the majority of residents who vote in the ballot vote 'NO', we won't be able to go ahead with our plans to redevelop Avondale Drive Estate.

We will continue to meet the repair obligations expected of us as a landlord but we would miss the opportunity to address the significant issues on the estate.

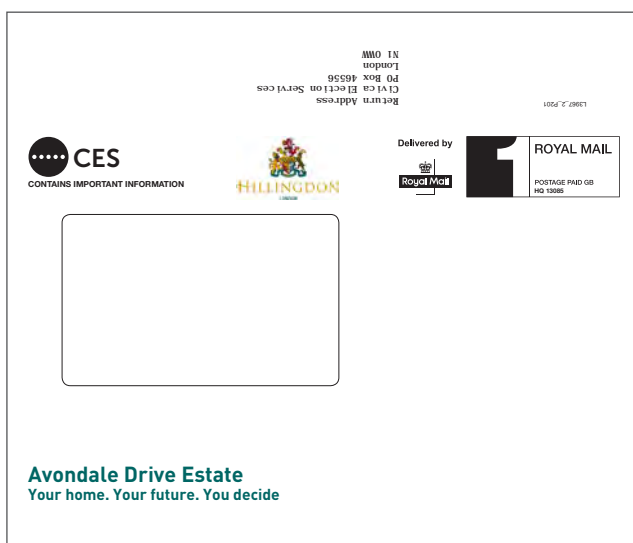
If there is a 'NO' vote, the homes on the Avondale Drive Estate will be included in the council's boroughwide housing improvement programme.

When these improvements might happen will depend on the amount of money available each year and the condition of other homes in Hillingdon.

If you have the right to vote, make sure you use it

How do I vote?

- **By post**
Return your ballot paper in a pre-paid envelope
- **Online**
Vote online using a unique code
- **Telephone**
Vote by telephone using a unique code.



Your ballot paper will be posted 1st class on Wednesday 28 April 2021 and look something like the picture above.

You will have three weeks to cast your vote and can vote as soon as your ballot paper arrives.

You have until 5pm on Friday 21 May 2021 to cast your vote. Any votes received by CES after the deadline will not be counted.

If you choose to vote by post, please allow enough time for your ballot paper to arrive.

What to do if you don't receive your ballot paper or if you are away

If your ballot paper doesn't arrive, or if you would like more information about voting, you can call CES on 020 8889 9203 or make an enquiry online at support@cesvotes.com.

The result of the ballot

The result of the ballot will determine the future of your estate.

There is no minimum turnout needed. 'YES' or 'NO', whichever gets the most votes will win; it's as simple as that.

The redevelopment will only go ahead if the majority of residents vote 'YES' in the Residents Ballot. This is why it's so important that you use your vote.

What happens next

CES will post an official confirmation letter to announce the result.

This will be approximately one week after the close of voting on 21 May 2021.

We will also post the result on the council's website.

If the result of the ballot is 'YES', there will be planning applications and further discussions with residents.

Planning permission will mean that building should start in 2022. We are then aiming to have the first new homes ready to move into in 2024.

Keeping you involved

If there is a majority 'YES' vote from residents, we'll continue to hold engagement activities and drop-in sessions for you. We will also continue our newsletters and website updates to share the latest information on what is happening.



Contact us

If you have any further questions please do get in touch with us or visit our website

www.hillingdon.gov.uk/avondale-estate

0800 994 9323 (Freephone)

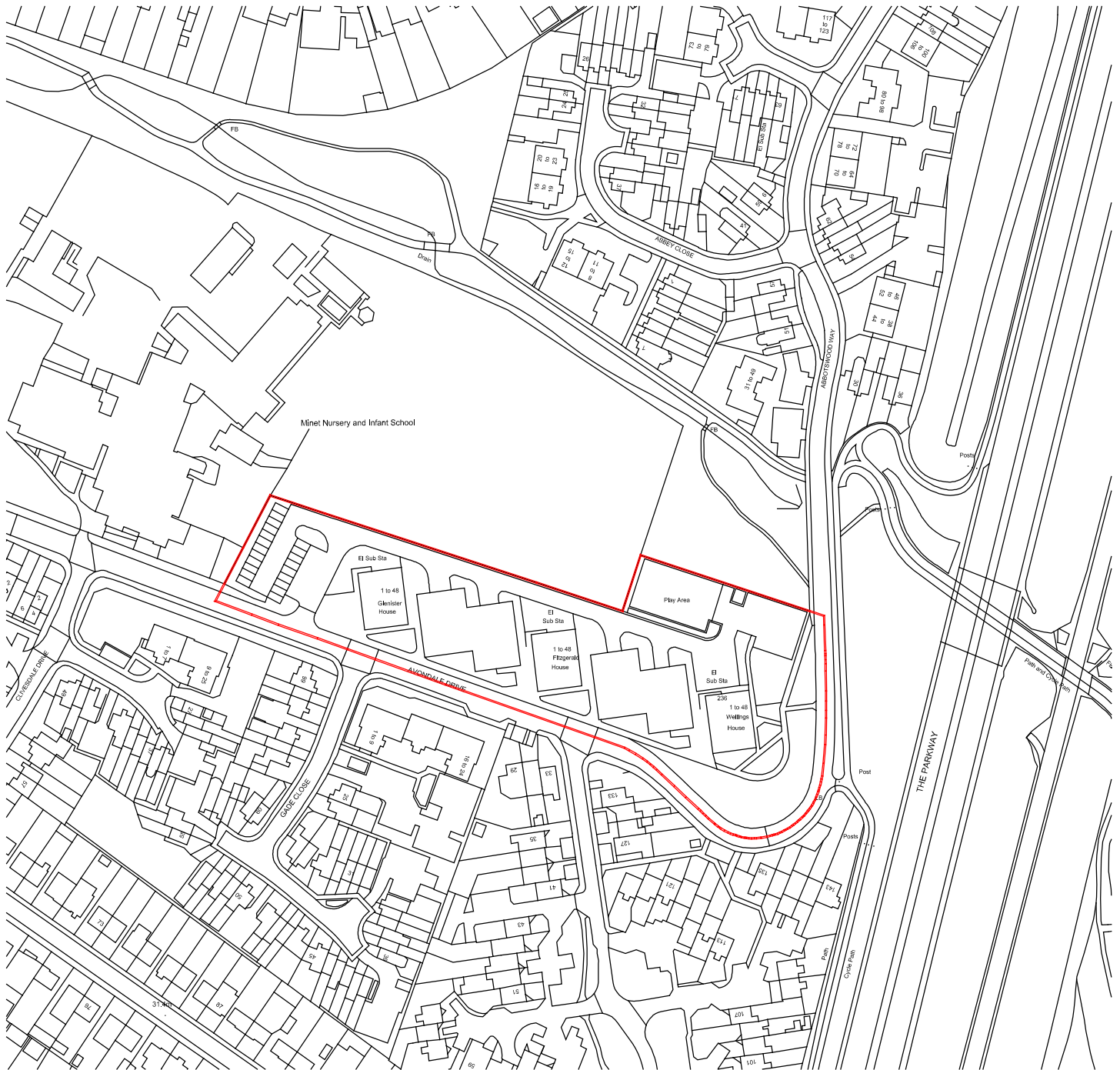
07881 897 306 (WhatsApp)

You can also contact your Independent Tenant and Leaseholder Advisor PPCR on

0800 317 066

info@ppcr.org.uk

Appendix 4



N

 Avondale Drive
 Existing Site Plan

P01	01.06.21	For Information	GP	LB
-	05.10.20	For Information	PW	-
rev	date	description	drawn	audited
drawing status				

SKETCH

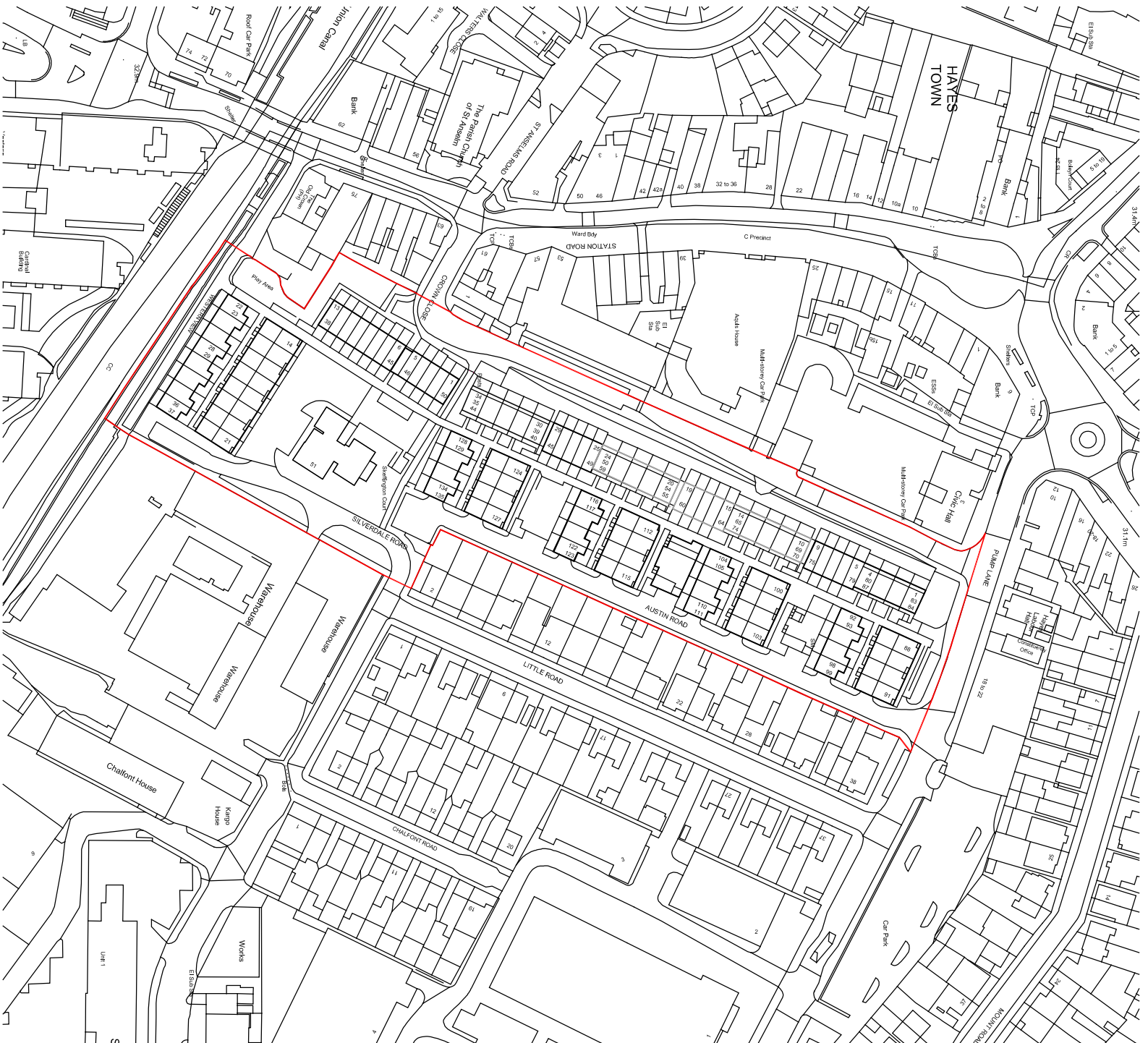
Diespiker Wharf
 38 Graham Street
 London N1 8JX
 020 7336 7777
 forename.surname@ptea.co.uk
 @ptearchitects
 www.pollardthomasedwards.co.uk

**Pollard
 Thomas
 Edwards**

project	job no	drawn	audited	scale	date
Avondale Drive Hayes, Hillingdon	19-100	PW	-	1:2000@A4	Oct '20

drawing title	drawing number	revision
Existing Site Plan	100_SK_019	P01

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Austin Road
Existing Site Plan

A 01.06.21 Boundary Amended
- 05.10.20 For information

M/R LB
P/W -

SKETCH

Designer: Wharf
38 Gorkham Street
London N1 6JX
020 7338 7777
freemans.surrey@ptacat.co.uk
@ptacatllc16
www.ptacatllc.co.uk

**Pollard
Thomas
Edwards**

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HILLINGDON
LONDON

Equality and Human Rights Impact Assessment

STEP A) Description of what is to be assessed and its relevance to equality

What is being assessed?

The impact of proposed redevelopment on the Hayes Town Centre and Avondale Drive Estates.

Who is accountable?

Perry Scott Corporate Director of Infrastructure, Transport & Building Services

Date assessment completed and approved by accountable person

18th May 2021

Names and job titles of people carrying out the assessment

Vicky Trott, Equality Manager

A.1) What are the main aims and intended benefits of what you are assessing?

In response to concerns raised by residents about building condition and anti-social behaviour on the Hayes Town Centre and Avondale Drive Estates, the council has been exploring ways to improve the standard of residential provision for current residents.

It has also taken into account the opportunity to deliver additional housing supply and a high-quality public realm, which is in line with its planning policies for Hayes town centre, the Hayes Housing Zone and the borough generally.

The redevelopment of the estates will provide positive opportunities for existing

residents and the wider community including those with protected characteristics, as defined in the Equality Act 2010.

This is because it provides more affordable homes of a higher quality that are safer, more accessible and more fuel efficient and sustainable and therefore have the potential to help reduce fuel poverty and improve the quality of life for people of all ages and backgrounds.

The new homes will be an opportunity to ‘design out crime’, therefore improving community safety in Hayes.

They will also be an opportunity to build new homes to modern accessibility standards such that those with disabilities will be able to benefit from more appropriate and adaptable homes in terms of level access, wheelchair accessibility etc.

New safer play areas will benefit young people.

Finally, this redevelopment also allows the council to build larger homes that will positively impact large families with children, who are currently overcrowded.

A.2) Who are the service users or staff affected by what you are assessing? What is their equality profile?

The residents being affected are those who live on the Hayes Town Centre and Avondale Drive Estates in the Townfield Ward.

Townfield lies in the South East of Hillingdon and is bordered by Charville, Barnhill, Yeading, Botwell and Pinkwell as well as the London Borough of Ealing.

The current population of the borough as a whole and Townfield as a ward by sex and age is: (source: ONS Small Area Population Estimates (SAPE), 2019-based)

		Male		Female				
Borough	306,870	50.3%		49.7%				
Townfield	16,575	51.2%		48.8%				
Age Groups %	<16	16-24	25-34	35-44	45-54	55-64	65-74	75+
Borough	21.9%	10.9%	15.2%	15.2%	12.8%	10.4%	7.1%	6.4%
Townfield	24.7%	10.3%	15.3%	16.4%	12.7%	10.1%	5.6%	4.9%

Broadly, Townfield has more under 16s than borough total and less 65+ than borough total.

In terms of ethnicity, based on the GLA Ethnic Group Population Projections 2016, the total borough population is 50.6% from BAME backgrounds and 49.4% non-BAME.

At ward level, the most up to date information is from the Census 2011 which shows that 62.9% of the population are from BAME backgrounds and 37.1% non-BAME.

Looking at the change at borough level, it's most likely that Townfield ward will now be over 70%.

This ward has the highest number of people who live in deprived households in Hillingdon at 22%, compared to the borough average of 14% (source PHE Local Health 2015)

Equality data, where known, for the estates is presented below. It has been gathered as part of a tenancy management survey.

It is important to note that data for ethnicity was withheld or unavailable for 46% of residents and leaseholders.

Private renters are not included in the statistics unless they are on the housing register.

Data is therefore only available for 70% of the properties on the Hayes Town Centre Estate and 81% on the Avondale Drive Estate.

Hayes Town Centre Estate

Of the 260 total homes there are 182 council owned homes with an estimated population of 452 people.

In terms of sex, there are more female tenants than male tenants (57% compared to 43% respectively) which is greater than the ward population of 48.8% female.

In terms of age, there are 102 tenants under 16 (27%) which is slightly above the ward population of 24.7%.

In terms of age, the number of tenants aged 65-74 is 5% and those aged over 75 is estimated to be 5% (10% total). This is in line with the ward profile of 5.6% and 4.9% respectively and slightly lower when compared to the total borough population of over 65's at 13.5%.

The largest ethnic group is Black African at 24% which is significantly higher than the total borough population of 7.3%¹ Black British, African Caribbean and African. Of those identifying as Black African, the majority are Somali.

The second largest ethnic group at 11% is White British which is significantly lower than the total borough population of 60.6%² White.

The third largest is Asian (Other) at 7% which is significantly lower than the total borough population of 25.3%³ Asian or Asian British.

There are 12 households where someone has disclosed that they have a disability.

Avondale Drive Estate

Of the 144 total homes there are 117 council owned homes with an estimated population of 318 people.

In terms of sex, there are more female tenants than male tenants (54% compared to 46% respectively) which is greater than the ward population of 48.8% female.

In terms of age, there are 70 tenants under 16 (22%) which is slightly below the ward population of 24.7%.

In terms of age, the number of tenants aged 65-74 is 9% and those aged over 75 is estimated to be 5% (14% total). This is slightly higher when compared to the total borough population of over 65's at 13.5%.

The largest ethnic group is Black African at 21% which is significantly higher than the total borough population of 7.3%⁴ Black British, African Caribbean and African. Of those identifying as Black African, the majority are Somali.

The second largest ethnic group at 11% is White (Other) which is significantly lower than the total borough population of 60.6%⁵ White.

The third largest is White British at 7% which is significantly lower than the total borough population of 60.6%⁶ White.

There are 15 households where someone has disclosed that they have a disability.

1,2,3,4,5,6 Ethnicity of all usual residents Census 2011

A.3) Who are the stakeholders in this assessment and what is their interest in it?

Stakeholders	Interest
Residents of Hayes Town Centre and Avondale Drive Estates	<p>That the regeneration proposals bring forward more high quality homes of all tenures that are safer, more accessible and more fuel efficient and sustainable.</p> <p>That the regeneration proposals improve the quality of life for residents.</p> <p>That the needs of residents are taken into account during the re-housing process and disruption is kept to a minimum.</p>
Director of Infrastructure, Building	That the regeneration proposals bring

<p>Services and Transport</p>	<p>forward more high quality homes of all tenures that are safer, more accessible and more fuel efficient and sustainable.</p> <p>That the regeneration proposals improve the quality of life for residents.</p> <p>That the needs of residents are taken into account during the re-housing process and disruption is kept to a minimum.</p> <p>That by providing additional and affordable homes, this will help to reduce waiting times on the housing register and alleviate pressure.</p>
<p>Director of Planning, Environment, Education and Community Services</p>	<p>That the regeneration proposals bring forward more high quality homes of all tenures that are safer, more accessible and more fuel efficient and sustainable.</p> <p>That the regeneration proposals improve the quality of life for residents.</p> <p>That the needs of residents are taken into account during the re-housing process and disruption is kept to a minimum.</p> <p>That by providing additional and affordable homes, this will help to reduce waiting times on the housing register and alleviate pressure.</p>
<p>Chief Executive</p>	<p>That the regeneration proposals bring forward more high quality homes of all tenures that are safer, more accessible and more fuel efficient and sustainable.</p> <p>That the regeneration proposals improve the quality of life for residents.</p> <p>That the needs of residents are taken into account during the re-housing process and disruption is kept to a minimum.</p> <p>That by providing additional and affordable homes, this will help to reduce</p>

	waiting times on the housing register and alleviate pressure.
Leader of the Council and Council Cabinet	<p>That the regeneration proposals bring forward more high quality homes of all tenures that are safer, more accessible and more fuel efficient and sustainable.</p> <p>That the regeneration proposals improve the quality of life for residents.</p> <p>That the needs of residents are taken into account during the re-housing process and disruption is kept to a minimum.</p> <p>That by providing additional and affordable homes, this will help to reduce waiting times on the housing register and alleviate pressure.</p>

A.4) Which protected characteristics or community issues are relevant to the assessment?

Age	✓	Sex	✓
Disability	✓	Sexual Orientation	
Gender reassignment			
Marriage or civil partnership		Carers	
Pregnancy or maternity		Community Cohesion	✓
Race/Ethnicity	✓	Community Safety	✓
Religion or belief		Human Rights	

STEP B) Consideration of information; data, research, consultation,

engagement

B.1) Consideration of information and data - what have you got and what is it telling you?

It is important to note that data for ethnicity was withheld or unavailable for 46% of residents and leaseholders.

Private renters are not included in the statistics unless they are on the housing register.

Data is therefore only available for 70% of the properties in Hayes Town Centre and 81% of Avondale Drive.

There is a higher number of women and Black African people living on the estates when compared to the total borough population.

Consultation

B.2) Did you carry out any consultation or engagement as part of this assessment?

Please tick NO YES

The proposal to go ahead with redevelopment has been the subject of extensive consultation with residents since August 2020 and has culminated in a GLA compliant resident ballot.

Pre-Ballot engagement

In drawing up the design and rehousing proposals the council has undertaken a significant amount of consultation with residents. The council commissioned specialist external consultants, Icen Projects, to deliver the consultation plan and has been careful to consider potential barriers to engagement for the protected groups.

In November 2020 all residents received an invitation to join a resident steering group. This had a regular attendance of around 20 residents representing all of the tenures and a wide variety in terms of gender, ethnicity and age.

One of the first tasks of the resident steering group was to interview and commission an Independent Tenant and Leaseholder Advisor (ITLA). The companies chosen are also tasked with identifying those on the estate with language or other barriers to engagement and can provide translation/interpreter services when required.

Due to Covid restrictions meetings had to take place virtually and strenuous efforts were made to ensure that those unfamiliar with the technology were able to participate. However, the fact that attendance was high compared to other estate regeneration projects led the team to believe that this mode of communication in fact

suited some groups better than traditional meetings.

A WhatsApp broadcast group was also established to keep residents updated with events and information.

Due to the fact that physical drop in events could not take place, the council complemented the virtual meetings with paper packs covering design and newsletters that were distributed to all residents, followed by tenure specific 'Guides' to explain how rehousing would work.

All paper communication extended an offer to help with further explanation and translation if necessary and a freephone number.

Conscious that some residents in the protected groups, such as older residents, much prefer face to face engagement the council resumed one-to-one appointments on site in gazebos as soon as restrictions allowed.

Events have been timed so that parents with young children can attend before school pick up or in the evening and on Saturdays.

Several languages are spoken on the estates, but the majority of households contain at least one family member who speaks very good English and there have been limited occasions where interpreters have been required.

However, in the light of the fact that such high percentages of Hayes Town Centre and Avondale Estate residents are Somali speakers the council has made sure that there is a member of staff that is a Somali speaker at all drop in events who can explain the offer and this has proved very popular with residents.

The Landlord Offer and ballot arrangements

There are 236 residents that are eligible to vote at Hayes Town Centre and 139 at Avondale Drive. There is no discretion for the council in terms of eligibility as it is obliged to follow the GLA rules for resident ballots.

If you are 16 or over, you can vote if you are:

- A council secure tenant or a housing association assured tenant, inc introductory and fixed term, named on the tenancy agreement
- A resident leaseholder who has been living in the property as your principal residence for a year
- A resident on the estate who has been on the housing register for a year or more

The council has been guided in the arrangements for the ballot by its "Independent Body" Civica, commissioned to carry out the ballot completely independently of the council in accordance with GLA requirements. They sent out letters to all residents in advance to check that they have the correct details etc before ballot papers were

sent out on 28th April 2021.

Residents were sent unique voting codes and could vote using a prepaid envelope, on-line or over the phone. Assistance was available to anyone who is finding the process hard to understand.

Residents had three weeks in which to cast their vote from the day the ballot paper is issued which is a GLA requirement.

The Landlord Offer was delivered to all eligible households two weeks before the ballot opened. It was produced in an eye-catching way to convey the main features of the new development and attempts to balance providing the detail that some residents want with the communication of the key facts for those who prefer the information summarised – for instance in the form of the ‘commitments’ page at the front of the document that contains the key facts.

It was produced in 12 pt font to make it easy to read and although it has not been provided fully in translation this can be provided on request. In acknowledgement of the large group of Somali speakers on the estate a letter containing the key information was sent out in Somali to all council tenants, where the council had a record of their first language. The council has also put posters up on the estates in Somali emphasising the key commitments so that there is no misunderstanding and the offer to provide translation services has been repeated on regular newsletters.

Finally, staff continue to be available for one-to-one conversations on the phone or on site, with interpreters available.

B.3) Provide any other information to consider as part of the assessment

Often the process of regeneration is a catalyst for action in the community that builds on existing strengths and encourages inclusion, community cohesion and fosters good relations between those with protected characteristics and those without.

It also allows existing residents to benefit from additional social value aspects such as training and employment opportunities.

The Council is also aware that as the redevelopment proceeds it may have some short-term adverse impacts on certain groups for instance older or more vulnerable groups. The disruption of moving home can cause anxiety for vulnerable groups, particularly if they have lived in their home for many years.

To mitigate this, in addition to providing financial compensation and arranging removals the council will provide an additional comprehensive package of support to assist vulnerable tenants such as packing and unpacking services, help with moving utilities and physical adaptations to the new homes where needed.

The Council will also try to arrange moves with neighbours where they provide

informal support where requested. The aim is to make moving as stress free as possible.

Impact of Rehousing proposals

- The Landlord Offer allows for tenants to access housing that fits their housing needs – in particular this will benefit families with young children and those whose current homes are unsuitable due to health/mobility issues.
- Council tenants have the right to return (or remain) to the new estate – this aids community cohesion.
- The phased scheme means that most residents will only have to move once, minimising disruption – this is particularly important for vulnerable and older residents
- To minimise the worry around moving there will be a dedicated decant officer and a comprehensive package of support with the arrangements for moving and all the costs are covered - there is extra help for older and vulnerable residents such as a packing service to mitigate any adverse impacts to these groups.
- The council will take into consideration requests to move with neighbours where there is a support network – this is particularly important for older residents and will aid community cohesion.
- If a resident has to move temporarily while a new home is built for them the council will find accommodation as close as possible to their current address and will take into consideration need for proximity to schools, GPs etc – this will mitigate any adverse impact in terms of community cohesion.
- If tenants are currently under-occupying, they can retain one extra bedroom- this will aid those that might need a carer to stay over.
- If residents don't want to stay on the estate they can move to other social housing in the borough, including specific over 60s flats and bungalows if they are eligible – this benefits older residents who will be helped with this move if it is their preference.
- Leaseholders will have options such as the shared equity product that will allow them to remain on the estate – this will mitigate any adverse impact in terms of community cohesion.
- There are opportunities for eligible residents currently in TA or private rented to move into one of the new council homes – this will aid community cohesion and allow families to access suitably sized accommodation.

C) Assessment

C.1) Describe any **NEGATIVE** impacts (actual or potential):

The impact of the disruption of rehousing may have a short term disproportionately negative impact on older people, vulnerable people or those with a disability.

Procedures will be put in place to mitigate against any negative impact including a dedicated decant officer, a comprehensive package of support for moving arrangements including all the costs being covered, and a packing service.

C.2) Describe any **POSITIVE** impacts

There are many positive impacts of the proposed redevelopment which would benefit people with protected characteristics. These are outlined below.

- The new design allows for step free access to all areas – this will be particularly beneficial for those with mobility issues and parents with young children.
- The new homes will incorporate occupational therapist recommended adaptations and 10 of all homes are being designed to wheelchair accessible standards – this will be particularly beneficial to those with mobility issues, their carers and some older residents.
- The new estate will include a mixture of flat types, some with open plan kitchen dining living rooms and some with separate kitchens to cater for different preferences.
- There will be a greater range of homes available, from one bed to four bed homes – this will benefit families with children and those in extended family groups. This is particularly true at Avondale Estate where currently all homes are two bed flats.
- There will be discrete residential blocks around resident only courtyard communal gardens and fewer homes per communal entrance – this will aid community cohesion and safety.
- The existing community room at Hayes Town Centre will be provided in a new facility with frontage to a new public square – aiding community cohesion.
- The new homes will be designed with more front doors onto the street and greater natural surveillance – increasing community safety.
- There will be new safer play areas – benefitting younger residents.

D) Conclusions

The council believes that the redevelopment will provide positive opportunities for existing residents and the wider community, including those with protected characteristics.

This is because it provides more affordable homes of a higher quality that are safer, more fuel efficient and accessible, therefore improving the quality of life for people of all ages and backgrounds.

The council has taken into account the views of residents in drawing up its final rehousing proposals and these are reflected in a specific Local Lettings Policy. In particular it has made provision for eligible residents in private rented and TA to stay on the estate in order to further community cohesion.

The council is aware that if the redevelopment proceeds it may have some short-term adverse impacts on certain groups, for instance older or more vulnerable residents. The disruption of moving can cause anxiety for residents and the council will have procedures in place to mitigate this as part of its rehousing proposals.

Signed and dated: *Perry Scott* *18 May 2021*

Name and position: Perry Scott, Corporate Director of Infrastructure, Transport & Building Services

STRICTLY NOT FOR PUBLICATION

Exempt information by virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972 (as amended).

Agenda Item 13

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Exempt information by virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972 (as amended).

Agenda Item 14

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of the Local Government Act 1972 (as amended).

Agenda Item 15

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Exempt information by virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972 (as amended).

Agenda Item 16

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