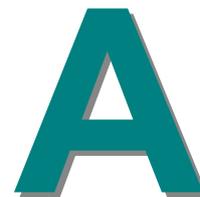




HILLINGDON  
LONDON



# CABINET

## To all Members of the Cabinet:

**Date:** THURSDAY, 8 JULY 2021

**Time:** 7.00 PM

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

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

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

You can view the agenda  
at [www.hillingdon.gov.uk](http://www.hillingdon.gov.uk) or use a smart  
phone camera and scan the code below:



**Published:**  
Wednesday, 30 June 2021

**Contact:**  
Mark Braddock  
Tel: 01895 250470  
Email: [mbraddock@hillington.gov.uk](mailto:mbraddock@hillington.gov.uk)

**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

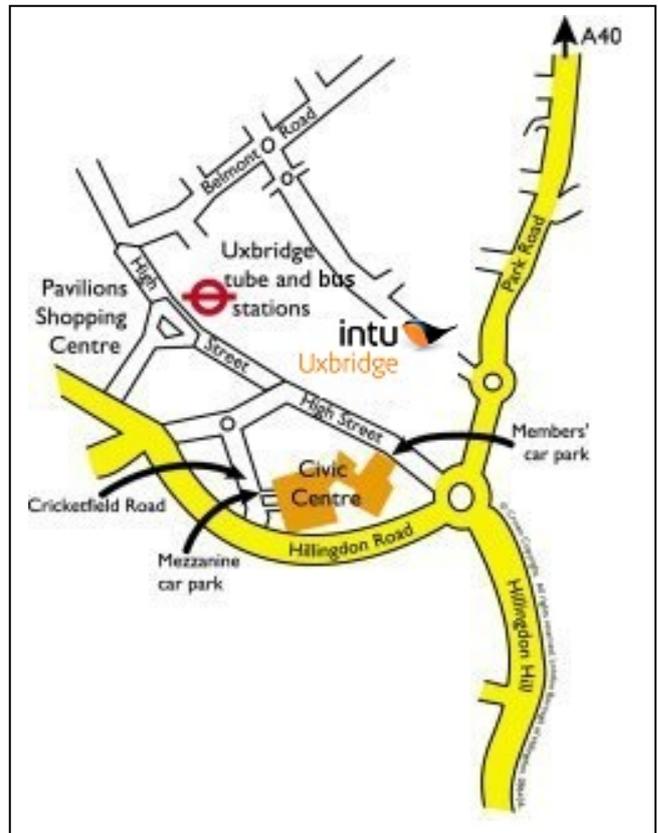
## *Attending this meeting*

**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.

## *Accessibility*

For accessibility options regarding this agenda please contact Democratic Services. For those hard of hearing an Induction Loop System is available for use.

## *Emergency procedures*

If there is a FIRE, you will hear a continuous alarm. Please follow the signs to the nearest FIRE EXIT and assemble on the Civic Centre forecourt.

Lifts must not be used unless instructed by a Fire Marshal or Security Officer. In the event of a SECURITY INCIDENT, follow instructions issued via the tannoy, a Fire Marshal or a Security Officer. Those unable to evacuate using the stairs, should make their way to the signed refuge locations.

# 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:

*8 July 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 Executive Scrutiny Committee has 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**

30 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 - 16
- 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 Hillingdon Strategic Climate Action Plan (Cllr Eddie Lavery) 17 - 80
- 6 Older People's Plan Update (Cllr Jane Palmer & Cllr Ian Edwards) 81 - 102
- 7 Hillingdon's Housing Strategy 2021-2026 (Cllr Eddie Lavery) 103 - 214

### ***POLICY FRAMEWORK – FOR CONSULTATION***

- 8 Monthly Council Budget Monitoring Report: Month 2 (Cllr Martin Goddard) 215 - 246

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

- |           |  |           |
|-----------|--|-----------|
| <b>9</b>  | Contract Award: Procurement of Refuse Collection Vehicles (Cllr John Riley & Cllr Eddie Lavery)                            | 247 - 250 |
| <b>10</b> | Contract Award: Lead Provider in the South of the Borough for Homecare and Outreach Services for Adults (Cllr Jane Palmer) | 251 - 260 |
| <b>11</b> | Contract Award: Christmas Lights 2021-2025 (Cllr Eddie Lavery)   | 261 - 274 |
| <b>12</b> | Contract Award: Building contract for the new Yiewsley and West Drayton Leisure Centre (Cllr Jonathan Bianco)              |           |

### ***REPORT TO FOLLOW***

*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.*

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

This page is intentionally left blank

## Minutes & Decisions

### CABINET

Thursday, 17 June 2021

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



HILLINGDON  
LONDON

Decisions published on: 18 June 2021

Decisions come into effect from: 5pm, Friday 25 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

#### **Other Members Present:**

Duncan Flynn

#### **1. APOLOGIES FOR ABSENCE**

All Cabinet Members were present.

#### **2. DECLARATIONS OF INTEREST IN MATTERS BEFORE THIS MEETING**

Cllr Eddie Lavery declared a non-pecuniary interest in Item 11 on the agenda (Academy Conversion – Field End Junior School) as Vice-Chairman of the Governing Body. He remained in the room during the discussion and decision on the item.

#### **3. TO APPROVE THE MINUTES OF THE LAST CABINET MEETING**

The decisions and minutes of the Cabinet meeting held on 27 May 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. BUDGET OUTTURN 2020/21**

**RESOLVED:**

**That Cabinet:**

- 1. Note the budget position as at March 2021 (outturn) as outlined in Table 1, including the in-year release of Development and Risk Contingency funds into Directorate Operating budgets as outlined in Table 5.**
- 2. Approve the transfer of £4,300k to Earmarked Reserves from the Council's underspend against normal activities to increase the Council's financial resilience and provide funding for future investment in services.**
- 3. Note the Treasury Management update as at March 2021 at Appendix E.**
- 4. Note those consultancy and agency assignments over £50k approved under delegated authority between the 22 April 2021 and June 2021 Cabinet meetings, detailed at Appendix F.**
- 5. Approve re-phasing of £30,216k 2020/21 General Fund capital expenditure and financing budgets as set out in Table 22 of the report.**
- 6. Approve re-phasing of £31,856k 2020/201 HRA capital expenditure and financing budgets into future years as set out in Table 20 of the report.**
- 7. Approve re-phasing forward of £4,370k 2022/23 HRA Works to Stock funding into 2021/22 to support delivery of works to stock in 2021/22**
- 8. Accept new High Needs Provision Capital Allocation (HNPCA) grant of £2,872k from the Department of Education, to deliver new places and improve existing provision for children and young people with special educational needs and disabilities, and pupils that require alternative provision.**
- 9. Note the 2021/22 School Conditions Allocation (SCA) capital grant award of £3,487k from the Department for Education to support school conditions improvement works.**
- 10. Accept HS2 funding of £111k to reimburse 50% of the costs of resurfacing works on Breakspear Road South.**
- 11. Approve a virement of £150k Rough Sleepers capital grant within Homeless Provision (General Fund) to the HRA Works to Stock capital programme, for conversion works at 2 Beechwood Avenue, Hayes.**
- 12. Approve the Fees and Charges proposals at the Battle of Britain Bunker as detailed in Appendix G.**
- 13. Accept revenue grant funding of £355k for 2021/22 from PHE for Drug Treatment, Crime and Harm Reduction.**
- 14. Approve the release of funding of £18k from the Heathrow/HS2 Contingency Earmarked Reserve to support the activities of the No Third Runway Coalition £18,145.88 (75% of their budget for 21/22)**
- 15. Approve a deed of variation to the leisure services contract with Greenwich Leisure Limited, originally approved by Cabinet in November 2019, to formalise the recovery of COVID-19 related financial assistance over the remaining contract term as outlined in Appendix H.**
- 16. Approve the acceptance of additional MHCLG funding allocation of £97,906 to support Returning Officers in delivering the May 2021 local elections in a COVID-19 secure way.**

- 17. Revoke its decision on 21 January 2016 that all revenue expenditure on ICT Equipment, Equipment and Furniture in the General Fund, HRA and PRA, together with revenue expenditure on areas, such as Planned Maintenance, within the HRA is subjected to the same democratic approval procedure as Capital Expenditure (capital release). Therefore, Cabinet notes that approval of such revenue expenditure approval will default back to Corporate Directors as per existing delegations.**
- 18. Ratify an Emergency Power decision taken by the Leader of the Council on 25 May 2021 to vary the contract for additional expenditure with the supplier Edenred (UK Group Limited) to enable the Council to deliver the Local Support Grant scheme and also any subsequent extension to the Scheme after June 2021.**
- 19. Approve the release of an estimated £75k of the remaining £236k Ward Budget Earmarked Reserve to top-up Ward Budgets to £10k. Furthermore, Cabinet agrees that the new ward budgets amounts will be for use this financial year 2021/22.**
- 20. Agrees to top-up the Mayor of Hillingdon's Charitable Trust during 2020/21 to a grand total of £105k, which will support the Centre for ADHD and Autism Support in Hillingdon.**

### **Reasons for decision**

Cabinet was informed of the outturn revenue, capital and treasury position from the previous financial year 2020/21. Cabinet noted the net in-year underspend of £4,913k on normal activities, of which a large portion would contribute to the Council's healthy level of balances.

Cabinet noted the scale of the impact from the COVID-19 pandemic, where Government grants and substantial funding set aside by the Council had enabled it to effectively manage these exceptional costs.

The Cabinet Member for Finance informed Cabinet that discussions were taking place with the Department for Education to manage the Schools Budget deficit and to bring it back into balance over the next few years.

Cabinet made a number of financial related decisions including the re-phasing of Capital and Housing Revenue Account expenditure into later years, particularly to assist in its drive to improve the housing stock. Cabinet also ratified a recent emergency decision taken by the Leader of the Council.

Cabinet accepted a number of external grants including for the recent May elections, to support rough sleepers, school capital projects and drug treatment services. Cabinet also awarded a grant to the No Third Runway Coalition. A variation of the contract with the Council's leisure provided was approved to assist in its recovery during the pandemic.

An addendum was moved at Cabinet to top-up Ward Budgets to support organisations identified by Councillors in their wards, along with agreeing to donate funds to the Mayor's Charitable Trust.

Closing, the Cabinet Member for Finance and Leader of the Council paid thanks to the Finance Team at the Council for their work over the year. The Leader of the Council also thanked the Cabinet Member for his good leadership on the Council's finances since taking up the role in January 2021.

### Alternative options considered and rejected

None.

<b>Relevant Select Committee</b>	Corporate, Finance & Property
<b>Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)</b>	5pm, Friday 25 June 2021
<b>Officer(s) to action</b>	Paul Whaymand
<b>Directorate</b>	Finance
<b>Classification</b>	<b>Public</b>
	<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. HILLINGDON LOCAL PLAN REVIEW AND REVISED LOCAL DEVELOPMENT SCHEME

### RESOLVED:

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 decision

The Cabinet Member for Environment, Housing and Regeneration informed Cabinet that the Government had set a deadline for the adoption of up-to-date Local Plans by December 2023 and how this would need to incorporate the latest regional and national planning guidance. The Cabinet Member set out how this target would be met by way of an updated Local Development Scheme showing the timetable for this, along with the necessary funding for the review. Cabinet recommended the Scheme to Council for approval.

## Alternative options considered and rejected

Cabinet could have declined or delayed a review of the Local Plan, which could have resulted in the legal compliance of the Local Plan being challenged.

<b>Relevant Select Committee</b>	Environment, Housing & Regeneration
<b>Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)</b>	5pm, Friday 25 June 2021 - Note: Cabinet's decision (No.2) cannot be called-in as the Plan has been referred to full Council as the decision-maker on this.
<b>Officer(s) to action Directorate</b>	Julia Johnson Planning, Environment, Education & Community Services
<b>Classification</b>	<b>Public</b>  <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. DRAFT REVISED STATEMENT OF COMMUNITY INVOLVEMENT

### RESOLVED:

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 decision

Cabinet agreed to consult on a draft revised Statement of Community Involvement, which the Cabinet Member for Environment, Housing and Regeneration informed would also set out how the Council would engage with the local community on the Local Plan review.

## Alternative options considered and rejected

Cabinet could have decided to rely on the existing Statement, but considered that this would not reflect recent and future changes to legislation and planning policy.

<b>Relevant Select Committee</b>	Environment, Housing & Regeneration
<b>Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)</b>	5pm, Friday 25 June 2021
<b>Officer(s) to action</b>	Julia Johnson
<b>Directorate</b>	Planning, Environment, Education & Community Services
<b>Classification</b>	<b>Public</b>  <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. CARERS STRATEGY 2018-21: UPDATE

### RESOLVED:

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 decision

The Cabinet Member for Health and Social Care updated Cabinet on the progress made implementing the 2018-21 Carers Strategy. It was noted that there were over 25,000 carers in Hillingdon providing unpaid support, including many children. Cabinet was informed of the challenges that the pandemic has had upon carers, and welcomed the effort by the Council and partners to contact carers and ensure support, often virtual, to assist them and also help limit their isolation.

The Cabinet Member outlined the achievements over the year, including exceeding the target on carers assessments, and the appointment of an interpreter in the south of the Borough to support carers, which had also assisted with vaccination take-up. It was welcomed that 3359 carers had accessed vital services from the Hillingdon Carers' Partnership over the last year - a substantial increase compared to previous years. The comments of the Families, Health and Wellbeing Select Committee were also welcomed, particularly in relation to the progress in mental health provision.

The Cabinet Member for Families, Education and Wellbeing updated Cabinet on the wellbeing of young carers during the pandemic, particularly with many having spent more time at home during lockdown with less respite. The work of the Hillingdon Carers' Partnership to address this was welcomed, including support for education through the provision of laptops and 1500 short breaks covering sport and arts activities for younger carers.

The Leader of the Council noted the heroic role carers play in improving the quality of life of those close to them. He shared Cabinet's commitment to continue to provide the best support possible to carers.

Cabinet agreed the priorities for carers over the coming year which included restoring face-to-face services and delivery of a guide for carers.

### Alternative options considered and rejected

None.

<b>Relevant Select Committee</b>	Families, Health & Wellbeing
<b>Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)</b>	5pm, Friday 25 June 2021
<b>Officer(s) to action</b>	Kate Kelly-Talbot
<b>Directorate</b>	Social Care & Health
<b>Classification</b>	<b>Public</b>
	<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. COUNTER FRAUD STRATEGIC PLAN 2021-22

### RESOLVED:

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

### Reasons for decision

The Cabinet Member for Finance outlined the importance to the Council's finances of tackling fraud and corruption to ensure monies were available for front-line services. The objectives of the Plan were noted, including the financial savings target for 2021/22 of £1.5m. Cabinet agreed the Plan.

## Alternative options considered and rejected

None.

<b>Relevant Select Committee</b>	Corporate, Finance & Property
<b>Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)</b>	5pm, Friday 25 June 2021
<b>Officer(s) to action</b>	Alex Brown
<b>Directorate</b>	Finance
<b>Classification</b>	<b>Public</b>
	<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>

## 10. QUARTERLY PLANNING OBLIGATIONS MONITORING REPORT

### RESOLVED:

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 decision

The Cabinet Member introduced the more succinct planning obligations report, outlining the current position and allocations alongside the updated Cabinet portfolios. It was noted that a review was taking place of s106 procedures to ensure monies were being spent in accordance with the Council's strategic priorities.

## Alternative options considered and rejected

None.

<b>Relevant Select Committee</b>	Environment, Housing & Regeneration
<b>Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)</b>	This item cannot be called-in as there is no decision and Cabinet noted the report only.
<b>Officer(s) to action</b>	Nicola Wyatt / Julia Johnson
<b>Directorate</b>	Planning, Environment, Education & Community Services
<b>Classification</b>	<b>Public</b>

*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.*

**11. ACADEMY CONVERSION - FIELD END JUNIOR SCHOOL**

**RESOLVED:**

**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 decision**

The Cabinet Member for Property & Infrastructure introduced the report and 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.

<b>Relevant Select Committee</b>	Corporate, Finance & Property
<b>Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)</b>	5pm, Friday 25 June 2021
<b>Officer(s) to action</b>	Michele Wilcox
<b>Directorate</b>	Infrastructure, Transport & Building Services
<b>Classification</b>	<b>Public</b>
	<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>

**12. HAYES ESTATE REGENERATION - PUBLIC REPORT & APPENDICES**

**RESOLVED:**

**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 decision**

Cabinet agreed to move forward with the next stage of the redevelopment of Hayes Town Centre Estate and Avondale Drive Estate following the recent resident ballot results.

The Cabinet Member for Property & Infrastructure informed Cabinet that the ballot had secured an extremely high level of engagement and support for both sites to be re-developed. The Cabinet Member commented that this project would provide a template to look at other areas of improving the Council's housing stock in the future.

The Cabinet Member for Environment, Housing and Regeneration set out the Council's approach for these two sites to deliver high quality housing schemes, meet the needs of residents and help reduce overcrowding.

It was noted that this project would take a number of years to complete and would be delivered in phases, to enable residents to be re-housed whilst the sites were being re-developed. The next key step would be the planning application process.

The Leader of the Council highlighted the successful engagement of residents in the process of re-developing the sites and re-iterated the Council's commitment to provide decent homes.

## Alternative options considered and rejected

Cabinet could have decided not to go ahead with re-development, despite the resident ballot in favour but considered this would not address the significant additional improvement works required.

<b>Relevant Select Committee</b>	Environment, Housing & Regeneration
<b>Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)</b>	5pm, Friday 25 June 2021
<b>Officer(s) to action</b>	Perry Scott
<b>Directorate</b>	Infrastructure, Building Services and Transport
<b>Classification</b>	<b>Public</b>  <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. This excludes Appendix 1 which is confidential.</i>

### 13. HAYES ESTATE REGENERATION - CONFIDENTIAL FINANCIAL APPENDIX 1

#### RESOLVED:

That Cabinet note Appendix 1 (Financial information) as part of the preceding public report (Item 12) on this agenda:

#### Reasons for decision

Cabinet noted the detailed financial business case for consideration of the redevelopment of the Hayes Town Centre and Avondale estates.

<b>Relevant Select Committee</b>	Environment, Housing & Regeneration
<b>Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)</b>	This item cannot be called-in as there is no decision and Cabinet noted the report only in relation to the decisions made on the previous public report.
<b>Officer(s) to action</b>	
<b>Directorate</b>	
<b>Classification</b>	<b>Private</b>  <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>

**14. ICT INFRASTRUCTURE AS A SERVICE (IAAS) MICROSOFT AZURE CONSUMPTION CHARGES**

**RESOLVED:**

**That the Cabinet:**

- 1. Approve continued use of Microsoft Azure Infrastructure as a Service (IaaS) for critical line-of-business applications servers for a period of three years.**
- 2. Approve Agilisys Limited as the Cloud Solution Provider (CSP) for a one-year period from 1 July 2021.**
- 3. Delegate authority to the Leader of the Council and Cabinet Member for Corporate Services & Transformation, in consultation with the Corporate Director of Infrastructure, Transport & Building Services, to seek an alternative Cloud Solution Provider (CSP) for years 2 and 3 as appropriate.**

**Reasons for decision**

The Cabinet Member for Corporate Services and Transformation set out the Council’s strategy of updating its technology infrastructure base and Cabinet agreed to the continued use of Microsoft for the cloud hosting of its essential systems.

**Alternative options considered and rejected**

None.

<b>Relevant Select Committee</b>	Corporate, Finance & Property
<b>Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)</b>	5pm, Friday 25 June 2021
<b>Officer(s) to action Directorate</b>	Michael Clarke / Jo Allen Infrastructure, Transport & Building Services / Finance
<b>Classification</b>	<b>Private</b>  <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>

**15. CONTRACT FOR THE SUPPLY AND DELIVERY OF REFUSE AND RECYCLING SACKS**

**RESOLVED:**

**That the Cabinet:**

1. **Accept the tender from Imperial Polythene Products Limited for the Supply and Delivery of Refuse and Recycling Sacks on behalf of the London Borough of Hillingdon for a two-year period from September 2021 to September 2023 and at the value of £970k.**
2. **Furthermore, agree that this includes the provision to extend the contract for a two-year period, followed by a further one-year period (five years in total), delegating approval of any extension to the Leader of the Council and Cabinet Member for Environment, Housing and Regeneration, in consultation with the Corporate Director of Infrastructure, Transport & Building Services and at a total contract value of £2,468k over the full five years.**

**Reasons for decision**

The Cabinet Member for Environment, Housing and Regeneration outlined the procurement process for the continued provision of sacks for the Council’s weekly waste collections. Cabinet accepted the most economically advantageous tender.

**Alternative options considered and rejected**

None.

<b>Relevant Select Committee</b>	Environment, Housing & Regeneration
<b>Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)</b>	5pm, Friday 25 June 2021
<b>Officer(s) to action</b>	Nicola Herbert
<b>Directorate</b>	Infrastructure, Transport & Building Services
<b>Classification</b>	<b>Private</b>
	<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>

**16. DISPOSAL OF LAND AT JUDGE HEATH LANE, HAYES**

**RESOLVED:**

**That the Cabinet:**

- 1) Declare the site surplus to requirements and;**
- 2) Approve the disposal of the site at the value set out in the report.**

**Reasons for decision**

Cabinet agreed to dispose of and sell two garages on the site that were void and in a poor condition, yet not large enough to have any development potential.

**Alternative options considered and rejected**

Alternative options were set out in the report.

<b>Relevant Select Committee</b>	Corporate, Finance and Property
<b>Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)</b>	5pm, Friday 25 June 2021
<b>Officer(s) to action</b>	Julie Markwell
<b>Directorate</b>	Infrastructure, Transport & Building Services
<b>Classification</b>	<b>Private</b>  <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>

**17. ANY OTHER ITEMS THE CHAIRMAN AGREES ARE RELEVANT OR URGENT**

No additional items were considered by the Cabinet.

The meeting closed at 7.38pm

**Internal Use only\* Implementation of decisions & scrutiny call-in**

<p><b>When can these decisions be implemented by officers?</b></p>	<p>Officers can implement Cabinet's decisions in these minutes only from the expiry of the scrutiny call-in period which is:</p> <p><b>5pm, Friday 25 June 2021</b></p> <p>However, this is subject to the decision not being called in by Councillors on the relevant Select Committee. Upon receipt of a valid call-in request, Democratic Services will immediately advise the relevant officer(s) and the Cabinet decision must then be put on hold.</p>
<p><b>Councillor Scrutiny Call-in of these decisions</b></p>	<p>Councillors on the relevant Select Committee shown in these minutes for the relevant decision made can request to call-in that decision. The call-in request must be before the expiry of the scrutiny call-in period above.</p> <p>Councillors should use the Scrutiny Call-in App (link below) on their devices to initiate any call-in request. Further advice can be sought from Democratic Services if required:</p> <p><a href="#"><u>Scrutiny Call-In - Power Apps (secure)</u></a></p>
<p><b>Notice</b></p>	<p>These decisions have been taken under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.</p> <p>This Cabinet meeting was also broadcast live on the Council's YouTube channel <a href="#"><u>here</u></a> for wider resident engagement.</p> <p>Please note that these minutes and decisions are the definitive record of proceedings by the Council of this meeting.</p> <p>If you would like further information about the decisions of the Cabinet, please contact the Council below:</p> <p><a href="mailto:democratic@hillingdon.gov.uk"><u>democratic@hillingdon.gov.uk</u></a> Democratic Services: 01895 250636 Media enquiries: 01895 250403</p>

This page is intentionally left blank

## HILLINGDON STRATEGIC CLIMATE ACTION PLAN

<b>Cabinet Member(s)</b>	Cllr Eddie Lavery
<b>Cabinet Portfolio(s)</b>	Environment, Housing and Regeneration
<b>Officer Contact(s)</b>	David Haygarth / Ian Thynne - Planning, Environment, Education and Community Services
<b>Papers with report</b>	Appendix 1 - The Draft Strategic Climate Change Plan Appendix 2 - Survey Questions Appendix 3 - Climate Change Action Plan Consultation (Charts)

### HEADLINES

<b>Summary</b>	<p>The world's climate is changing due to increased levels of gases such as carbon dioxide in the atmosphere. Scientific research has demonstrated that carbon dioxide levels are higher than at any time in the past 650,000 years and this has resulted in a gradual warming of the world's climate.</p> <p>Uncontrolled climate change will lead to higher global temperatures, rising sea levels and more extreme, unpredictable weather conditions across the world. These events and their knock-on effects, such as drought and its impact on food production, or the flooding of coastal areas where many people live, will put hundreds of millions of lives at risk.</p> <p>Hillingdon Council is striving to be the greenest London Borough, to protect and enhance the environment, and to provide a brighter prospect for future generations. Over the last ten years the Council has made significant progress to reduce carbon emissions and has committed that it will be carbon neutral by 2030.</p> <p>To achieve this and other related climate goals, the Council created a draft strategic climate action plan, which underwent public consultation from March 29<sup>th</sup> for 12 weeks. Having now evaluated and consolidated feedback from the consultation, this report presents the adopted strategic action plan to achieve the 2030 target and associated corporate climate commitments.</p>
<b>Putting our Residents First</b>	This report supports the following Council objectives of: Our People, Our Natural Environment, Our Built Environment.
<b>Financial Cost</b>	There are no direct costs associated with the proposed Strategic Climate Action Change Plan, which can be managed within existing resources.

Relevant Select  
Committee

Environment, Housing & Regeneration

Relevant Ward(s)

All Wards

## RECOMMENDATIONS

That Cabinet:

1. **Notes the findings and positive response from a comprehensive consultation exercise which has informed the final Strategic Climate Action Plan;**
2. **Approves Hillingdon's Strategic Climate Action Plan for adoption;**
3. **Notes that officers will prepare operational plans to drive forward and fully implement the objectives set out in the Strategic Plan, with progress being regularly reported to Cabinet and;**
4. **Notes to undertake a review of this strategy in July 2024.**

### Reasons for recommendation

- Recommendation 1 - Following a comprehensive 12-week public consultation, Hillingdon's draft Strategic Climate Change Plan is now fully informed by the views and ideas from residents, community groups, non-government organisations, commerce, industry, and other stakeholders. The consultation showed a very positive response from the public, whose views have led to three additional corporate climate commitments, two new themes, and more detailed suggestions now incorporated into the draft for adoption.
- Recommendation 2 – Cabinet approval of the strategic plan will commit the organisation to deliver the response needed to address the climate emergency declaration of 2020 and other internal climate related goals. It will enable the organisation to move forward, continuously improving environmental performance and reducing its own carbon emissions. This will inform and enable us to lead the community in tackling climate issues in a positive and beneficial way.
- Recommendation 3 – Officers can now identify and begin the service improvements, works and projects to deliver the plan using existing resources and budgets. Officers will also identify sources of low carbon funding to support any additional opportunities to go further and faster to reduce carbon emissions.
- Recommendation 4 – The strategic climate action plan will require review to assess its effectiveness and provide an opportunity to consider any improvements which support the council's objectives.

## Alternative options considered / risk management

The option to take no action was not considered. To achieve the climate emergency declaration requires leadership from the Local Authority and targeted action working in partnership with residents, public sector organisations, community groups and businesses.

## Comments from the previous Policy Overview Committee / new Select Committee

The following comments were submitted in support of the draft strategic plan by the previous Corporate Service, Commerce and Communities Policy Overview Committee on 6<sup>th</sup> April 2021.

*“The Corporate Services, Commerce and Communities Policy Overview Committee welcomed the Council’s Climate Change Action Plan commenting that such a Plan was essential given the world’s changing climate and weather patterns.*

*The Committee noted that the Council aimed to be carbon neutral by 2030 and planned to achieve clean energy via the use of wind turbines, solar energy and energy supplied by the local and national grid. The use of fossil fuels would be reduced where possible and Carbon offsetting would be kept to a minimum. Members welcomed the public consultation and anticipated that Hillingdon residents would be actively engaged in shaping the plan. With regards to carbon offsetting, Members heard that alternatives to tree planting were being explored and a strategy was being developed in relation to this.”*

In addition, the new Environment, Housing and Regeneration Select Committee convened on 8<sup>th</sup> June 2021 made the following comment in support of the draft strategic climate action plan.

*“The Committee support the measures outlined within the proposed Action Plan to address climate change through the reduction of the Council’s carbon footprint. The Committee notes the actions previously taken that have resulted in significantly reduced emissions and is eager to see further successes as a result of the Plan’s approval and implementation.”*

## SUPPORTING INFORMATION

1. The world’s climate is changing due to increased levels of gases such as carbon dioxide in the atmosphere. These 'greenhouse' gases occur naturally in the atmosphere, trapping heat that comes from the sun like the glass in a greenhouse. The 'greenhouse effect' is a natural occurrence and without it the Earth would be over 30 degrees cooler and uninhabitable.
2. However, due to human activities such as the burning of fossil fuels (oil, gas and coal) and deforestation, concentrations of greenhouse gases in the atmosphere are rising and making the natural greenhouse effect more pronounced, trapping more of the sun’s heat and resulting in a rise in the earth’s temperature. The main contributor to global warming is carbon dioxide.
3. Uncontrolled climate change will lead to higher global temperatures, rising sea levels and more extreme, unpredictable weather conditions across the world. These events and their

knock-on effects, such as drought and its impact on food production, or the flooding of coastal areas where many people live, will put hundreds of millions of lives at risk. This is already occurring in the developing world.

4. Hillingdon Council has made significant progress over the last ten years to reduce its carbon footprint through a range of activities such as the installation of lower energy lighting, cavity and loft installation in Council-owned buildings, the planting of thousands of trees and successful campaigns such as ‘no idling’ of vehicle engines outside schools. However, there is still more than can be achieved to reduce carbon emissions.
5. On 16th January 2020 at full Council, the London Borough of Hillingdon declared a climate emergency in recognition of the need to reduce carbon emissions further, and at a faster pace. To support this, the Council gave a commitment to be carbon neutral by 2030 and applied this target to its own operations.
6. Officers then developed a draft strategic climate action plan, which was presented to Cabinet in March 2021. The draft plan provided the framework to achieve the carbon neutral target, but also set out the Council’s ambitions for community leadership. These aims were set out as 3 Corporate Climate Commitments, with 7 themes of focus. Cabinet approved the draft and instructed officers to conduct a 12-week consultation, which closed on the 20<sup>th</sup> June.
7. Following the consultation officers evaluated the responses and three more corporate commitments were formulated. The existing and additional commitments are set out below.
  - Corporate Climate Commitment 1) To lead and inspire our residents, businesses and schools to reduce their own emissions – where we cannot directly control emissions, we intend to identify the opportunities to enable others to reduce theirs.
  - Corporate Climate Commitment 2) To become carbon neutral by 2030 – where we directly control emissions, we will invest in energy saving measures, onsite renewable power for and local carbon offsetting where needed.
  - Corporate Commitment 3) To achieve 100% clean energy across the Councils directly controlled services by 2030 – this involves the Council continually decarbonising our heating requirement and ensuring the energy supplying our assets come from clean sources, either nationally or locally generated.
  - **New** Corporate Commitment 4) To raise awareness and develop the potential of young people to respond to the challenge of the climate emergency – recognising the climate emergency as intra and inter-generational issue, the Council will engage young people to educate and raise awareness of the global challenge and the role of local action.
  - **New** Corporate Commitment 5) To enhance opportunities for biodiversity across the Borough, particularly in urban areas – applying the Councils management of green spaces, woodlands and wetlands in ways that enhance nature, while improving the climate.

- **New Corporate Commitment 6) To remain open to the opportunity to go further, to be innovative and creative to exceed the stated goals wherever possible.** - with a long-term target, the Council can also remain open to new ideas, projects, funding, and joint working to reduce our carbon emissions and benefit the community.
8. The amended plan retains seven themes of focus from the original draft. Following consultation, officers evaluated the responses and adjusted the 7 theme objectives to reflect, consolidate and incorporate the views of residents. This included two new themes being formulated and included. The existing and additional new themes are set out below.
- Theme 1) Community Leadership – the Council acting as community leader for the Borough to deliver actions to reduce carbon emissions, promoting energy efficiency awareness and access to grant funding for housing, schools and businesses.
  - Theme 2) The Council’s Own Operations – reducing our directly controlled carbon emissions and becoming carbon neutral by 2030 in day to day service delivery. Exploring ways to generate renewable energy, introduction of a green travel plan for staff and reducing the carbon impact of our contractors.
  - Theme 3) Building Better Places – using the local authority planning process to influence developments to higher standards of sustainability and design out carbon. Investigate and evaluate new planning policies that support sustainable transportation plans and the retention and replacement of trees during development.
  - Theme 4) Using Clean and Producing Green Energy – to ensure the energy the Council uses comes from renewable sources and to make changes to the heating of buildings to lower the consumption of energy and reduce carbon emissions. Where feasible, using our land resource and building assets to install small and large scale renewable power.
  - Theme 5) Waste Management – reducing the creation of and disposal of waste in our services and activities, and leading campaigns for residents to avoid producing waste, especially plastics, and encouraging residents to grow their own food, source from local markets and compost organic waste where possible.
  - Theme 6) Climate Change Adaptation and Mitigation – Introducing changes to everyday activities and changes to the environment we live in, which help adapt to the changing climate and mitigate the effect of climate change. Typically, flood alleviation schemes, water efficiency schemes to store water, providing advice and encouragement to residents and businesses on the type of action they can take.
  - Theme 7) Carbon Offsetting – to put in place measures to compensate for carbon emissions which cannot be avoided in the short-term. Linking to theme 4, the Council will explore ways to produce a surplus of renewable power to offset its own fossil fuel emissions, then account for the carbon we offset through our tree planting, and also encourage in Borough investment for further offset schemes.

- **New** theme 8) Sustainable Transport – linking together the aims of our various teams to establish the bigger picture of our capability to promote and enable safer routes and infrastructure. Creating the environment which encourages our community to walk, cycle and switch to electric and hybrid vehicles.
- **New** theme 9) Transparency, Communications and Reporting – we must be open and clear about our targets, communicating our plans and results in a consistent and interactive way. Several operational plans with targets will underpin the strategic plan, and these will be made public in a clear and objective way.

## Financial Implications

9. There are no direct financial implications associated with adoption of the Strategic Climate Action Plan or development of the operational action plans, with both being managed within existing resources.

## RESIDENT BENEFIT & CONSULTATION

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

10. The strategic climate change action plan sets out the action the Council has taken to date to significantly reduce its own carbon emissions and the outline actions needed to be fully carbon neutral across the Borough by 2030. As well as having a beneficial effect on the global climate situation, these activities have helped keep energy costs down for the Council, as well as helping to improve local air quality and improve green spaces.
11. This plan means the Council will take action to continue reducing carbon emissions and adapt to the impact of climate change. The plan brings together many strands of work and links them to a common goal, making our actions clearer to concerned residents. In particular, the leadership and engagement aspects will help residents, businesses, and communities to avoid disruption to day to day lives, and ensure the Borough is a cleaner and healthier place to live.

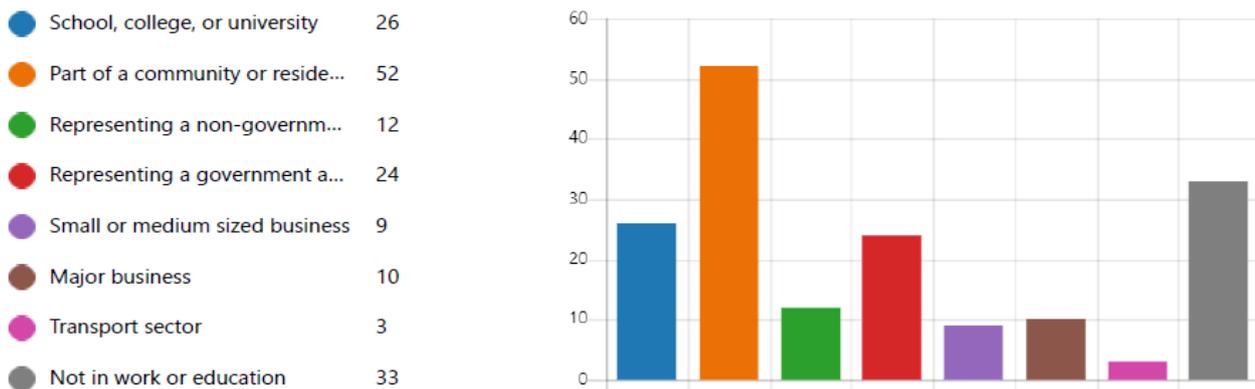
### Consultation carried out or required

12. The draft strategic climate action plan public consultation was launched on 29th March 2021 and ran for 12 weeks, closing on 20th June. Community Engagement and the Communications Team supported the climate action plan consultation with a campaign designed to achieve the widest possible engagement during a period of COVID-19 lockdown.
13. An online survey was created and linked to a Council webpage, created specifically for the consultation. Key stakeholders were established and directly mailed with a link to the survey, while officers continued to raise awareness of the consultation through a series of media and public events. Also included were social media releases, a press release in

Hillingdon People, webinars for businesses and resident associations and a specially created Hillingdon school's climate change competition.

14. Given the importance of the climate emergency, officers also supported the Cabinet Member in specific virtual public engagement activities to help raise awareness of the plan. These included a COP 26 webinar with West London Business, a resident's association webinar and a virtual meeting with Heathrow Airport senior management, who also submitted a positive written response on the Council's plans. A detailed response was also received from the Hayes Town Partnership.
15. The Council aspired to wide public engagement from the residents and business survey, using a variety of methods to increase participation. It is important to note that despite a period of COVID-19 lockdown, Community Engagement officers reported a good response. The Council also responded to requests to improve the ability of residents to respond and created a climate emergency email address, linked to the consultation page. A postal address was also given, and residents were able to access and complete the survey at all Hillingdon libraries.
16. In total there were 169 responders to the online survey, who also provided an additional 487 specific comments on the plan. The comments were reviewed and considered by officers and where possible, integrated into the strategic plan. Many of the comments can be incorporated to the action plans the Council must now develop. Other comments were noted as forming part of other areas of work and will be forwarded to the relevant teams. Summary details are provided below, with a more detailed report from the Community Engagement team contained in appendices.
17. The response to our online survey, by sector is provided below:

1. Please tell us the sector which best describes your current setting.



Text truncated in the diagram legend reads as follows:

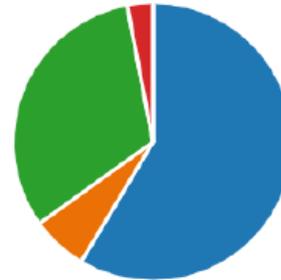
- Part of a community or residents' group,
- Representing a non-government agency or charity,
- Representing a government agency or authority.

18. In addition, we wanted to know if responders lived or worked in Hillingdon.

2. Do you live or work in Hillingdon?

💡 Insights

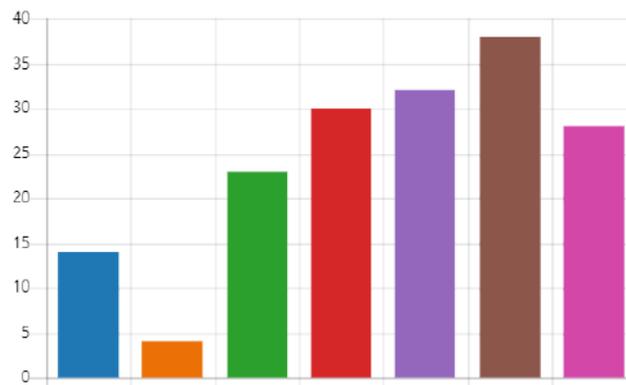
Live	99
Work	11
Both	54
Neither	5



19. Then, we wanted to understand the age profile of the people we had engaged with.

3. Please tell us your age group.

Under 18	14
18-24	4
25-34	23
35-44	30
45-54	32
55-64	38
65+	28



20. The climate emergency email address set up to receive more detailed and bespoke responses also proved helpful to our consultees. Several residents wrote in support of the Councils plans and offered further detailed ideas to improve the local area, with particular interest in trees, native wildflowers and the issues caused by major and minor developments in the Borough. Where possible, these ideas and suggestions will be incorporated into the detailed action plans for service delivery.

21. The Council also received responses from local organisations. Again, these perspectives are extremely useful and align either in the updated strategic climate action plan, or as more specific actions in the emerging action plans for service delivery. The Council is therefore grateful for and acknowledges the support, encouragement, and contributions from the following bodies.
- Canal and River Trust
  - Eastcote Conservation Panel
  - Eastcote Residents Association
  - Hayes Town Partnership
  - Heathrow Airport
  - Hillingdon Friends of the Earth
  - Hillingdon Green Party
  - Hillingdon Labour Group
  - Hillingdon Volunteer Group of London Wildlife Group
  - Ickenham Residents Association
  - Unison
22. The Council also engaged in greater depth with the Hillingdon Friends of the Earth (HFoE) Climate Action Group. This is a special focus group, formed in 2020 and part of the larger HFoE group established in Hillingdon over 30 years ago. The Councils lead climate officer met with representatives from this group, discussed the plan and invited a full response from HFoE. Following this, HFoE submitted a 54-page report, responding line by line to the Councils draft strategic plan. This element of the consultation has proved very helpful to officers and several HFoE ideas are now incorporated into the draft adopted strategic plan. As detailed action plans develop to support the strategy, officers will continue to refer to the HFoE report and undertake further engagement with the group to develop the specific themes and shape future Council actions.
23. Officers from different teams collaborated to undertake the first Hillingdon school's climate competition. This engagement asked children of all ages across the Borough to submit creative work, telling the Council how they felt about climate change. The work was facilitated by the School Travel and Road Safety Team, (STARS.) Using their extensive networks and contacts, the team were able to link the climate plan to a range of other activities they undertake. This also ties in with the TfL School Travel Plan programme allowing schools to gain accreditation status in this field. The competition launch, close and announcement of award dates all coincided with key environmental calendar dates of World Earth Day, World Environment Day and, Cleaner Air Day.
24. The consultation process demonstrated high levels of awareness, articulation, and engagement from the community. All the suggestions and ideas put forward were either noted or agreed or identified as potential for the nascent action plans referred to in the strategic plan. Where possible, agreed views were consolidated into the strategic climate action plan, which is now amended and included in the background papers.

## CORPORATE CONSIDERATIONS

### Corporate Finance

25. Corporate Finance has reviewed this report and confirms that there are no direct financial implications associated with the draft Climate Action Plan. Following the public consultation and as specific projects are developed to meet the goals set out in the Action Plan, these will be fully costed and integrated into the Council's Medium-Term Financial Forecast and financial strategy as appropriate.

### Legal

26. The Borough Solicitor advises that the Climate Action Plan sets out how the Council will discharge its obligations under the Climate Change Act 2008 to reduce carbon emissions etc. The Action Plan has been devised following a comprehensive public consultation with the draft plan having been amended to take account of the consultation feedback. The Borough Solicitor therefore confirms that there are no legal impediments to the Council adopting the Climate Change Action Plan.

### Infrastructure / Asset Management

27. Not applicable at this stage.

### Comments from other relevant service areas

28. Not applicable at this stage.

## BACKGROUND PAPERS

[Cabinet report – draft Climate Change Action Plan for consultation – 18 March 2021](#)



# **London Borough of Hillingdon**

# **The Strategic Climate Action Plan**

**Draft for Adoption  
July 2021**

# Foreword

Our climate is changing rapidly, and the consequences are alarming. Consequences that are not a distant problem but are happening now. This is a global crisis with more and more reports of severe and lasting consequences; wildfires, floods, droughts, and storms all more commonplace. In the UK the frequency, duration and strength of storms and extreme weather are also far more common.

The risks are escalating and the need for more decisive action more prevalent than ever. The time for discussion on whether and how much the climate is changing is over.

The Council has already taken action. In 2007 we signed the Nottingham Declaration on Climate Change. This led to a climate change strategy which has seen council carbon emissions reduce by over 40% during the last ten years.

Yet further action is required as the challenge intensifies. The Council responded swiftly to the will of the residents in declaring a climate emergency which demonstrates the need for even greater effort from everyone. The Council is not alone in that. As a leader in the community and responsible for shaping the future of the borough it is uniquely placed to set higher standards and achieve meaningful results.

The Council will be carbon neutral by 2030. That is our commitment to our residents. It's ambitious and challenging but it is also necessary. We also commit to providing leadership and direction for others to follow; to give everyone the chance to contribute to the task of responding to this crisis.

This new strategy provides the framework for our response to the challenge. It reaffirms the commitments already made, demonstrates the progress to date and sets out how we will drive real change through ambitious actions.

We consulted widely through Spring and early Summer 2021, engaged positively and actively sought views and input from all those in the borough who will play an important role in meeting this challenge. We also ran a school's competition to raise awareness of the plan and the need for action in more general terms. The response to the consultation was impressive and commensurate with the crisis we are facing. Those responses indicate the depth of feeling in the subject and the willingness to be part of the solution.

Thank you to all those who responded, engaged, and provided views.

**Councillor Eddie Lavery**

**Cabinet Member for Environment, Housing and Regeneration**

## Preface

*In early 2021, a draft strategic climate action plan underwent a 12-week public consultation and received a positive response from residents. Over 500 further suggestions came forward from residents and a detailed response from Hillingdon Friends of the Earth and several other interested groups was also received. This is clearly a matter of great importance for our community.*

*In response, the Strategic Climate Action Plan sets out our overarching plan to respond to the climate emergency. The plan details a clear and simple vision for Hillingdon and identifies the activities it will undertake in relation to the climate emergency declaration. These activities are guided by six corporate climate commitments and aligned to nine themed areas of activity set out in this plan.*

*The detailed activities needed to deliver this plan and ultimately meet the corporate commitments, will be set out in a series of specific action plans, the titles of which are summarised within this document.*

# The Vision

**To become the greenest London borough, to protect and enhance the environment, and to provide a brighter prospect for future generations.**

## Corporate Climate Commitment 1

***To lead and inspire our residents, businesses, and schools to reduce their own carbon emissions.***

Where we cannot directly control emissions, we intend to identify the opportunities to enable others to reduce theirs. We want to work with residents, schools, and businesses to enable them to identify their carbon footprint and to put in place actions to reduce it.

Typical examples are assisting private sector homeowners with insulation and renewable power schemes, creating the infrastructure for charging electric vehicles and, assisting each school to develop its own carbon reduction plans.

## Corporate Climate Commitment 2

***To become 'Carbon-Neutral' by 2030.***

This target applies to public access buildings and sites where we pay for the energy supplies, our vehicles and highway assets like streetlighting and car parks.

We will invest in energy saving measures to reduce carbon across the property portfolio. To offset remaining carbon, we will identify schemes which allow us to generate larger scale renewable power in the borough, while supporting a range of other community objectives.

The council has further capability to offset, through existing carbon sequestration in our woodlands and tree planting activities. If any carbon remains to be offset by 2030, the council will investigate the most viable method which supports investment within the borough.

Where we do not have direct financial or operational control over energy, such as council housing and schools, we will use existing resources and seek additional government funding to achieve carbon reductions over the lifetime of this plan.

### Corporate Climate Commitment 3

#### ***To achieve 100% clean electricity across the Council's services by 2030.***

From 2020 all the electrical power to our assets was sourced from certified renewable sources. The energy was secured through a London wide contract which runs until 2024. This means we can be assured that our electrical power component of our service is currently zero-carbon.

We still use fossil fuels for heating and hot water and this use needs to be reduced. Over the lifetime of this strategy, we will replace and upgrade these heating systems with more efficient, low carbon and renewable power alternatives such as solar thermal and air and ground source heat pumps.

In addition, some fleet vehicles will require diesel fuel until a viable electrical replacement can be found. Any remaining fossil fuel use will be mitigated by the carbon offset programme.

### Corporate Climate Commitment 4

#### ***To raise awareness and develop the potential of young people to respond to the challenge of the climate emergency.***

The climate action plan is a long-term commitment and we recognise the role that young people will play in the future of Hillingdon, and the planet. Supporting our community leadership role, the council will engage with younger people across the borough, raising awareness of the issues in schools, further and higher educational establishments and those starting out in employment.

### Corporate Climate Commitment 5

#### ***To enhance opportunities for biodiversity across the borough and particularly in urban areas.***

Responding to the climate emergency is not just about reducing or removing carbon emissions. It is about recognising a much wider threat across all aspects of our environment. We are responsible for large sections of open areas and waterways that are an extremely important for wildlife and, amenity for residents. We can find better ways to use green and open space to support flora and fauna, manage flooding, integrate trees and planting schemes into urban environments and re-establish wildlife corridors.

## Corporate Climate Commitment 6

***To remain open to the opportunity to go further, to be innovative and creative to exceed the stated goals wherever possible.***

This plan is our initial response to the climate emergency. It is fundamental and vital we play a lead role in generating new funding, influencing policy, and lobbying for legislation to support positive carbon reducing activities for our borough.

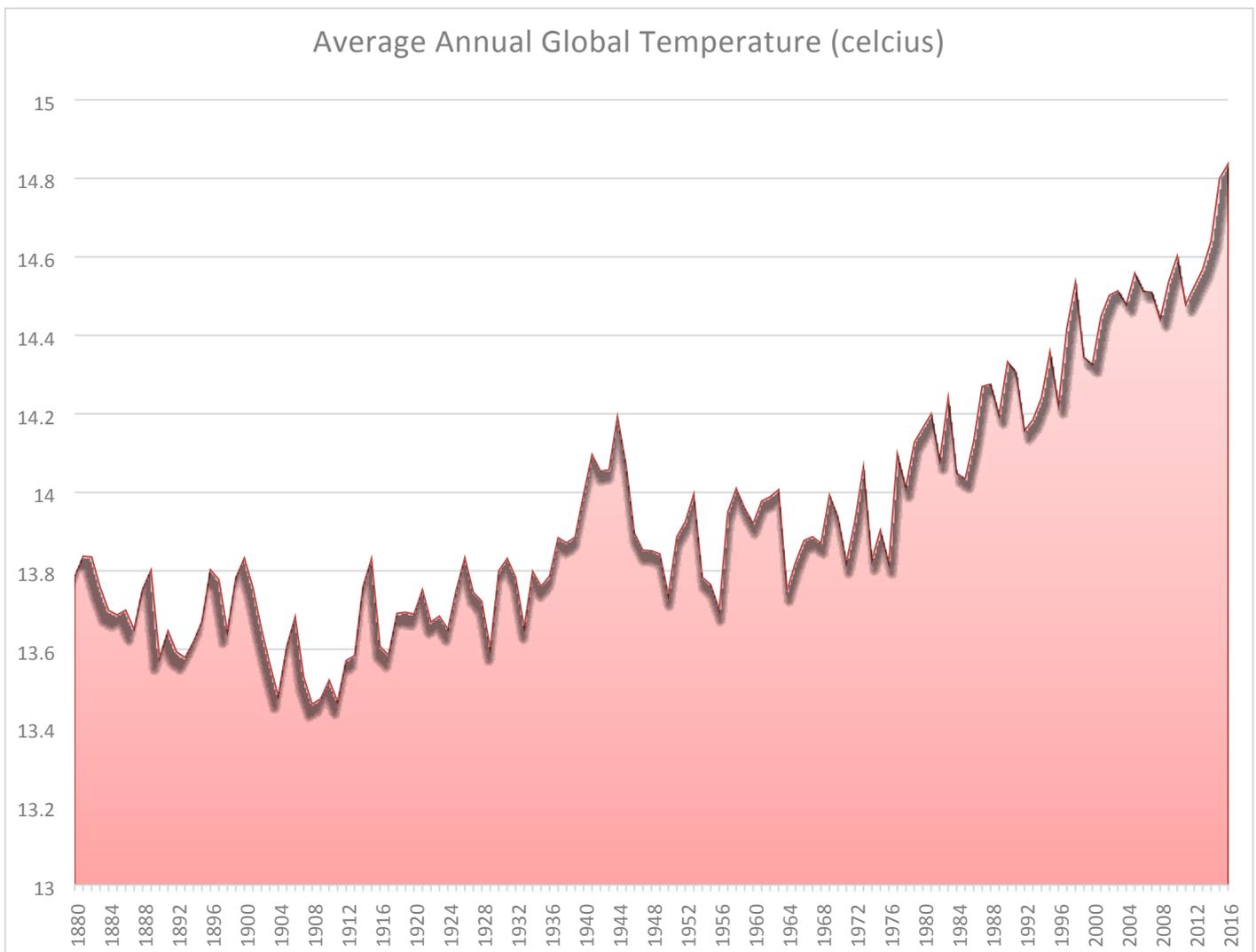


# 1. Introduction

## What is Climate Change?

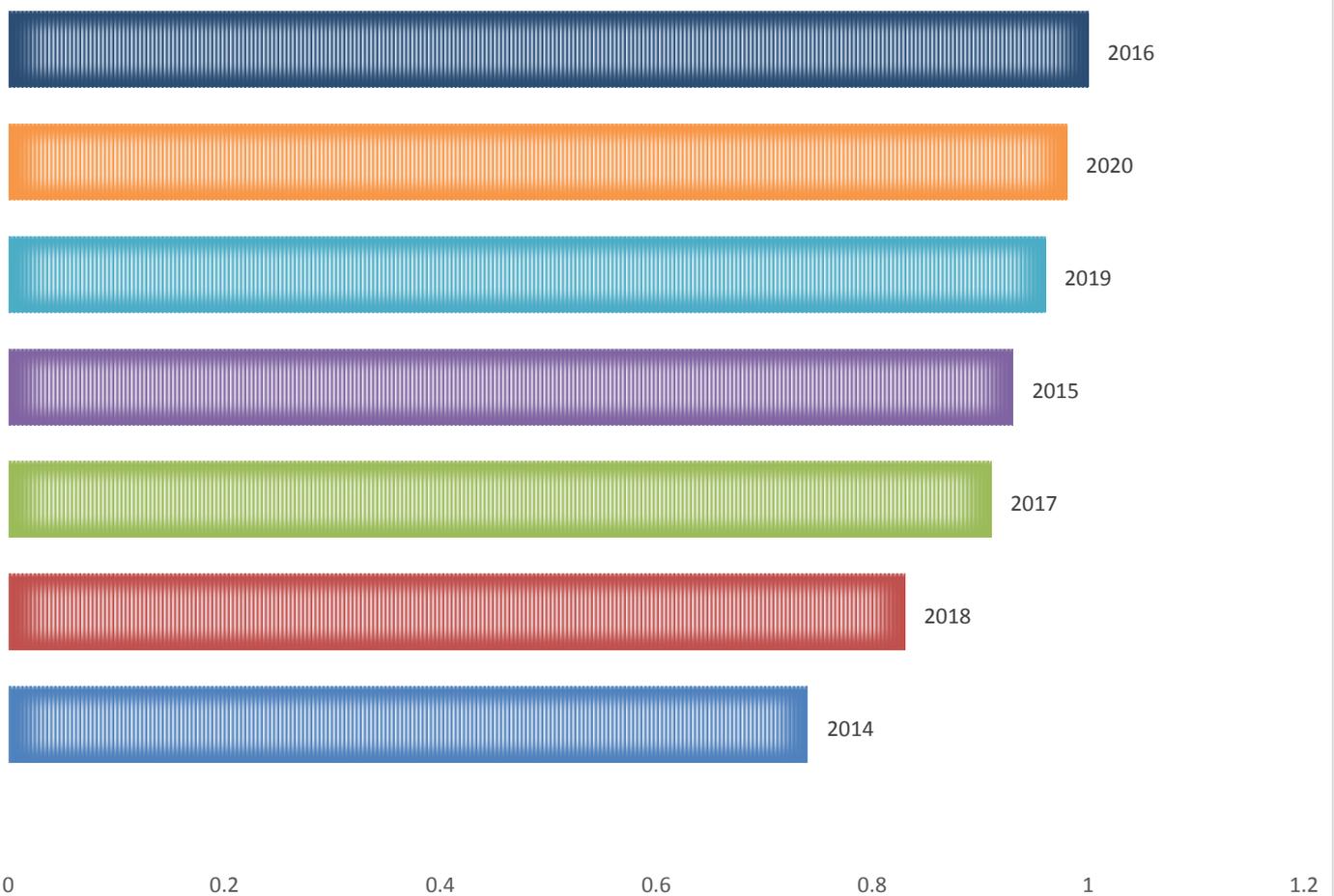
The world's climate is changing due to increased levels of gases such as carbon dioxide in the atmosphere. These 'greenhouse' gases occur naturally in the atmosphere, trapping heat that comes from the sun like the glass in a greenhouse. The 'greenhouse effect' is a natural occurrence and without it the Earth would be over 30 degrees cooler and uninhabitable.

However, due to human activities such as the burning of fossil fuels (oil, gas and coal) and deforestation, concentrations of greenhouse gases in the atmosphere are rising and making the natural greenhouse effect more pronounced, trapping more of the sun's heat and resulting in a rise in the earth's temperature.



Various gases contribute to amplifying the natural greenhouse effect. However, the main contributor to the global warming that we are now seeing is carbon dioxide. Scientific research has demonstrated that carbon dioxide levels are higher than at any time in the past 650,000 years, and this has resulted in gradual warming of the world's climate.

## WARMEST YEARS ON RECORD (INCREASE FROM 20TH CENTURY AVERAGE)



### Why does climate change matter?

Uncontrolled climate change will lead to higher global temperatures, rising sea levels and more extreme, unpredictable weather conditions across the world. These events and their knock-on effects, such as drought and its impact on food production, or the flooding of coastal areas where many people live, will put hundreds of millions of lives at risk. This is already occurring in the developing world.

Global problems are all too common and widely reported. However, the UK is far from immune from the impacts of Climate Change. The Environment Agency's 2020 State of the Environment Report presents some worrying consequences of Climate Change:

## ***Water Resources***

Climate change will affect the amount and timing of rainfall that supports river flows and replenishes groundwater. It will also influence the demand for water and its quality, as well as the way land is used – all of which will put pressure on water resources.

Summers are likely to get hotter, significantly increasing demand for water. Winters are likely to get warmer and wetter. Although average summer rainfall is not predicted to change, more rainfall may come in big downpours. This could lead to droughts and floods, possibly at the same time. This would increase the damage caused and increase the risk of disasters such as wildfires. Increasing frequency of both drought and summer heatwaves could lead to a much higher likelihood of these extreme events occurring at the same time.

River flows are predicted to increase in winter and decrease in summer. Groundwater supplies may decrease over the 21<sup>st</sup> century. Reduced summer rainfall and increased summer evaporation would negatively affect wetland plant and animal communities, particularly in rain-fed wetlands. Increased areas of stagnant water during droughts, coupled with increased temperatures could lead to the spread of mosquito borne diseases such as dengue fever and West Nile virus.

Treatment plants, pumping stations and sewers that are designed to cope with the past and present climate may no longer be adequate. The reliability of existing reservoirs, groundwater sources and river intakes will change. Some infrastructure, critical for providing water supplies, will be more vulnerable to flooding. Agricultural production may be negatively affected by water shortages during warm, dry summers, particularly in the south and east. Wetter autumns and winters will also reduce productivity by disrupting the timing of farm management activities, and by causing increased flooding in low-lying agricultural areas. Valuable ecosystem services such as biodiversity and pollination provided by well-managed agricultural land are also threatened by the impact of climate change on water resources.

***Environment Agency: State of the Environment Water Resources Report, 2020***

Closer to home, there are likely to be problems in Hillingdon related to flooding, either from rivers, sewers, or surface water as well as overheating in the hotter summer, causing evacuation of vulnerable people such as the elderly and schools. Water shortages across London are also a likely reality as summers continue to get hotter and drier.

The changing climate is not just about environmental impacts. It has significant consequences for the population too and not just directly from issues such as flooding but wider implications for health.

## **Health**

The health impacts of a changing climate will mainly be felt through changes in temperature, disease, and pollution. High temperatures can affect health and cause premature death. Older people and those with underlying illnesses are more at risk and the numbers will increase with an ageing population as temperatures increase. Heat related deaths may increase from 2,000 to 7,000 per year by the mid-2050s. Milder winters will reduce cold-related deaths by an estimated 2%. This is likely to marginally reduce the total numbers of temperature related deaths overall, because there are so many more cold-related than heat-related deaths in the UK. Hot weather is also known to increase aggressive and violent behaviour.

There may be an increase in frequency of episodes of high air pollution caused by weather patterns such as heatwaves. There is evidence that pollen releases may increase, affecting hay fever symptoms. Higher temperatures will increase the suitability of the UK's climate for invasive species and increase the risk of them spreading diseases. Native disease vectors such as ticks and mosquitos may also increase in numbers or geographical range as temperature and moisture levels change. For example, hot, dry weather can lead to increased areas of stagnant water, which would be likely to increase the spread of mosquito-borne diseases, should they be introduced. Land-use change such as creating wetlands may also contribute to mosquito abundance.

***Environment Agency: Statement of the Environment Report, 2020***

The implications of climate change are dramatic, threatening and will prove costly, not just to the environment or financial resources, but also to the health of residents and communities. This is not a problem that will just affect faraway places, it will have direct consequences for the people of Hillington too.

## 2. A Positive Track Record

We have long established values and a consistent track record of activity in relation to carbon reduction. Over the last 10 years, many practical activities have continued to reduce our carbon footprint.

In 2009, emissions across our operations stood at over 21 thousand tonnes of CO<sub>2</sub>.

By 2020 we had reduced this by 42% to nearly 12 thousand tonnes of CO<sub>2</sub>.

It is necessary to keep going though even though the challenge becomes tougher. For example, many of the 'quick wins' have already been taken meaning that even more concerted effort is required within the restrictions of pressurized budgets.

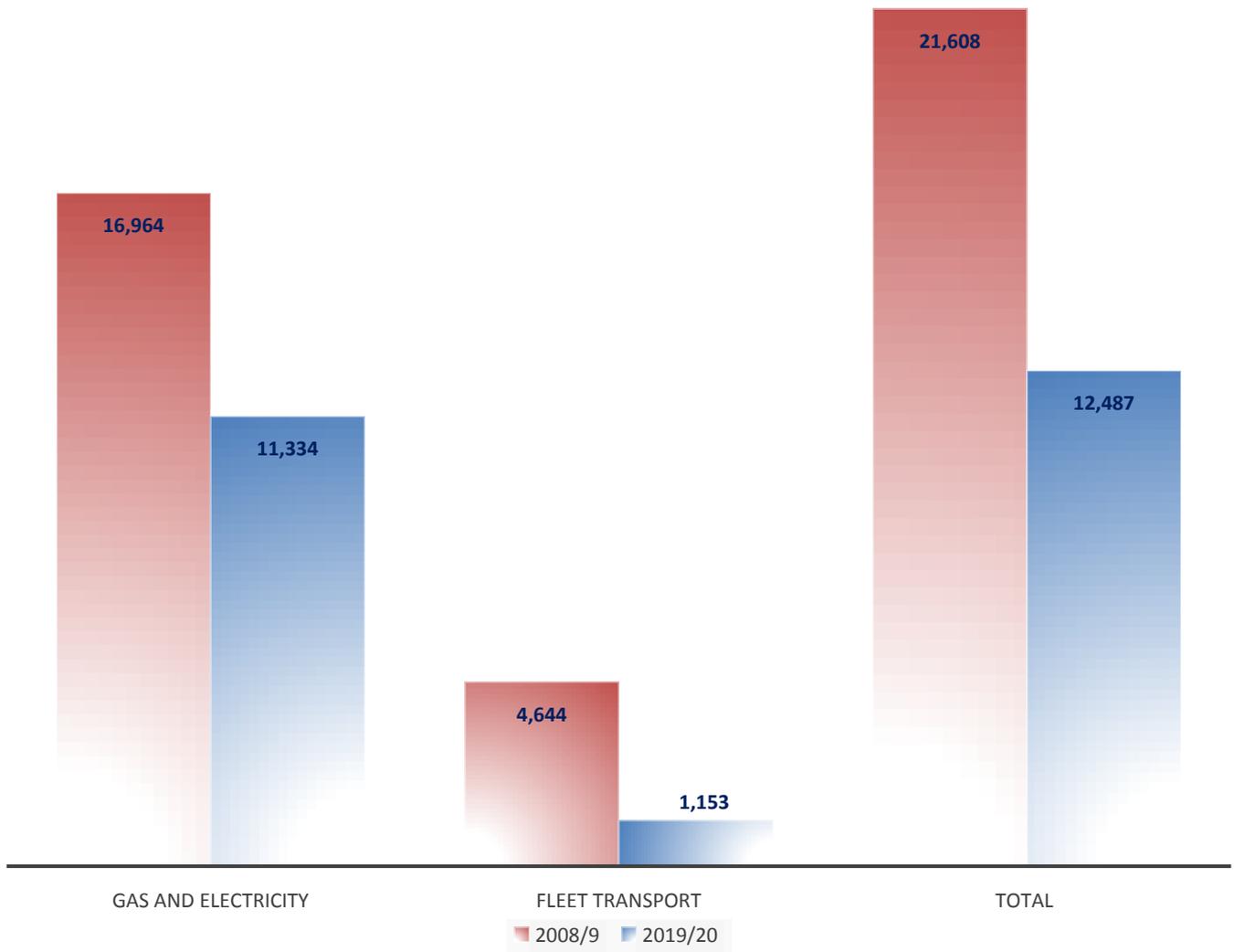
We are well set and well positioned to build on the success already made. Our belief is we must embed climate change in existing services to make more meaningful changes in an efficient and effective manner.

We want services to see carbon emissions in the same way as our financial budgets and for everyone to take responsibility.



Business Area (Tonnes CO <sub>2</sub> )	2008/9	2019/20	Change	Percentage
Gas and Electricity	16,964	11,334	-5,630	-33%
Fleet Transport	4,644	1,153	-3,491	-75%
<b>Total</b>	<b>21,608</b>	<b>12,487</b>	<b>-9,121</b>	<b>-42%</b>

### Emissions reductions from 2009 to 2020 (tCO<sub>2</sub>)



# How we have reduced our own Carbon Emissions

Between 2010 and 2020, we achieved a significant reduction in carbon emissions arising from gas, electric and vehicle fuels use. The reasons for this are two-fold. Investment in systems and technology (shown below) and behavioural changes across services which reduce carbon emissions and, the gradual decarbonisation of the UK electrical power network.

Installation of low carbon and renewable technology at various community facilities around the borough.	Active measures to improve local air quality and deter motorists from leaving their vehicle engine idling, particularly around schools.
Private sector housing, All Tenures: working with government led schemes across our housing stock insulation and heating improvements.	Higher efficiency heating and cooling systems within a range of buildings and facilities
Council Housing properties: loft and cavity wall insulation, upgrades through reactive works upgrading inefficient communal lighting to LED and reducing the energy demand for homes.	Schools and community centres: major refurbishment and new building work leading to higher energy standards.
Smart metering installed for monitoring and to identify the buildings with the most demand.	Active no idling campaigns at schools to reduce air pollution and to encourage more sustainable forms of transportation.
Urban greening initiatives and the planting of new trees across the Borough, including offering 5000 free saplings for residents to grow.	LED lighting upgrades across several corporate buildings including the Civic Centre
Street lighting programme, replacing 23,700 sodium lights with more efficient LED units.	Installation of solar panels across various buildings
5 hybrid and 3 full electric cars purchased.	50 Operational vehicles upgraded to EURO 6 specification, reducing engine exhaust emissions.



The London Borough of Hillingdon is already one of the greenest boroughs in London.

In terms of climate change these areas are of great importance. They act as carbon sinks. This means they take carbon dioxide and other nasty pollutants out of the air and replace it with clean air. They will continue to play a key role in helping us manage its carbon emissions.

All natural vegetation performs a role as a carbon sink but trees are particularly important. The tree canopy coverage across London is continually under threat which is why we are seeking to protect our own trees where we can but also embark on a journey with large scale tree planting ambitions to increase the tree canopy coverage across the borough. This is not a long-term aspiration; this is already happening as demonstrated by our recent concerted tree planting campaign.

601 – Standard tree planting in highways and parks.

1500 – Whips – New approach to highway tree belts – Long Lane (Trees for Cities).

100 – Sukura Cherry Tree Project.

3500 – Whips – Colham Green (Trees for Cities)

50 – Standards – Colham Green (Trees for Cities)

12 Fruit tree orchard – Colham Green (Trees for Cities)

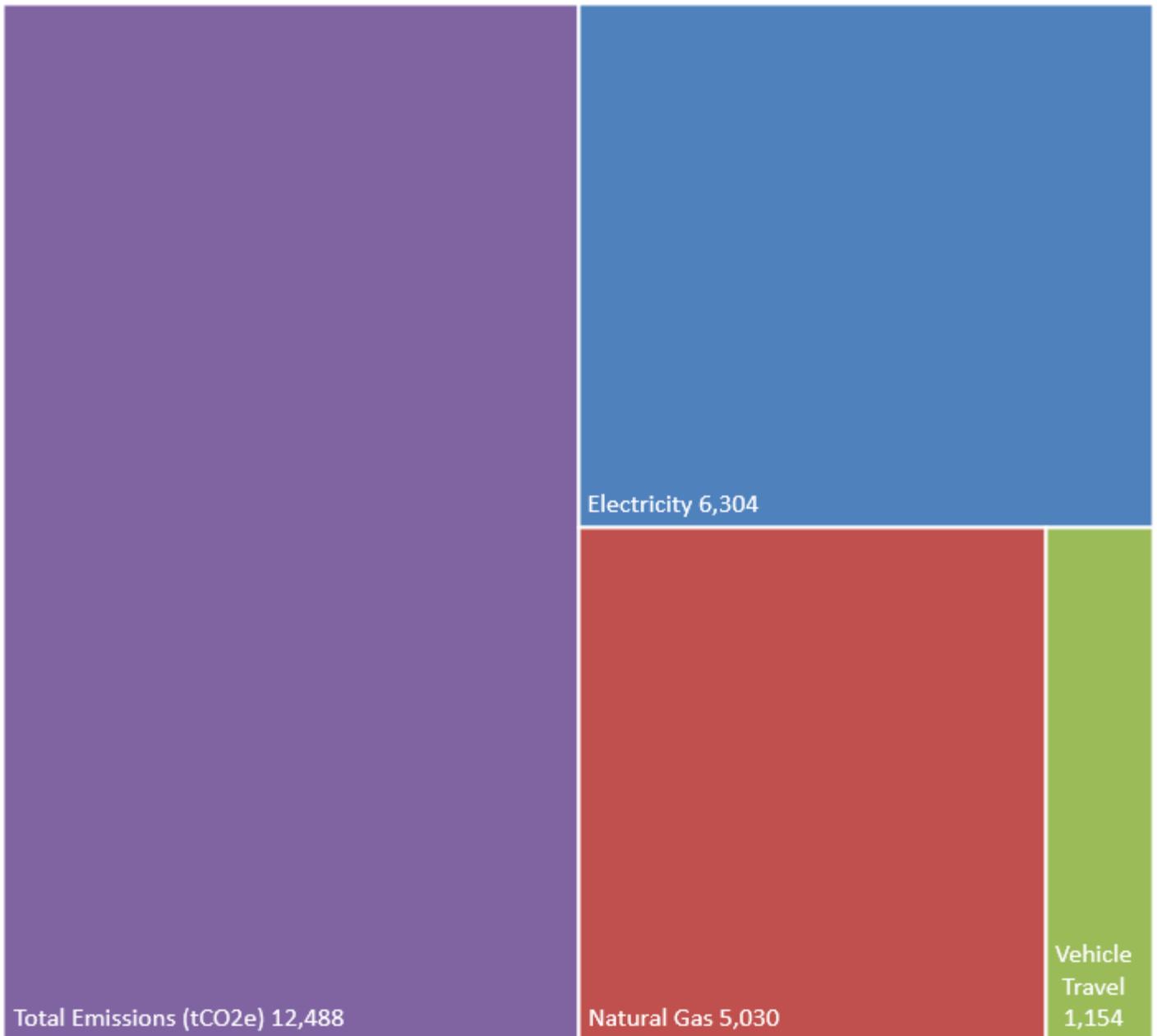
1000 trees provided for our residents to plant.

A total 6763 trees planted with only 215 removed for various reasons (e.g. dead, dying, or dangerous)

### 3. The Starting Position

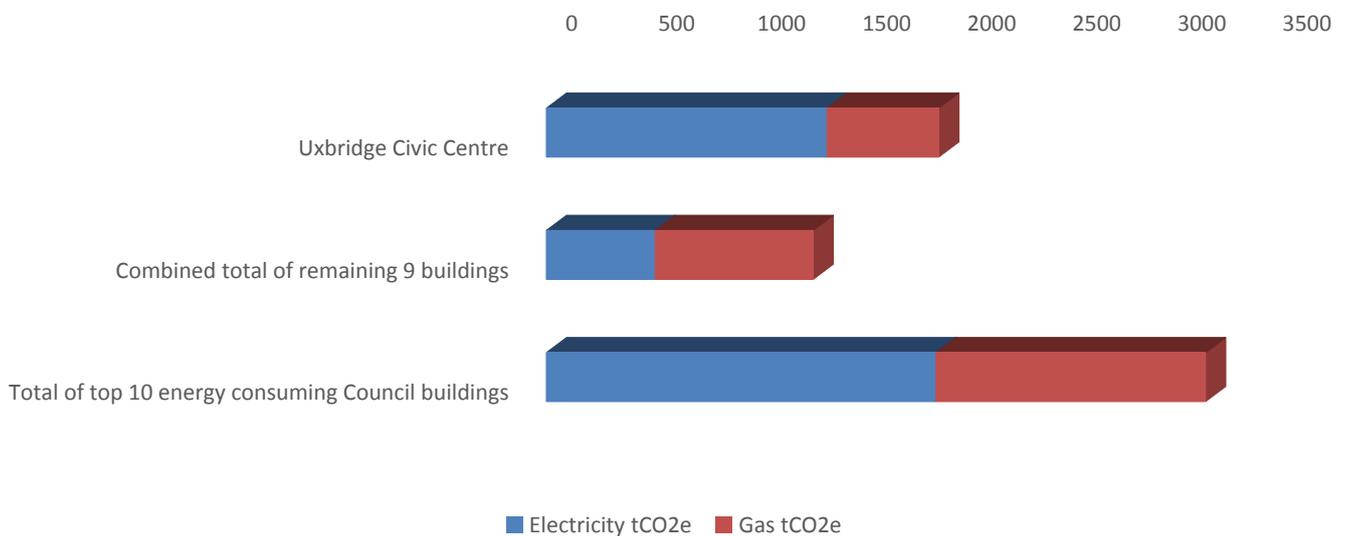
*Over the last decade our performance on carbon emissions has been extremely positive. However, it also means that finding more savings becomes more difficult; we still have a long way to go for our operations to get to carbon neutral. The following sets out the starting position from which our objectives, goals and targets will be measured.*

London Borough of Hillingdon  
Carbon Emissions (tCO<sub>2</sub>e) April 2019 to March 2020

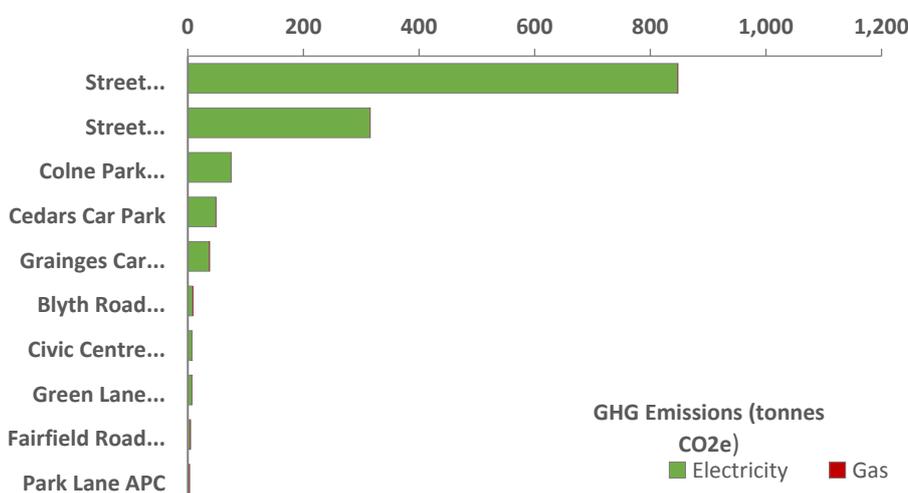


There are several challenges to achieving carbon neutrality across our operations. The chart below shows the highest 'emitting' buildings. Our Civic Centre sits clearly at the top of the operational building stock. This is an ageing building built in the 1970s and was not designed to accommodate the kind of modern services of office working, including the number of computers and servers, along with the operational demands of so many staff members. It has also recently been designated as a Grade II listed building by Historic England. These and other factors illustrate the innovative approaches the council need to consider when decarbonising existing buildings.

Total carbon emissions (tCO2e) associated with the top 10 energy consuming Council buildings



Top 10 (Non-Building) Annual GHG Emissions



Streetlighting also represents a significant hurdle as it makes up the majority of the 'non-building' emissions.

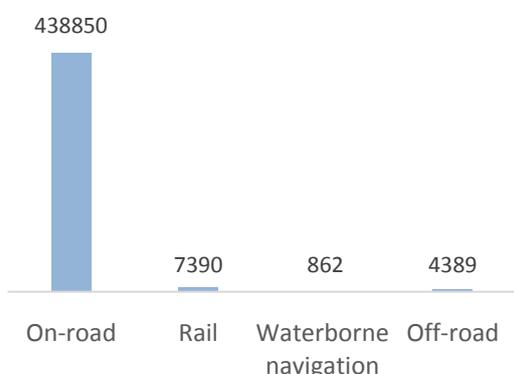
For both the Civic Centre and streetlighting, innovative approaches will be required to find solutions to achieving the necessary emissions reductions.

The council’s carbon neutral target relates to carbon emissions it has direct operational and financial control over. The carbon emissions for the borough are far bigger and include emissions from aviation, road and rail transport, businesses, and residential buildings, predominately where the council does not benefit from legal or operational responsibility for carbon emissions. As a result, the Council intends to take a leadership, influencing, promoting, and supporting role to encourage those sectors outside of our control to follow our lead.

Emissions (tCO2e) across Hillingdon from the built environment  
(data taken from Scattercities.com)



Emissions (tCO2e) across Hillingdon from Transportation excluding aviation  
(data taken from Scattercities.com)



As an outer London borough Hillingdon has several major transport routes (e.g. M4, A40) into London. The emissions from vehicles travelling through Hillingdon are part of the borough carbon footprint.

Again, the Council has no control over these types of emissions and action to reduce or offset these emissions must be part of a national series of actions.

However, we do acknowledge them and will take action to improve opportunities for sustainable transportation within the borough; i.e. through the promotion of new cycle routes and challenging TFL to improve bus services.

## 4. Taking Action

*We have identified 9 Key themes to respond positively to the Climate Emergency. These themes are expanded into a series of sub-objectives and supported by a series of detailed action plans. Those plans will be developed through engagement and kept under review to ensure they are able to respond to any new and emerging opportunities and challenges.*

Objective	Theme
C1	Community Leadership
C2	The Council's Own Operations
C3	Building Better Places
C4	Using and Producing Clean and Green Energy
C5	Waste Management
C6	Climate Change Adaptation and Mitigation
C7	Carbon Offsetting
C8	Sustainable Transportation
C9	Transparency, Communication and Reporting

## 5. The Strategic Objectives

<b>C1</b>	<b>Community Leadership</b>
<b>C1.1</b>	Align our service delivery to support and promote zero carbon community outcomes.
<b>C1.2</b>	By the end of 2021 we will have a dedicated online learning resource to provide detailed advice and guidance on how to measure and reduce a carbon footprint.
<b>C1.3</b>	To use our unique access to communities through, for example residents associations, to support community forums and groups in developing the councils climate actions.
<b>C1.4</b>	Devise strategies to improve existing buildings, with access to government funding for energy efficiency and decarbonisation of residential properties and businesses.
<b>C1.5</b>	To use our unique access to businesses to set up a borough wide Climate Change forum to develop ideas collectively and to collaboratively work towards achieving climate change objectives.
<b>C1.6</b>	We will prioritise actions for fuel poor and vulnerable households, needing assistance with accessing grant funds to improve energy efficiency and reduce their energy costs.

<b>C1.7</b>	By 2023 for all our managed schools and educational facilities to have their own Climate Action Plans in place with our support and assistance on how to unlock opportunities for low and zero carbon technology.
<b>C1.8</b>	During 2021, for all non-Hillingdon managed schools and educational facilities to be contacted and encouraged to put their own Climate Action Plans in place by 2023.
<b>C1.9</b>	To provide a dedicated online resource that is aimed specifically at children. To complement this with an annual schools climate action competition, to support learning and development in schools, offer opportunities to see real world examples of action being taken to tackle climate change and to identify ‘young climate champions.’
<b>C1.10</b>	To develop a schools engagement strategy to promote and encourage positive climate and environment action in accordance with the objectives and commitments in this plan.
<b>C1.11</b>	To support, promote and raise awareness of the use of sustainable transportation and ensure resources are available to allow communities to make transport changes that do not rely on polluting private transportation
<b>C1.12</b>	To provide a dedicated online resource to provide information on how to reduce a carbon footprint, where to access external funding (i.e. Government grants), information on what to do in a property, and how to improve an individual’s environmental footprint. The online resource will also be a tool for providing examples, case studies and good news stories as examples for others to follow.

**C1.13**

By the end of 2021 to develop and implement an annual engagement strategy that covers all interested stakeholders (e.g. residents, resident groups and associations, community groups, environmental bodies (i.e. Sustrans, Friends of the Earth and businesses).

**C1.14**

To promote and support volunteer groups with dedicated climate and environmental objectives.

### Theme 1 Commentary

#### ***Community leadership***

Community leadership is the overarching commitment in this plan. We already have various platforms to bring people together to share ideas, raise concerns and work together to improve communities and the environment. To expand the platform, we will consult existing groups and encourage the formation of others with the purpose of establishing a specific climate change forum for our residents, schools and businesses.

We want to reach as many people as possible to ensure there is a collective response to the climate emergency.

#### **Expansion at Heathrow Airport**

Heathrow airport was a focal point of many responses to the public consultation on this plan. It is therefore necessary to reiterate **we remain fully opposed** to expansion of Heathrow Airport.

We are very aware of the carbon and climate impacts of aviation and the environmental effects associated with the airport. This was a key reason we joined a group of authorities in fighting the decision by the Government to expand Heathrow. We recognise that far more needs to be done regarding aviation at a global and national level.

For our resident's health, well-being, and the local economy, we will continue to support and lobby for any activities to reduce carbon emissions and improve air quality at the airport.

<b>C2</b>	<b>The Council's Own Operations</b>
<b>C2.1</b>	All our operational assets under our direct operational control and financial management will be accredited as carbon neutral by 2030. Other assets we own but not under our control will be decarbonised in line with prevailing legislation and, go even further with the availability of additional funding.
<b>C2.2</b>	By 2030, our fleet will be powered by the cleanest available technology available within budget constraints and suitable for the operational requirement.
<b>C2.3</b>	Ensure all corporate plans and strategies, particularly regarding estate management and property disposal evaluate and mitigate for climate impacts.
<b>C2.4</b>	We will introduce a green staff travel plan that encourages and promotes less business travel and commuting and the increased use of low or zero carbon travel methods.
<b>C2.5</b>	Undertake feasibility studies and act to install small scale low and zero carbon technologies in our own building stock.
<b>C2.6</b>	The procurement of all our new equipment and services will be measured against the objectives of this strategic plan.
<b>C2.7</b>	To ensure our street lighting assets are targeted for further carbon reductions, using new low energy and renewable technologies.

## Theme 2 Commentary

### ***The Council's Own Operations***

We are committed to carbon neutral operations by 2030. This is a challenging target that will require new ways of working, innovative approaches to our operations and a carefully coordinated use of the funds available.

It will involve using our own building stock and land to host electricity generating technology, for example through the installation of solar panels. This cleaner energy generation will help us to reduce our carbon footprint, reduce reliance on electricity from fossil fuels and provide low cost supplies.

Green travel plans will be developed for both staff commuting and Hillingdon Council business transportation. These will be instrumental in encouraging new ways of working, placing more emphasis on technological solutions (i.e. virtual meetings) and reducing reliance on less sustainable forms of transportation.

### ***Why not Zero Carbon?***

Many residents responding to the consultation addressed the issue of 'zero carbon' or 'carbon neutral'.

In simple terms 'zero carbon' means not producing any carbon emissions whilst 'carbon neutral' means still emitting some carbon which is then offset through actions (i.e. tree planting).

Whilst zero carbon sounds more appealing the reality is that it would be unfeasible or unviable to achieve such a position for us. For example, the only way we could be zero carbon is for all vehicles to use zero carbon fuels (i.e. electricity sourced from renewable sources) and for all gas boilers to be replaced by alternative technology running on renewable energy. Facilities such as crematoriums, heated swimming pools and heating systems in our building stock are currently powered by natural gas, a fossil fuel that produces carbon when burned. We need to establish which viable renewable options exist to replace heavy use of gas before we can commit to zero carbon.

In terms of vehicles, it is not yet foreseeable they could all be electricity powered by 2030. For example, there are only a few electric refuse collection vehicles available on the market and these are significantly more costly than Euro 6 diesel vehicles.

Similarly, we are also responsible for a range of buildings with gas boilers. Some of these are already highly efficient. Replacing these with zero carbon technology would be costly, but only provide a relatively small carbon saving. We need to understand the cost benefit of our expenditure so that we get the greatest carbon savings for the financial outlay. Ultimately this means having to accept that we may still be producing some carbon as we approach 2030. The key is to ensure that this is minimised so that offsetting becomes a last resort to the as part of the carbon neutral strategy.

<b>C3</b>	<b>Building Better Places</b>
<b>C3.1</b>	To use the development plan system to ensure all new major development will be zero carbon.
<b>C3.2</b>	To consider new planning policies to ensure all non major new development is also zero carbon.
<b>C3.3</b>	To ensure no new development is built in high and medium flood risk areas unless absolutely necessary and only then when flood risk management is properly understood and mitigated in accordance with council flood policy.
<b>C3.4</b>	To ensure all new development is environmentally responsible, including protecting existing designations and sites of interest.
<b>C3.5</b>	To ensure all new development contributes and supports the goal of sustainable transportation, such as the promotion of public transport, cycling or EV charging.
<b>C3.6</b>	To ensure that wherever possible during development, existing trees are retained. Where they cannot be retained, new trees should be planted to facilitate carbon gain.
<b>C3.7</b>	To identify and promote opportunities for the increased provision of allotments.

## Theme 3 Commentary

### ***Building Better Places***

Our planning policies stem from national and regional policies. The London Plan takes a firm stance on new development with regards to Climate Change.

Many of the policies outlined above are therefore already part of the planning framework which developers must respond to; however, they are reproduced here to ensure this strategic plan is comprehensive in identifying the principal issues concerning climate action.

Innovative approaches to new development mean it doesn't just have to be zero carbon but can assist with providing a net reduction.



### ***Helping to avoid unwanted impacts.***

Another recurring theme in the consultation response related to the constant change to the built environment, in particular the loss of gardens and green space in residential properties.

An example raised repeatedly by residents related to the widespread paving over gardens to create parking spaces or driveways.

This type of activity can cause water to enter the drainage system more quickly, which can lead to an increase local flooding.

We want to use our leadership role to assist residents in making sustainable choices on their own properties. We will use the planning system to deliver sustainable solutions but where planning permission is not required, we want people to understand the implications for their choices and to seek out more suitable forms of solutions; for example, this could involve using certain types of permeable paving, collecting rainwater and allowing water to be stored in natural spaces.

Some of these solutions can have added benefits, for example the use of water butts can help recycle water to be reused in water the garden or increased areas of green space can promote and support wildlife.

<b>C4</b>	<b>Using and Producing Clean and Green Energy</b>
<b>C4.1</b>	To ensure and certify that the Council secures energy supplies from low or clean forms of generation by 2030.
<b>C4.2</b>	To investigate opportunities for large scale electricity generation from Council owned land (e.g. solar farms).

#### Theme 4 Commentary

### Using and Producing Clean and Green Energy

The consultation showed support for us purchasing electrical power on a certified green tariff and, installing solar panels on our buildings. Buying 'green' power means that all our electrical power is allocated from renewable energy sources such as large-scale wind and solar farms which supply the national grid. Whilst this meant our carbon footprint reduced substantially after 2020, we also must plan for when this type of 'green' energy may not be as freely available.

To mitigate for this and continually reduce our carbon, we will begin switching to higher efficiency forms of electrical heating, such as air source heat pumps and where possible use solar panels to help supply the power they need. This will reduce or remove fossil fuel use in our buildings and improve the energy rating of the facility and take reliance away from the National Grid.

In addition, we will identify opportunities to invest in local power generation on larger scale within the borough. This investment in areas such as solar power can help supply local green energy or return clean electricity to the National Grid. This can also be a source of income.

### *Green Energy Purchasing*

We have committed to purchasing all electrical energy from **certified** renewable sources.

This means 100% of our electrical energy comes from sources such as wind, solar and hydroelectric power. Our existing contract will supply this energy until 2024.

In order to maintain a 100% supply beyond 2024, part of the strategy will consider alternative options for renewable power purchasing to 2030 and beyond.

### *Carbon Offsetting*

The gas we use in our buildings is not considered to be a renewable source of energy.

To compensate for this, we must install low carbon or zero carbon heating sources in as many council owned buildings as possible. Where there is a residual element of fossil fuel leading to carbon emissions, we will mitigate that amount of carbon elsewhere. We will do this using either our own green space or renewable assets, or by supporting carbon offset elsewhere in the borough.



<b>C5</b>	<b>Waste Management</b>
<b>C5.1</b>	Lead by example with a clear waste collection and sorting strategy for the Council's own operations with year on year targets for improvements.
<b>C5.2</b>	Support the West London Waste Authority on waste reduction campaigns.
<b>C5.3</b>	Provide an online resource for educational facilities to develop and implement waste reduction strategies. Monitor, record, and report on progress.
<b>C5.4</b>	Work with businesses to reduce waste productivity and to provide more opportunities to customers to reduce and recycle their waste.
<b>C5.5</b>	Encourage and support residents and communities to avoid, reduce, reuse, and recycle waste in that order.
<b>C5.6</b>	Develop a community campaign to manage waste more sustainability and explore the potential to lead or support reuse and repair workshops for residents.
<b>C5.7</b>	Promote the importance and value of growing food, either individually or through community groups.
<b>C5.8</b>	To ensure all waste is managed sustainably and there is transparency and information on processes the Council utilises and destination of waste.

## Reducing Waste

The consultation responses were unanimous in the desire to reduce waste and for more assistance to be given to residents to enable that to happen. We have come a long way in recent years with the amount of waste recycled but more needs to be done. In particular, we want to see more attention given to the higher tiers of the hierarchy on the following page.

A lot of attention has been placed on recycling in recent years, but this is nearer the bottom than the top of hierarchy. Recycling has its own high carbon footprint from collection, sorting and through to processing. It is not to be ignored but it is important to recognise that recycling is simply a better way of managing a problem that already exists i.e. what to do with waste. Plastic provides a good example of the carbon lifecycle of waste.

*Plastic is essentially a form of fossil fuel that is made from oil or natural gas; its carbon footprint starts immediately when it is produced. From here, plastic undergoes many other processes before its end journey, often over very long distances to the consumer.*

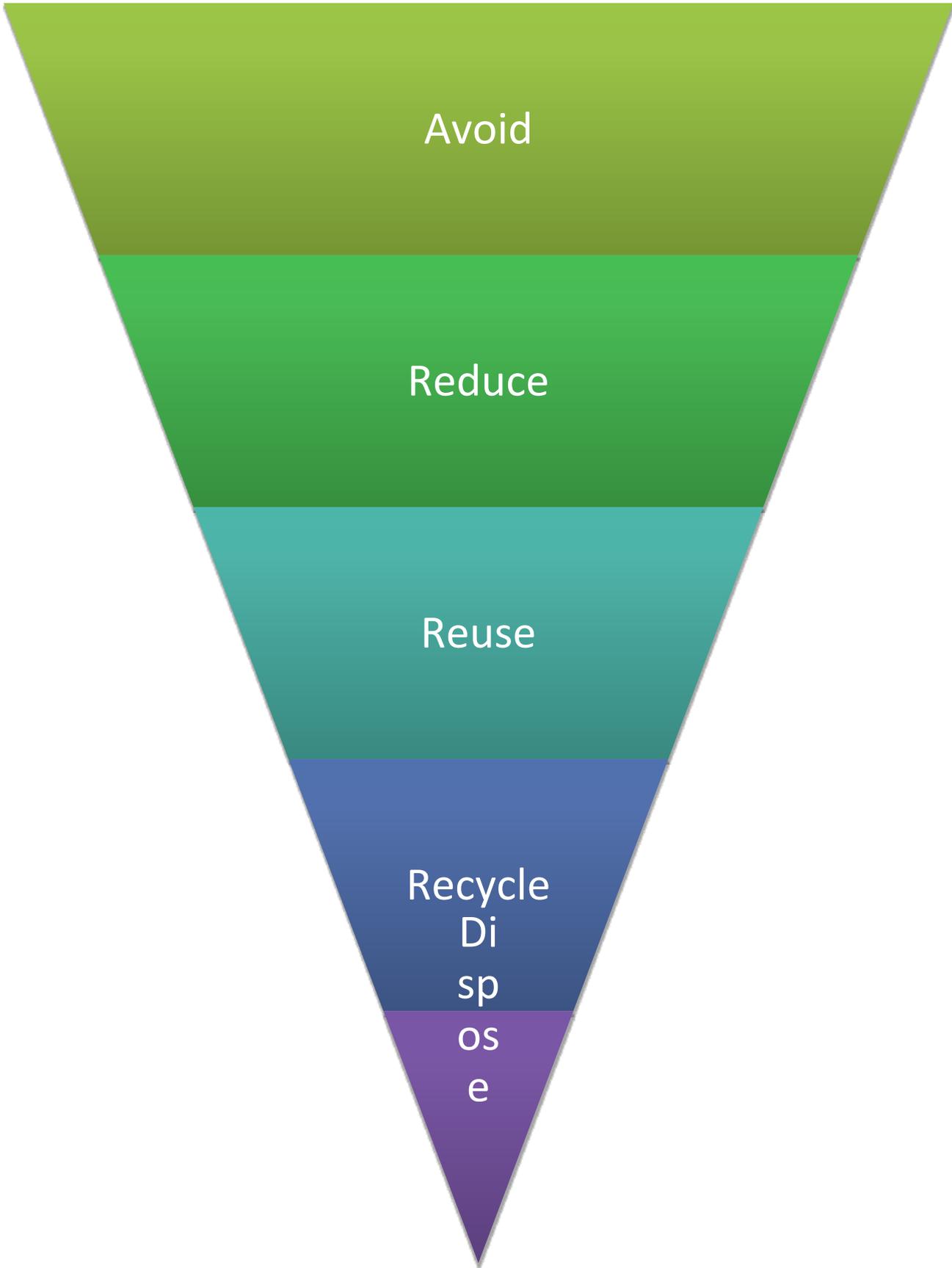
*From here the carbon footprint grows further. The plastic is discarded and then a new process, with a heavy carbon footprint, commences. Either the waste material is recycled or disposed of. These processes are carbon intensive, from bin collection through to sorting and then whether recovered for re-use, disposed of or incinerated. It is also necessary to note that not all plastic is managed appropriately; irresponsible treatment of plastic waste has now become a major threat to our natural ecosystems. Reducing its production in the first instance is vital.*

Avoiding the production of waste in the first instance is the ideal position to be in. We want residents to become more conscious about the role waste production plays in decision making. We also want residents to understand how waste generation can be reduced, we want to work with businesses and major generators of waste in the borough to identify creative and innovative ways to reduce waste and raise awareness. Resources and awareness campaigns will be run to support these objectives.

We also want to investigate ways of allowing people to make their 'waste' products (i.e. furniture) available for others to make good use of. This approach to avoidance, reduction and reuse is the most sustainable approach to managing waste.

Consultation responses also showed a range of interests and areas where the council could do more. Notably residents expressed support for further work being done to support repair and mend workshops, reducing plastic waste and increasing composting. Additionally, growing food locally and local markets were also suggested. These suggestions also naturally link the community leadership objectives and there is clear scope to link the two themes in a beneficial way.

The objectives in this theme respond to these points positively and will be developed further through specific actions plans and engagement.



<b>C6</b>	<b>Climate Change Adaptation and Mitigation</b>
<b>C6.1</b>	To develop a climate change adaptation and mitigation action plan.
<b>C6.2</b>	To put in place a water efficiency strategy for all Council operations (such as green space watering, depot operations and corporate buildings) then monitor, record and report year on year savings.
<b>C6.3</b>	To ensure the Council's flood resilience and management work incorporates a changing climate and that the Council's own land and property decisions consider the need to make space for water.
<b>C6.4</b>	To run a campaign to get residents involved and sharing ideas with the council to find solutions for climate mitigation and adaptation in the community.
<b>C6.5</b>	To investigate opportunities to integrate environmental improvements into existing buildings for example, living walls, green roofs, habitat walls, bird, and bat boxes.
<b>C6.6</b>	To run an annual campaign to raise awareness of the impacts of reducing green spaces, paving over gardens and increasing hardstanding.

### Theme 6 Commentary

#### **Climate adaptation and mitigation**

The consultation analysis showed very high levels of interest in this area and it is clearly a topic that residents want us to lead on. There were high levels of support for the existing tree planting and open spaces work, with calls for further planting funded by us and led by communities. Other practical measures suggested included green walls on council buildings and rainwater harvesting. At a higher policy level, residents wanted the council to stop developments affecting floodplains and cut the grass less in public places, to encourage wildflower growth and increase biodiversity.

## Carbon Mitigation

In the context of this objective, mitigation means the enhancement of 'sinks' that store and process harmful carbon emissions.

Climate change problems are exacerbated through the production of greenhouse gases in combination with the destruction of their natural storage.

This means the loss of natural green space, tree canopies, grassed areas concreted over and the loss of garden space.

Mitigation means making up for those areas already lost. This might mean changing the way land is managed; for example, through less mowing of green space and allowing areas to become wildlife meadows. It also means planting more trees and vegetation.

Through increasing the amount of carbon sinks in this way, we can also achieve other objectives such as tackling air pollution with street trees, increasing wildlife through nectar rich wildflower meadows and reconnecting green corridors.

## Carbon Adaptation

Carbon adaptation is about being prepared for problems already stored up in the 'pipeline'. The climate is changing, and the consequences are already being felt.

Action now is about ensuring they do not get worse, but it is also an unfortunate truth that impacts are already upon us. Hotter summers, colder winter spells and increased storm activity impact everyone but especially the most vulnerable.

We need to identify the most vulnerable and those at risk and ensure we put in place support and resources so that the impacts of climate change are managed appropriately.

We need to be innovative in how we manage flooding by creating space for water.

We need to ensure that residents have access to information about severe weather events, flooding, and heatwaves.

We all have a role to play and we want to put in place the resources and runs campaigns to raise awareness of the actions that can be taken to be better prepared.

<b>C7</b>	<b>Carbon Offsetting</b>
<b>C7.1</b>	To develop an offset strategy to develop local solutions to any remaining residual carbon emissions from council operations.
<b>C7.2</b>	To develop a tree and green space management strategy that supports and accounts for the offsetting objectives and commitments.
<b>C7.3</b>	To promote carbon reduction practices and carbon offsetting opportunities for businesses and communities, linked to measures to tackle climate change in Hillingdon.
<b>C7.4</b>	Understand and increase current carbon sequestration through increased planting and changes to green space management.
<b>C7.5</b>	Increase the number of trees, particularly in urban areas to complement objectives to improve air quality and promote urban wildlife.
<b>C7.6</b>	To exploit opportunities to increase carbon sequestration to maximise opportunities for biodiversity and flood risk management

#### Theme 7 Commentary

#### Carbon offsetting

Residents responses to carbon offsetting were very focussed and informed, noting this is the final stage in a process to become carbon neutral. Importantly, it was reiterated that this must be used as a last resort and must be a transparent part of the process. We understand this and know offsetting becomes an option only once energy use has been reduced to a minimum, through energy saving measures and onsite renewable power. The next stage is to identify opportunities for larger scale renewable electricity generation which can feed back into the grid allowing carbon credits to be claimed against any carbon sourced energy still required (i.e. gas for boilers). Once that is achieved, we will look to tree planting as the final stage in the offsetting process.

### **What is Carbon Offsetting?**

Carbon offsetting is the reduction in carbon emissions made through a particular process to compensate the emissions produced elsewhere.

### **Why do we need Carbon Offsetting?**

We accept we will not be able to save every kilogram of carbon which is why offsetting is so important. It is a way of compensating for what residual carbon emissions remain. We will establish the best methods to deploy carbon offsets to ensure transparency in reporting.

Offsetting sits alongside a robust reduction strategy; **we will use it as a last resort and only to be relied upon for those emissions that simply cannot be saved.**

### **How do we offset carbon emissions?**

Offsetting can come in a variety of forms. Large scale tree planting has historically been the most common form of offsetting. Alternatively, developers who cannot achieve zero carbon in a new development will offset the 'shortfall' through contributions to the Council who will find savings on their behalf.

Our preference for offsetting is to develop a strategy in combination with the approach to mitigation (Climate Objective C6). We want to increase the tree canopy across the borough, allow more naturalisation of green spaces and in particular increase tree coverage in areas of poor air quality.

We are a major land holder in Hillingdon which is already one of the greenest boroughs. We have many parks and open spaces that provide the perfect opportunity for increased tree planting and biodiversity improvements.

<b>C8</b>	<b>Sustainable Transportation</b>
<b>C8.1</b>	Produce a sustainable transportation strategy that reflects the objectives and commitments in this strategy.
<b>C8.2</b>	Work with TFL to improve bus connectivity and services.
<b>C8.3</b>	Identify opportunities for improved cycleways, cycle paths and public rights of way.
<b>C8.4</b>	To promote cycling opportunities through campaigns and awareness events.
<b>C8.5</b>	To secure improved cycling facilities across the borough.
<b>C8.6</b>	To develop an electric vehicle charging action plan that will commit to increasing the availability of electric charging points across the borough.
<b>C8.7</b>	To ensure the Council's Air Quality Action Plan aligns with the objectives in this plan to ensure a safe transition to increased levels of cycling and walking in urban areas.

### Theme 8 Commentary

#### **Sustainable Transportation**

In direct response to resident's comments, we have added a new theme of sustainable transport. The survey clearly told us that we need to do more to promote walking, cycling, public transport and electric vehicle infrastructure. Residents were keenly aware of the need for safe cycle routes and facilities to encourage a reduction in vehicle usage, which in turn would improve air quality by reducing other harmful emissions.

## Climate Change and Air Pollution

Climate change stems from greenhouse gas emissions that collectively combine to change the atmosphere. This is a global problem.

One of the predominant greenhouse gases is carbon dioxide and emissions from vehicular movements has long been identified as a significant contributor. To tackle this problem car manufacturers and Governments placed an emphasis on vehicles with lower carbon dioxide emissions, this caused an increased supply and demand for diesel vehicles.

However, a 'side effect' of an increase in diesel vehicles to reduce carbon emissions was to generate significant local air quality problems through the creation of other emissions, notably nitrogen dioxide and fine polluting particles.

The impacts of local air pollution on health and wellbeing is a serious matter in its own right, with more and more evidence demonstrating harmful consequences for those repeatedly exposed to poor air quality. It is therefore important that global climate change and local air pollution are not treated as the same issue.

Notwithstanding that, mitigation for climate change can benefit local air quality and vice versa. For example, more street trees can increase the amount of carbon absorption but are now also recognised to help filter out local air pollutants as well. Similarly, no idling campaigns to ensure people don't leave their engines running can have a significant impact on reducing local air pollutants whilst also have some benefit in reducing carbon emissions.

Electric vehicles will be a major benefit in tackling emissions that impact both local air quality and climate change; the latter more so when the national grid becomes increasingly dependent on renewable and clean sources of energy.

Our priority is to ensure that the action plans for improving air pollution are aligned with those in this plan. There are clear linkages across the range of strategies that needs to be considered further in an open and transparent manner.

<b>C9</b>	<b>Transparency, Communication and Reporting</b>
<b>C9.1</b>	To ensure transparency in the Council’s measuring of carbon footprints with clear details on methodologies as well as the outputs. All details to be available online.
<b>C9.2</b>	To undertake an annual review and progress report on all action plans identified in this strategy.
<b>C9.3</b>	In July 2024, undertake a review of this strategy which will be open to public consultation and engagement.
<b>C9.4</b>	To develop and undertake a sustainability appraisal of each of the action plans to ensure they are aligned to the objectives of this plan.
<b>C9.5</b>	Provide a climate action plan programme detailing target dates for the development of supporting action plans.

## Theme 9 Commentary

### Transparency, Communication and Reporting

The strategic climate action plan sets a series of important internal and community goals that residents and business clearly want us to lead on. A key output from the consultation was that this leadership needs to be transparent with a clear two way dialogue between parties. We recognise that and the creation of this 9<sup>th</sup> theme is a response to that.

Information is key to future consultation and decision making and the council recognises the need to provide regular updates on progress through its own website and social media channels. We want to make our climate intentions clear, interact and adapt activities to achieve the best outcomes and report our progress in an open and transparent way.

Another key area of concern was about the transparency of reporting and monitoring targets and particularly how carbon offsetting will be used in achieving carbon neutral. We have therefore committed to ensuring the work that goes into capturing carbon emissions is overt and available for public review, and the ongoing work to reduce to carbon footprints is transparent and accessible to all.

## 6. The Action Plans

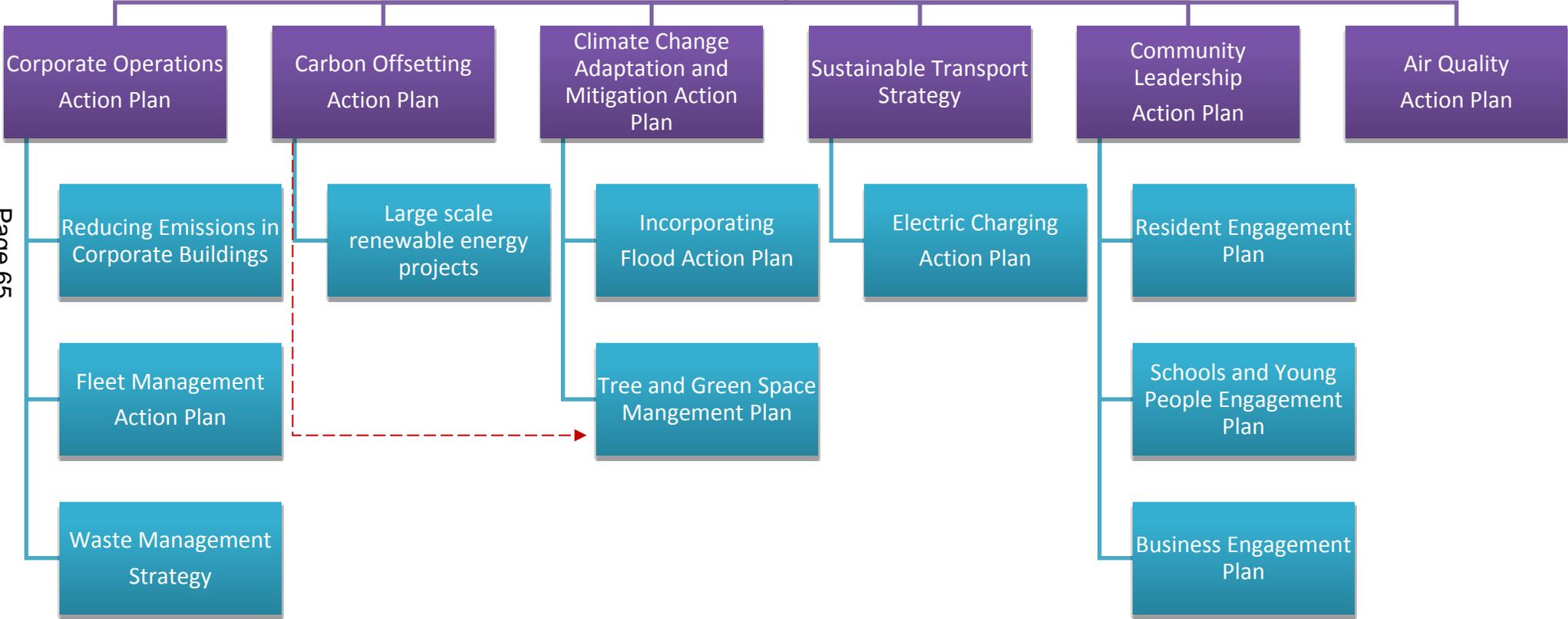
This Strategic Plan is the just the start. We want all our services to adopt climate responsible operations and we have adopted an approach that puts the responsibility on the individual services to identify and deliver opportunities to respond to the climate emergency.

The Strategic Plan is therefore a catalyst for a series of other more detailed plans that will include actions and targets following the consultation on this document. An Action Plan tracker will collate all the actions into one place and will be available online for a transparent understanding of the ongoing actions.

In response to the consultation, there are more plans that now either 'sit' under this strategic plan or are more readily linked.

The table on the following page outlines the action plans identified to date. This will be reviewed regularly and updated as necessary.

Climate Action Strategic Plan



## 7. Glossary

<b>Carbon Emissions</b>	The physical release of carbon dioxide gas into the atmosphere.
<b>Carbon Footprint</b>	The amount of carbon dioxide released into the atmosphere as a result of the activities of a particular individual, organization, or community.
<b>Carbon Neutral</b>	Making or resulting in no net release of carbon dioxide into the atmosphere, especially as a result of carbon offsetting.
<b>Carbon Offsetting</b>	The action or process of compensating for carbon dioxide emissions arising from industrial or other human activity, by participating in schemes designed to make equivalent reductions of carbon dioxide in the atmosphere.
<b>Carbon Sequestration</b>	A natural or artificial process by which carbon dioxide is removed from the atmosphere and held in solid or liquid form.
<b>Insulation</b>	Materials used to insulate something, in relation to buildings this means the act of insulating lofts, cavities and solid walls to save energy.
<b>Clean Energy</b>	Relating to or denoting energy that comes from renewable sources or other sources with a lower carbon impact.
<b>Climate Emergency</b>	A situation in which urgent action is required to reduce or halt climate change and avoid potentially irreversible environmental damage resulting from it.
<b>CO<sub>2</sub></b>	The abbreviation for carbon dioxide gas.
<b>Fossil Fuel</b>	A natural fuel such as coal or gas, formed in the geological past from the remains of living organisms.
<b>Hybrid</b>	A vehicle with a petrol or diesel engine and an electric motor, each of which can propel it.
<b>Hydro-electric Power</b>	Relating to or denoting the generation of electricity using flowing water (typically from a reservoir held behind a dam or barrage) to drive a turbine which powers a generator.

<b>LED</b>	Abbreviation: a light-emitting diode (a semiconductor diode which glows when a voltage is applied) relating to energy saving lighting.
<b>London Plan</b>	The Mayor's strategic plan for London, setting out an economic, environmental, transport and social framework for development.
<b>Low Carbon</b>	Causing or resulting in only a relatively small net release of carbon dioxide into the atmosphere.
<b>Net Zero</b>	A target of completely negating the amount of greenhouse gases produced by human activity, to be achieved by reducing emissions and implementing methods of absorbing carbon dioxide from the atmosphere.
<b>Procurement</b>	The action of obtaining or procuring something, relating to council purchasing.
<b>Renewable Power</b>	Energy from a source that is not depleted when used, such as wind or solar power.
<b>Smart Metering</b>	Gas, electricity, and water meters that automatically record consumption, usually every half hour.
<b>Solar Power</b>	Power obtained by harnessing the energy of the sun's rays.
<b>TFL</b>	Abbreviation: Transport for London.
<b>UMS</b>	Abbreviation: Unmetered supply.
<b>West London Waste Authority</b>	West London Waste Authority (WLWA) is a statutory waste disposal authority (WDA) which was created in 1986. It works in partnership with six London Boroughs to achieve higher recycling rates, diversion from landfill and the overall reduction of waste. The six boroughs are Hillingdon, Brent, Ealing, Harrow, Hounslow and Richmond upon Thames.
<b>Wind Power</b>	Power obtained by harnessing the energy of the wind.
<b>Zero Carbon</b>	Causing or resulting in no net release of carbon dioxide into the atmosphere.



## APPENDIX 2 - Climate Action Plan – Public Consultation Questions.

<b>Status</b>	Public Release – Appendix 2 of July Cabinet Report, Strategic Climate Action Plan (for adoption)
<b>Contacts</b>	David Haygarth – Climate Action Manager
<b>Comments</b>	This document contains the information relating to the council's public consultation on the strategic climate action plan. It provides the background, aims of the survey and the specific questions that were presented to the public.

### Background to survey

Hillingdon Council is striving to be the greenest London Borough. We wish to protect and enhance the environment and to provide a brighter prospect for future generations.

Over the past ten years the council has made significant progress to reduce carbon emissions and has now committed that it will be carbon neutral by 2030. This commitment was made at full council in January 2020 in the form of a climate emergency declaration. Acting on the declaration, the council drafted a climate change action plan, which is now ready for public consultation.

### Aims of the survey

The climate change action plan has a clear focus on the council leading by example and helping the wider community play their part. Additionally, this climate change plan supports other objectives, such as air quality, fuel poverty and preventing flooding. This is important to our residents, especially those who may be more vulnerable to the effects of climate change.

To be effective, Hillingdon's Climate Change Action Plan needs to be informed by the many views and ideas from residents, community groups, non-governmental organisations, commerce, industry, and other stakeholders. This will help the council ensure successful outcomes are achieved.

The plan sets out seven themes of focus and outline targets to achieve the goal of becoming carbon neutral. This council wishes to understand the views of consultees for each of the themes set out below.

- 1) Community leadership
- 2) The council's own operations
- 3) Building better places
- 4) Using clean and green energy
- 5) Waste management
- 6) Climate change adaptation and mitigation
- 7) Carbon offsetting

The format of the consultation is an online survey, which asks some general questions and questions relating to the themes.

### **General Questions: Tell us a little bit about you.**

**1. Please tell us the sector which best describes your current setting.**

	School, college, or university	
	Part of a community or residents' group	
	Representing a non-governmental organisation or charity	
	Representing a government agency or authority	
	Small or medium sized business	
	Major business	
	Transport sector	
	Not in work or education	

**2. Are you living or working in Hillingdon?**

	Living	
	Working	
	Both	
	Neither	

**3. Please tell us your age group**

	Under 18	
	18 to 24 years	
	25 to 34 years	
	35 to 44 years	
	45 to 54 years	
	55 to 64	
	65 and above	

**4. On a scale of 1 to 5, with 5 being the highest score, how important to you are these climate related issues?**

	Air quality	1	2	3	4	5
	Changing weather patterns	1	2	3	4	5
	Flooding	1	2	3	4	5
	Fuel poverty	1	2	3	4	5
	Resource depletion	1	2	3	4	5
	Other: free text comments					

**Themed Questions: These relate to our proposals and ideas set out in the climate action plan.**

**Theme 1 Community leadership** – We believe the council should lead the borough, set the example and, identify the ways to become greener and less polluting. We want to promote carbon reduction for our residents and businesses. We will do this with activities such as raising awareness of grant funding for housing energy improvements and working with schools to be carbon neutral.

5	Is our approach to this area clear to you?	<b>Yes</b>	<b>No</b>
6	Have we missed anything you expected to see?	<b>Yes</b>	<b>No</b>
7	Do you have any comments or suggestions for the council?	<b>Yes</b>	<b>No</b>
	Free text comments		

**Theme 2 the council's own operations** – The council must reduce the carbon emissions coming from day-to-day service delivery. For example, we must reduce our energy consumption, explore new ways to increase renewable energy, introduce a green travel plan for staff and, aim to buy products or services with a lower carbon impact.

8	Is our approach to this area clear to you?	<b>Yes</b>	<b>No</b>
9	Have we missed anything you expected to see?	<b>Yes</b>	<b>No</b>
10	Do you have any comments or suggestions for the council?	<b>Yes</b>	<b>No</b>
	Free text comments		

**Theme 3 Building better places** – We shall use the local authority planning process to influence new developments to be carbon neutral. For example, this means developing policies to reduce fossil fuel use, consider flooding impacts, increase sustainable transportation and, ensuring that any trees lost through development are replaced elsewhere.

11	Is our approach to this area clear to you?	<b>Yes</b>	<b>No</b>
12	Have we missed anything you expected to see?	<b>Yes</b>	<b>No</b>
13	Do you have any comments or suggestions for the council?	<b>Yes</b>	<b>No</b>
	Free text comments		

**Theme 4 Using clean and green energy** – We can make big changes to carbon emissions when we ensure the energy the council uses comes from renewable sources. When renewable power is not possible to use, we aim to make changes to our buildings to reduce the use of fossil fuels.

14	Is our approach to this area clear to you?	<b>Yes</b>	<b>No</b>
15	Have we missed anything you expected to see?	<b>Yes</b>	<b>No</b>
16	Do you have any comments or suggestions for the council?	<b>Yes</b>	<b>No</b>
	Free text comments		

**Theme 5 Waste management** – Everyone has a part to play in this area. The council must first minimise its own waste and reduce the existing carbon footprint. We also want to lead campaigns to encourage everyone to reduce their waste footprint for example through helping residents to reduce the use of plastics, to promote the buying and growing of food locally and working with businesses to reduce commercial waste.

17	Is our approach to this area clear to you?	<b>Yes</b>	<b>No</b>
18	Have we missed anything you expected to see?	<b>Yes</b>	<b>No</b>
19	Do you have any comments or suggestions for the council?	<b>Yes</b>	<b>No</b>
	Free text comments		

**Theme 6 Climate change adaptation and mitigation** – We believe the changing weather patterns mean we must act now to prevent greater damage to our environment. Adapting and mitigating involves putting in place changes to everyday activities and our approach to managing natural resources. We must renew our focus on areas such as flood alleviation schemes, water efficiency schemes to store water, tree planting and providing advice and encouragement to residents and businesses to take action.

20	Is our approach to this area clear to you?	<b>Yes</b>	<b>No</b>
21	Have we missed anything you expected to see?	<b>Yes</b>	<b>No</b>
22	Do you have any comments or suggestions for the council?	<b>Yes</b>	<b>No</b>
	Free text comments		

**Theme 7 Carbon offsetting** – When we have reduced emissions as far as possible, we can compensate for the remaining carbon we emit. This is called offsetting and involves measures such as large-scale tree planting, plus active woodland and vegetation management. We can also provide information to residents and businesses to choose their own methods of offsetting.

23	Is our approach to this area clear to you?	<b>Yes</b>	<b>No</b>
24	Have we missed anything you expected to see?	<b>Yes</b>	<b>No</b>
25	Do you have any comments or suggestions for the council?	<b>Yes</b>	<b>No</b>
	Free text comments		

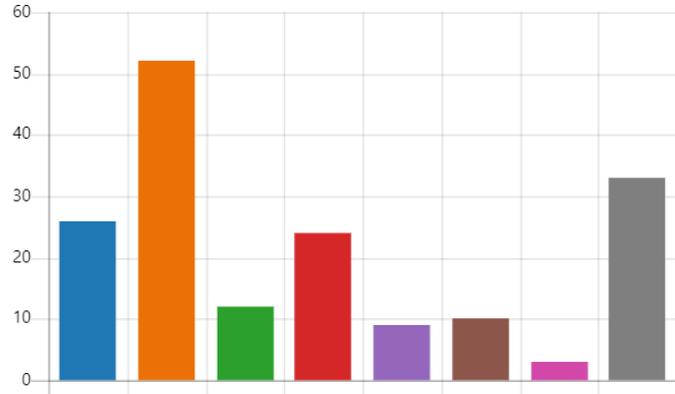
This page is intentionally left blank

## Appendix 3 – Strategic Climate Action Survey Charts

### 1. Please tell us the sector which best describes your current setting.

[More Details](#)

● School, college, or university	26
● Part of a community or reside...	52
● Representing a non-governm...	12
● Representing a government a...	24
● Small or medium sized business	9
● Major business	10
● Transport sector	3
● Not in work or education	33

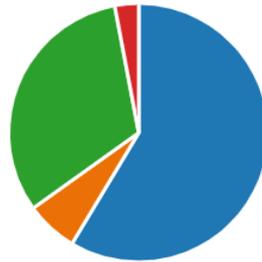


### 2. Do you live or work in Hillingdon?

[More Details](#)

[Insights](#)

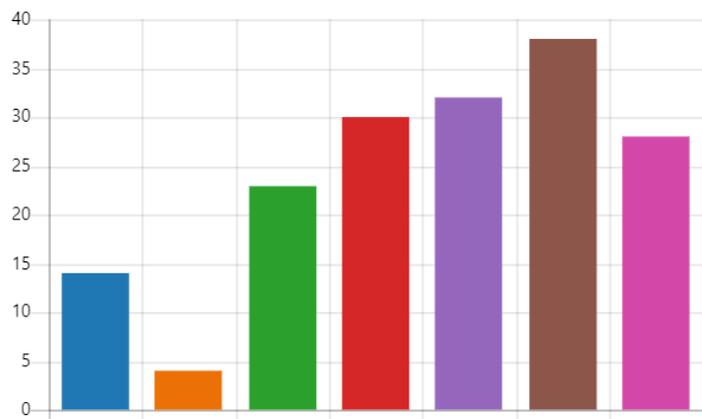
● Live	99
● Work	11
● Both	54
● Neither	5



### 3. Please tell us your age group.

[More Details](#)

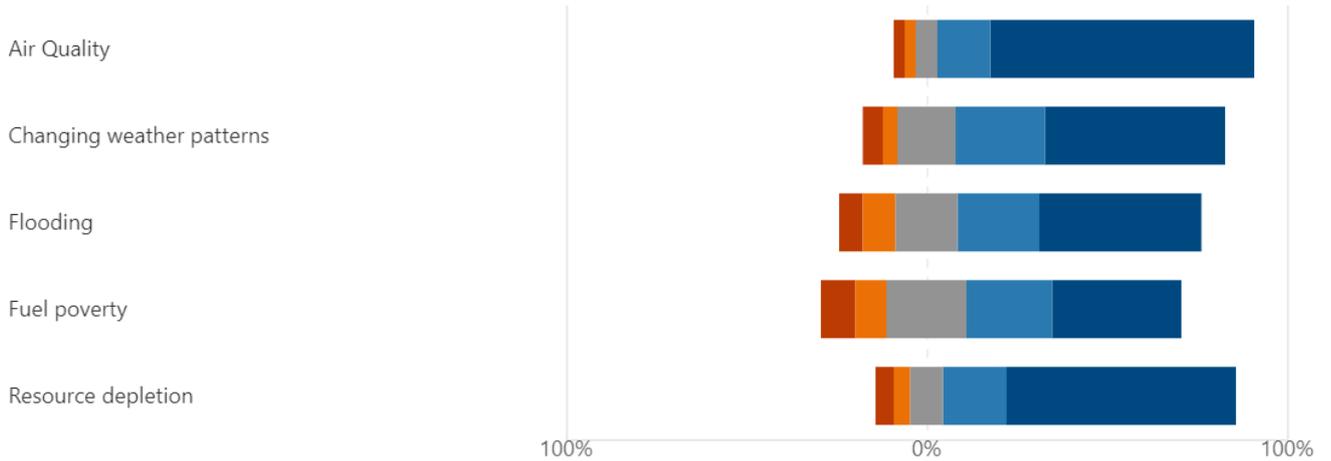
● Under 18	14
● 18-24	4
● 25-34	23
● 35-44	30
● 45-54	32
● 55-64	38
● 65+	28



4. On a scale of 1 to 5, with 5 being the highest score, please rank how important these climate related issues are to you?

[More Details](#)

■ 1 ■ 2 ■ 3 ■ 4 ■ 5



5. Is our approach to this area clear to you?

[More Details](#)

Insights

● Yes 119  
● No 50



6. Have we missed anything you expected to see?

[More Details](#)

● Yes 83  
● No 86



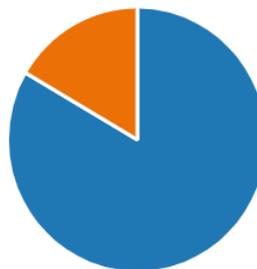
7. If you have any comments or suggestions for the council, please tell us in the comment box below.

8. Is our approach to this area clear to you?

[More Details](#)

 Insights

 Yes	141
 No	28



9. Have we missed anything you expected to see?

[More Details](#)

 Yes	57
 No	112



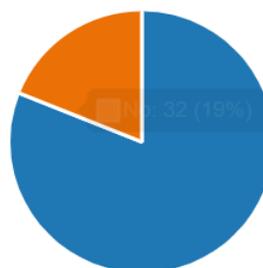
10. If you have any comments or suggestions for the council, please tell us in the comment box below.

11. Is our approach to this area clear to you?

[More Details](#)

 Insights

 Yes	137
 No	32



12. Have we missed anything you expected to see?

[More Details](#)

 Yes	65
 No	104



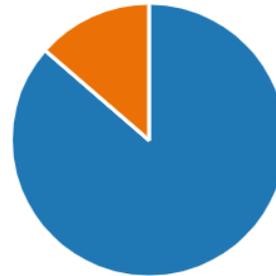
13. If you have any comments or suggestions for the council, please tell us in the comment box below.

14. Is our approach to this area clear to you?

[More Details](#)

 Insights

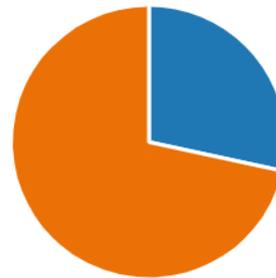
 Yes	146
 No	23



15. Have we missed anything you expected to see?

[More Details](#)

 Yes	48
 No	121



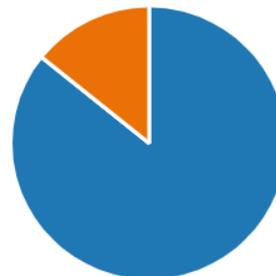
16. If you have any comments or suggestions for the council, please tell us in the comment box below.

17. Is our approach to this area clear to you?

[More Details](#)

 Insights

 Yes	145
 No	24



18. Have we missed anything you expected to see?

[More Details](#)

 Yes	57
 No	112



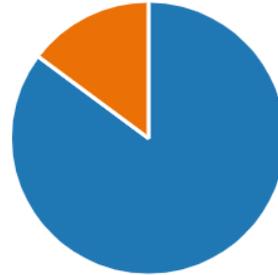
19. If you have any comments or suggestions for the council, please tell us in the comment box below.

20. Is our approach to this area clear to you?

[More Details](#)

 Insights

 Yes	144
 No	25



---

21. Have we missed anything you expected to see?

[More Details](#)

 Yes	49
 No	120



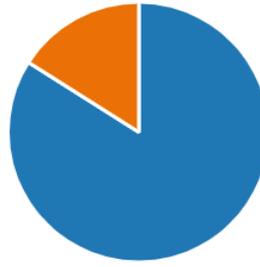
22. If you have any comments or suggestions for the council, please tell us in the comment box below.

23. Is our approach to this area clear to you?

[More Details](#)

 Insights

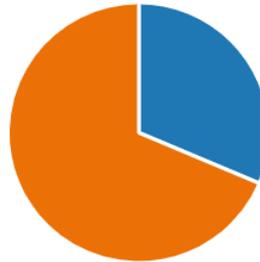
 Yes	142
 No	27



24. Have we missed anything you expected to see?

[More Details](#)

 Yes	53
 No	116



25. If you have any comments or suggestions for the council, please tell us in the comment box below.

## OLDER PEOPLE'S PLAN UPDATE JULY 2021

<b>Cabinet Member(s)</b>	Cllr Jane Palmer Cllr Ian Edwards
<b>Cabinet Portfolio(s)</b>	Health and Social Care Leader of the Council
<b>Officer Contact(s)</b>	Kevin Byrne Social Care and Health
<b>Papers with report</b>	Appendix A - Older People's Plan update

### HEADLINES

<b>Summary</b>	To provide an update on the progress in delivering the actions in the plan for older people.
<b>Putting our Residents First</b>	The Older People's Plan assists the Council to deliver its plans to put residents first. Supporting older people to live independent, active, healthy lives and providing opportunities to improve well-being is key to Hillingdon's Health and Wellbeing Strategy.
<b>Financial Cost</b>	There are no direct financial implications for the Council in respect of this strategic update report.
<b>Relevant Select Committee</b>	Families, Health and Wellbeing
<b>Relevant Ward(s)</b>	All

### RECOMMENDATION

**That Cabinet notes the successes to date and continued progress to deliver the Older People's Action Plan during 2020-21 to improve the quality of life, health and wellbeing of older people in Hillingdon.**

### **Reasons for recommendation**

The Older People's Plan endorses the commitment from the Council and its partners to the continued improvement of services and support designed to create a better quality of life for older people in Hillingdon. The plan supports the Council to put residents first and contributes to improving the health and wellbeing of Hillingdon's older residents.

### **Alternative options considered / risk management**

The alternative would have been to not deliver some or all of the support offered to older residents which would not have enabled the Council to achieve its objectives of supporting older people to live well and be independent.

### **Select Committee comments**

None at this stage.

## **SUPPORTING INFORMATION**

1. Supporting older people to live independent, active lives, to make a positive contribution to local communities and helping older people to feel safer in their homes and in the wider community and contributes directly to the priorities of the Health and Wellbeing Strategy.
2. In Hillingdon there are well-established arrangements to hear from older people and keep Hillingdon's older residents informed and involved across the Borough on important matters. This includes their involvement through Hillingdon's Older People's Assembly.
3. Hillingdon's Older People's Plan, led by the Older People's Champion (Cllr Ian Edwards, Leader of the Council) sets out a range of actions that the Council and its partners are undertaking in response to issues that older people in Hillingdon have said are important to them.
4. The Older People's Plan is grouped under 5 broad headings - Safety and Security, Preventative Care, Keeping Independent and Healthy (Health and Wellbeing), Supporting Older People in the Community, and Housing. The Plan is discussed and agreed through the Older People's Assembly (when the forum can meet) and with the Leader of the Council in his role as Older People's Champion.
5. The Covid-19 pandemic has inevitably curtailed some activities, but services have risen to the challenge and there have been several achievements during 2020-21. Some are highlighted in the summary below, with a fuller update attached at Appendix A.

### **Safety and Security**

6. To help older people feel safe and secure, free burglar alarms have been installed into the homes of older people aged over 65. Since the beginning of the scheme in 2008, the Council has installed 11,103 alarms in the homes of Hillingdon's older residents.

7. The service was suspended in March 2020 and has now resumed, though the volume of applications is significantly lower than before the pandemic. In the period October 2020 to end May 2021, 177 alarms were installed in Phase 12, leaving 191 to be installed. Funding for Phase 13, for a further 1000 alarms, has already been approved.

### **Preventative Care**

8. The TeleCareLine service supports residents to live safely and independently in their own homes using a range of equipment, such as sensors and detectors all connected back to a control centre to assist to older people when needed, 24/7. As at 31<sup>ST</sup> May 2021, Hillingdon had 6,835 residents in receipt of Telecare, which is an increase of 193 on last quarter. 5,766 are aged over 75 years.

### **Keeping Independent and Healthy**

9. All programmes and activities delivered or commissioned by the Sport and Physical Activity team were suspended from 23<sup>rd</sup> March 2020. Between this date and end of June, the team worked with 9 library staff members to make regular telephone calls to provide a welfare and wellbeing check to over 400 older residents who were registered to attend our chair-based, tea dance and dementia coffee morning programmes. 57% of these residents requested a follow-up telephone call either every 2-3 days, twice a month or monthly. Feedback from people receiving these phone calls was very positive and in many cases was the only contact they were receiving.
10. From February 2021, the team has offered 65+ online gentle exercise classes. Participants sign up for sessions by completing a health questionnaire. Online codes to join class are sent out weekly and participants complete a 1 hour weekly live class. 106 residents joined the sessions over 12 weeks.
11. In December 2020, residents were invited to attend the online performance of the Compass theatre pantomime. The sports team working with Uxbridge library produced a 30-minute Christmas video which was sent to 120 residents and shown to 40 residents in libraries.
12. Dementia continues to be a serious problem which particularly affects older people. The Sport and Physical Activity Team has developed a wide range of initiatives to provide support to people with dementia. Throughout December 2020 to April 2021, online support continued with 6 zoom sessions happening each week. Video calls were also made using Alexa Echo devices to 4 residents. Working with libraries, the team secured funding from the Reading Agency to purchase tablets to enable residents with no internet access to join on online sessions.
13. A small 'Buddy' resource pack is sent out weekly to residents living with dementia. The packs include a variety of puzzles, quizzes, songs, poems, reminiscence stories, and chair-based exercises. Doorstep visits have been offered to residents who do not have online access. During the January to March 2021 lockdown weekly emails continued to be sent to 120 residents including reminiscence articles.

14. The Brown Badge Older Person's parking scheme continues to be popular with older residents. There are currently 13,461 active Brown Badge users. Between October 2020 and May 2021 an average of 78% (611) of the Brown Badge applications were made using the new online application system.
15. Opportunities open to older people are promoted regularly through Hillingdon People magazine, which carries a dedicated Older People's page in each edition.
16. The Older People's Assembly brings together older residents to discuss topics of interest and to review the Older People's Plan. Meetings have been suspended during the pandemic but will resume when it is safe to do so.

### **Supporting Older People in the Community**

17. The Leader's Initiative for Older People provides funding to support capital and revenue projects which benefit older people living in Hillingdon. Following a long period in which virtually no grants have been awarded, officers have written to all previous applicants to confirm that the scheme is still operating. Grant applications for summer and Christmas/winter events are accepted from groups which:
  - provide events or other activities for older people (aged 65 or over) living in Hillingdon
  - are properly constituted – with a bank account in the name of the group
  - submit an application which shows details of what is being requested and shows value for money
  - Apply for funding towards the direct costs of food, transport, and other reasonable items, including entertainment
  - Do not include in the application items such as staff costs, overheads, overnight stays, gifts and prizes.
18. Age UK Hillingdon provides a range of services which support older residents. Age UK's information and advice services helped Hillingdon's older residents to secure £493,735 of benefits during the second half of 2020/21.
19. The Age UK Hillingdon Help at Home service continued to support clients throughout lockdown. In the final quarter of 2020/21 they made 3,091 visits, providing 4,417 hours of support to 204 of our most vulnerable clients. They delivered services such as shopping, meal preparation and general wellbeing checks requested from families who were unable to visit their parents/grandparents.
20. Age UK Hillingdon's Call, Chat, Care service continued to ensure that the most isolated or vulnerable people had support. Referrals were taken from social services, social prescribers, GP's and other organisations and clients were given the choice of how many care calls a week they received from our volunteers. The frequency of calls was from once a fortnight to three times a week. Each call consisted of asking if enough food and medication was available and if the client felt unwell or had any Covid symptoms. They then were signposted for further help if required. Just as important as this was the call itself. The regular contact with a volunteer stopped many from feeling forgotten or alone during shielding or just being isolated from family and friends.

21. The Befriending services continued to deliver support by telephone, although we briefly had garden face to face visits until restrictions came back in again. The service met some challenges, for instance, a hard of hearing gentleman was isolated but could not hear on the telephone, so one of the volunteers worked with the client's son to set up Skype calls.
22. Growing numbers of older people have access to, and make use of, the internet but there are still many who do not use this technology. Age UK Hillingdon is running a project for people 65+ living in Hillingdon who are vulnerable / low resilience, requiring coping strategies and practical support to enable them to have new access and ability to use the internet, to combat loneliness, support mental/physical health and aid resilience to future/prolonged lockdowns. Using a tablet loaned to them (with the option of purchasing at the end of the course) clients complete a 6-week tailored course learning the skills needed to use the internet. At the end of the course, they will be able to use the technology for both practical day-to-day tasks and to keep in contact with families and groups/activities.
23. Falls are a major reason for older people losing independence. Age UK Hillingdon runs a falls prevention service. Over the second half of 2020/21 the Falls Prevention Team worked with 122 clients in their homes on one or more occasions, with a total of 411 visits or phone calls. Strong risk assessments and use of PPE have ensured staff and patient safety.
24. Age UK Hillingdon also operates a 'Good Neighbour' Service. Due to the huge impact on older people's confidence in going outside during and after Covid lockdowns, a short walks task was added to the service. An older person who is mobile enough to walk safely and independently is matched with a volunteer for a short walk each week. This has improved people's confidence in going outside and has improved health and wellbeing both physically and mentally and allows them to re-enter the community feeling supported by a volunteer.

## **Financial Implications**

There are no direct implications for this strategic update.

## **RESIDENT BENEFIT & CONSULTATION**

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

The Older People's Plan is welcomed by older residents as positively continuing to raise their value and profile and is an opportunity to improve the lives of older people in the community. Appendix A includes more detail on the work being carried out.

### **Consultation carried out or required**

Regular feedback from the Hillingdon Older People's Assembly Steering Group and Older People's Assembly is used to help shape future priorities. The Older People's Assembly in Hillingdon normally periodically receives progress updates on delivering the promises set out within the Older People's Plan, though at present the Assembly is suspended.

## 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 there are no specific legal implications arising from this report.

## BACKGROUND PAPERS

NIL

## Appendix A - Older People's Action Plan Update – July 2021

Ref No	Task	Actions	Lead	Target Dates	Progress Update
<b>1. Safety and Security</b>					
1.1	Increase home security amongst older people.	1.1.1 Ensure the free burglar alarms scheme is delivered and that a free service is offered after 18 months. (Phase 12 installations & Phase 10 servicing)	John Wheatley	31.03.22	<p><u>Ongoing</u> – To help older people feel safe and secure, free burglar alarms have been installed into the homes of older people aged over 65.</p> <p>In March 2020, our contractor suspended installation of alarms in the homes of older residents because of the pandemic.</p> <p>In the period October 2020 to end May 2021, 177 alarms were installed in Phase 12, leaving 191 to be installed. Funding for Phase 13, for a further 1000 alarms, has already been approved.</p> <p>A free service is now offered 12 months after the initial installation. In the period October 2020 to end May 2021, 313 services were carried out, leaving 273 services to be carried out in the current phase.</p> <p>Since the beginning of the scheme in 2008, the Council has installed 11,103 alarms in the homes of Hillingdon's older residents.</p>
1.2	Take action to tackle rogue traders.	1.2.1 Address reports of Rogue Traders including raising awareness.	Martin King	31.03.22	<p>Ongoing - The Trading Standards Service continues to respond to reports of rogue traders / doorstep crime on receipt of reports.</p> <p>In circumstances where intervention may be required, officers will visit victims to advise on how to avoid repeat incidents. Where appropriate we liaise with the council's Adult Safeguarding Team</p>

					<p>to ensure that residents receive any further help and support they may need.</p> <p>Trading Standards are now part of the Adult Financial and Material Abuse Sub Group, working with various teams in the Council and the Met Police to tackle collective issues. The team met with the MASH Team to discuss how we may better signpost concerns.</p>
<b>2. Preventative Care</b>					
2.1	Assist vulnerable people to secure and maintain their independence	2.1.1 Continue to deliver the TeleCareLine service	Louise Forster	31.03.22	<p><u>Ongoing</u> - The TeleCareLine service supports residents to live safely and independently in their own homes using a range of equipment, such as sensors and detectors all connected back to a control centre to assist to older people when needed, 24/7.</p> <p>As at 31<sup>ST</sup> May 2021, Hillingdon had 6,835 residents in receipt of Telecare, which is an increase of 193 on last quarter. 5,766 are aged over 75 years.</p> <p>In preparation to the digital switch over in 2025, TeleCareLine has a running program of upgrading the Lifeline units, currently in use, to a new version which is digitally compatible.</p> <p>Safer walking project – We are currently supporting 28 service users with the GPS technology. 7 LD clients to support travel training and enhance independence. 21 older people with early onset dementia.</p> <p>The GPS technology enables families to locate the person when they are out accessing the community, promotes independence and provides reassurance to family/carers.</p>

3. Keeping Independent and Healthy (Health and Wellbeing)					
3.1	Provide opportunities for older people to participate in sport and physical activity.	3.1.1 Work with a range of partners to deliver and promote take-up of physical activity as part of Hillingdon's Health and Wellbeing Strategy	Priscilla Simpson	31.03.22	<p><u>Ongoing</u></p> <p>All programmes and activities delivered or commissioned by the Sport and Physical Activity team were suspended from 23rd March 2020.</p> <p>Between this date and end of June, the team worked with 9 library staff members to make regular telephone calls to more than 400 older residents who were registered to attend our chair-based, tea dance and dementia coffee morning programmes. 57% of these residents requested a follow-up telephone call either every 2-3 days, twice a month or monthly.</p> <p>The aim was to provide a welfare and wellbeing check. Feedback from residents receiving these phone calls was very positive and in many cases was the only contact the resident was receiving.</p> <p>By the beginning of July'20, with the ease of lockdown measures, a significant number of these residents reported going out more to exercise outdoors, meet friends or join in on online exercise sessions.</p> <p>New risk assessments and procedures have been drafted to ensure facilities and activities are COVID secure. Chair-based exercise sessions will resume once they can operate within Government guidelines.</p>
		3.1.2 Continue to offer free swimming sessions to residents aged 65+	Nicky McDermott	31.03.22	<p><u>Ongoing</u> – The programme for older people to take up free swimming continues to be popular.</p> <p>For the period 1st December - 20th December 2020 and 12th April to 30th April, which is when pools in the Borough have been open,</p>

					a total of 212 free swimming sessions took place across the Borough.
		3.1.3 Deliver free swimming lessons for people aged 65+	Nicky McDermott	31.03.22	<p><u>Ongoing</u> – Free swimming lessons in Hillingdon commenced from April 2014 and have been very popular.</p> <p>Free Swimming Lessons for over 65's - lessons for older people have not yet re-started. Lessons are anticipated to restart after the 21st June, subject to restrictions being lifted.</p>
		3.1.4 Hold regular tea dances and other dances for older people to promote participation in physical activity.	Priscilla Simpson	31.03.22	<p><u>Ongoing</u> -</p> <p>Tea and other dances are currently suspended.</p>
		3.1.5 65+ MOVES gentle exercise classes.	Priscilla Simpson	31.03.22	<p><u>New – February 2021</u></p> <p>65+ online gentle exercise classes. Participants sign up prior to sessions by completing a health questionnaire. Online codes to join class are sent weekly and participants complete a 1 hour weekly live class.</p> <p>Online started 2<sup>nd</sup> week in February 2021 106 residents attended over 12 weeks.</p> <p>Live sessions at venues were suspended April 2020 and are still on pause.</p>

		<p>3.1.6 - To better enable residents living with dementia to continue to live independently in our community and feel supported and knowledgeable of where they can access advice and help when required.</p>	<p>Priscilla Simpson</p>	<p>31.03.22</p>	<p><b>Tovertafel</b></p> <p>Access to the 'magic tables is not currently permitted. The aim is to have limited access to the Tovertafel, subject to the guidance and there being sufficient space in the libraries that have the Tovertafel installed.</p> <p><b>Training &amp; resources</b></p> <p>A Dementia Reminiscence training session was held with 18 library staff on Zoom in June.</p> <p>In July the first online Dementia Friends training session was held for library staff. This was well received, and more sessions are planned for the autumn.</p> <p>From November 20 - May 21, 11 dementia friends' sessions were held online, for library staff, Social Care staff, residents and NHS staff. A total of 92 people attended.</p> <p><b>Events</b></p> <p>In December 2020 residents were invited to attend the online performance of the Compass theatre pantomime. The sports team working with Uxbridge library produced a 30-minute Christmas video which was sent to 120 residents and shown to 40 residents in libraries. <i>Bus Pass to Broadway</i> also produced a Christmas show which was on DVD and distributed to residents living with dementia at Christmas. Working with the Rotary Club fiddle muffs and teddies were collected and distributed to residents attending the Uxbridge library session in December.</p>
--	--	--	--------------------------	-----------------	---

In May 2021, several events took place for Dementia Action Week. These included two sensory walks at Eastcote House Gardens which 23 people attended; a walking football event at Middlesex FA which 24 people attended; and outdoor sessions started again at Uxbridge Sports club for the wider dementia group and the early onset group with 18 people attending.

#### **Dementia support online**

Five zoom sessions continue each week. Attendance has varied with people able to go out more. The sessions are still very valuable; the suggestion is to maintain these as people are now used to them and attendance is likely to increase again.

Throughout December 2020 to April 2021, online support continued with 6 zoom sessions happening a week. Video calls were also being made using the Alexa Echo devices to 4 residents and working with libraries we were successful in securing funding from the Reading Agency to purchase tablets to enable residents with no internet to join in on online sessions.

From May 2021 online support continues but has been reduced to 3 zoom sessions a week as we return to some outdoor activities.

#### **Outdoor Meetups for residents living with dementia and their carers**

Two outdoor meetups on the grounds of Uxbridge Cricket Club took place with 35 residents attending, across three sessions (in

groups of 6). The early onset dementia group meetup was held outside Northwood Hills library; 5 residents attended.

These sessions will continue if the weather permits.

From the 20<sup>th</sup> May 21, outdoor sessions have resumed. These include weekly sessions at Uxbridge Sports Club and monthly walking football sessions. Outdoor activities will continue until the end of June 21 at which point library groups will reopen.

### **'Buddy Packs'**

A small resource pack is sent out weekly to residents living with dementia. The packs include a variety of puzzles, quizzes, songs, poems, reminiscence stories, and chair-based exercises. 91 emails are being sent per week. Doorstep visits have been offered to residents who do not have online access. There are currently 23 doorstep visits taking place a week.

### **Referrals received**

The Team received a total of 61 referrals to join a Zoom Early Onset Dementia Group or to receive a 'Buddy pack'. By July the team had contact with 108 residents who are either living with dementia or carers for someone living with dementia.

### **Zoom meetings**

There are 5 Zoom meeting sessions a week with an average of 8 people per session, including an 'afternoon tea', a singalong session, a Dementia coffee morning, and an early onset dementia

group. In July 2020, 184 residents took part in the weekly Zoom meetings.

In July we introduced a new zoom session: **Football Fridays.**

This is a continuation of the work started in January 2020 when we ran a football reminiscence session at Middlesex FA. This was due to be followed by a series of football related events to celebrate the Euros 2020. As we have not been able to carry out these events due to lockdown we have now introduced the Football Friday zoom sessions which so far have been well attended with an average of 9 people attending each session.

Football reminiscence boxes have also been prepared and delivered to 8 residents. These have reflected each resident's own team. Boxes have been delivered to residents unable to take part in the Football Zoom sessions and to two of the residents who have had to go into care homes.

On the 27th July 2020 a special Zoom session was hosted by Adult Learning where we explored gardening. The session was attended by 11 residents with one couple attending who had never yet attended a Zoom session. The aim is to work with Adult Learning to run further sessions to offer new opportunities to residents.

3.2	Continue to develop and expand the Brown Badge Parking Scheme for older people.	<p>3.2.1 Continue to deliver the Brown Badge older persons parking scheme and promote the scheme to older people.</p> <p>Encourage provision of Brown Badge bays as part of planning developments wherever possible.</p>	Roy Clark	31.03.22	<p><u>Ongoing</u> -</p> <p>The Brown Badge Older Person's parking scheme continues to be popular with older residents.</p> <p>Between October 2020 and May 2021 (inclusive), a total of 798 new Brown Badges were issued, along with 186 replacement badges where they had been lost or misplaced. This service continued operating as normal throughout the lockdown period and the number of new applications reduced by just under one third.</p> <p>There is currently a total of 13,461 active Brown Badge users. During this period an average of 78% (611) of the Brown Badge applications were made using the online application system.</p>
3.4	Continue to develop and expand facilities for older people in Hillingdon's allotments.	3.4.1 Improve access and facilities for older people in Hillingdon's allotments	Stuart Hunt	31.03.22	<p><u>Ongoing</u>:</p> <p>We continue to carry out regular maintenance jobs, including repairing water leaks to troughs, repairs to fencing and gates along with any substantial waste being removed as required. The first borough wide communal area cut is underway.</p> <p>We currently have 404 allotment plots allocated to over 65s and 85 allotment plots allocated to over 60s on the concessionary rate.</p> <p>We are streamlining our allotment allocation process, bringing more of it online, which will help improve our system for new and old plot holders and will also reduce the amount of paper used.</p> <p>Projects:</p>

					The Chrysalis team are currently looking into a request from the Grosvenor Avenue allotment site in Hayes and Moor Lane, who both wish to install a composting toilet for use of all plot holders.
3.5	Actively promote the opportunities available to older people to keep healthy, independent and well and establish what difference they are making to improve the lives of older people	3.5.1 Ensure articles appear in every edition of Hillingdon People and on the Council website promoting the opportunities available and making use of feedback from older people	Emma Gilbertson / Marion Finney	31.03.22	<p><u>Ongoing</u> – articles appear in every edition of Hillingdon People within the older people’s page. Recent and planned content is as follows:</p> <p><b>Hillingdon People Nov/Dec 2020</b></p> <ul style="list-style-type: none"> <li>• News item to highlight the extra care flats available in Park View Court, Yiewsley</li> <li>• Older people page – feature to highlight a series of free online events and activities that brought older people together to mark the annual Day of the Older Person</li> <li>• Coronavirus feature – keeping Hillingdon safe and supporting residents</li> <li>• Feature to highlight how the Samaritans are supporting residents during the pandemic</li> <li>• New adult learning programme launches.</li> </ul> <p><b>Hillingdon People Jan/Feb 2021</b></p> <ul style="list-style-type: none"> <li>• Older people page - supporting residents during the pandemic with care packages, socially distanced visits, and free burglar alarms for the over 65s</li> <li>• Coronavirus feature – keeping Hillingdon safe and supporting residents</li> <li>• Vaccination – first Hillingdon resident, 89-year-old Catherine Coleshill, vaccinated against COVID-19.</li> </ul> <p><b>Hillingdon People March/April 2021</b></p> <ul style="list-style-type: none"> <li>• New Harlington bowls clubhouse</li> <li>• Older people page – supporting residents in their homes through the TeleCare monitoring service.</li> </ul>

				<ul style="list-style-type: none"><li>• Coronavirus feature – keeping Hillingdon safe and supporting residents</li><li>• Supporting carers and keeping families connected – spotlight on the experience of carers and staff at Hatton Grove and Merrimans Respite Centre.</li></ul> <p><b>Hillingdon People May/June 2021</b></p> <ul style="list-style-type: none"><li>• Highlighting the support available for unpaid carers</li><li>• Feature on the extra care housing schemes at Park View Court, Grassy Meadow Court, Triscott House, Cottesmore House</li><li>• Coronavirus feature – keeping Hillingdon safe and supporting residents</li><li>• Older people page – supporting residents and carers who are living with dementia through online support and trailing Amazon’s Alexa to provide targeted support in the home</li><li>• What’s on – exercise classes for the over 65’s.</li></ul> <p>The <b>Older People’s Assembly</b> remains on hold due to the pandemic. This will be reviewed in line with the governments' advice and decision making of the Council.</p>
--	--	--	--	---

4. Supporting Older People in the Community					
4.1	Improve financial inclusion for older people in the borough	4.1.1 Deliver benefits and financial advice and support sessions for older people across the borough through the Age UK Hillingdon financial health checks	Age UK Hillingdon  Julian Lloyd	31.03.22	<p><u>Ongoing</u> -</p> <p>Through our <b>information and advice</b> services Age UK helped Hillingdon's older residents to secure £493,735 of benefits during the second half of 2020/21. This additional income has the potential to radically improve quality of life for older residents of Hillingdon as well as inject new money into the local economy.</p> <p>Having moved successfully to largely phone-based work, our I&amp;A staff and volunteers continued to work with residents in Hillingdon. Demand for the service was lower with a lack of face to face work for most of the year. Residents are eager to have particular types of advice in person and as of March 21 we are enabling greater options on a number of Covid safe sites that have been opened.</p>
4.2	Support older people in their own homes to stay warm and healthy during the winter months	4.2.1 Provide free temporary heaters and small grants to cover electricity costs to older people.	John Wheatley	31.03.22	<p><u>Ongoing</u> -</p> <p>The Council continues to offer the loan of heaters to homeowners aged over 65 whose heating has broken down. In addition, once the heater or heaters are returned, the Council offers to pay a small one-off grant to ensure people are not discouraged from using the heater by the cost of fuel.</p> <p>There are 65 heaters in stock as at June 2021.</p>
4.3	Provide and encourage opportunities for older people to actively participate in events across Hillingdon.	4.3.1 Provide support to community groups for older people as requested through the Leader's Initiative for Older People.	John Wheatley	31.03.22	<p><u>Ongoing</u> -</p> <p>The Leader continues to provide support to community groups working with older people.</p> <p>During no grants were approved in recent months because of the pandemic.</p>

5. Housing					
5.1	Help older people to live independently in safe, warm homes	5.1.1 Provide access to assistance with repairs and other home maintenance services.	Age UK Hillingdon  Julian Lloyd	31.03.22	<p>Ongoing -</p> <p>The Age UK Hillingdon <b>Help at Home</b> service continued to support clients throughout lockdown. In the final quarter of 2020/21 they made 3,091 visits, providing 4,417 hours of support to 204 of our most vulnerable clients. They delivered services such as shopping, meal preparation and general wellbeing checks requested from families who were unable to visit their parents/grandparents. PPE, full training and regular testing of staff was maintained to ensure the safety of our clients and staff.</p> <p><b>Received from a client's family after she had passed away:</b> <i>'On behalf of her family, we would like to say thank you to all staff who looked after her in such kind and thoughtful ways. Especially to Fran, who came to be much more than someone coming to do a job, but a friend that my mother really looked forward to seeing and chatting with. Fran is a kind and caring person and is someone that is a credit to her calling.'</i></p> <p><b>A call received from a client's daughter:</b> <i>'Tina has been brilliant, given me peace of mind. Excellent service, the house is really clean and tidy.'</i></p> <p>Our <b>Homeshare</b> Scheme was suspended due to Covid-19 from March to July 2020. We are now back up and running, promoting the service on Social Media and our Website. Since July we have received 37 enquiries and have 3 householders on our books waiting to be matched with sharers.</p> <p>We now have 24 local tradespeople on our <b>Trusted Traders</b> list. Some traders suspended services during lockdown, those who continued trading were vetted to ensure infection control measures were in place. In the final quarter of 2020/21 192 enquiries have</p>

					been signposted to local traders.
		5.1.2 Deliver the Falls Prevention Service	Age UK Hillingdon  Julian Lloyd	31.03.22	<p><u>Ongoing</u> -</p> <p><b>Community:</b> Our Call, Chat, Care service continued to ensure that the most isolated or vulnerable people had support. Referrals were taken from social services, social prescribers, GP's and other organisations and clients were given the choice of how many care calls a week they received from our volunteers. The frequency of calls was from once a fortnight to three times a week.</p> <p>Each call consisted of asking if enough food and medication was available and if the client felt unwell or had any Covid symptoms. We then signposted for further help if required. Just as important as this was the call itself. The regular contact with a volunteer stopped many from feeling forgotten or alone during shielding or just being isolated from family and friends.</p> <p>The Befriending services continued to deliver support by telephone, although we briefly had garden face to face visits until restrictions came back in again. We met some challenges, for instance, a hard of hearing gentleman was isolated but could not hear on the telephone, so one of our volunteers worked with the client's son to set up Skype calls.</p> <p>Our Good Neighbour Service could not support face to face tasks indoors but continued to support with shopping and prescription collecting. We also started socially distanced one on one walks to encourage service users to get some fresh air and exercise. These proved to be very successful in improving both physical and mental health wellbeing.</p>

**Digital Inclusion Project** A project for people 65+, living in Hillingdon who are vulnerable (low resilience, requiring coping strategies and practical support) and/ or impoverished – mental health, physical health, social isolation or financial- to enable them to have new access and ability to use the internet, to combat loneliness, support mental/physical health and aid resilience to future/prolonged lockdowns. Using a tablet loaned to them (with the option of purchasing at the end of the course) clients complete a 6-week tailored course learning the skills needed to use the internet. At the end of the course, they will be able to use the technology for both practical day-to-day tasks and to keep in contact with families and groups/activities.

**Falls:**

Over the second half of 2020/21 the Falls prevention team have worked with a total of 122 clients in their homes on one or more occasions, with a total of 411 visits or phone calls. Strong risk assessments and use of PPE have ensured staff and patient safety.

Good Neighbour Service Short Walks task. - Due to the huge impact on older people's confidence in going outside after Covid Lockdowns, we have added a short walks task to our GNS service. An older person who is mobile enough to walk safely and independently is matched with a volunteer for a short walk each week.

This improves confidence in going outside, improves health and wellbeing both physically and mentally and allows them to re-enter the community feeling supported by a volunteer.

5.2	Deliver the major adaptations programmes for all tenures within budget	5.2.1 Improve private sector homes for older vulnerable people  Complete major adaptations increasing independence for older people	Greg Watson	31.03.22	<p><u>Ongoing</u> –</p> <p>Between April 2020 to April 230 major adaptations were completed, of which 140 were Housing Revenue Account, and 90 Disabled Facilities Grant projects.</p> <p>In all cases a range of housing options is considered to ensure the solution offered to older residents best meets their needs and promotes their independence.</p>
-----	--	---	-------------	----------	---

## HILLINGDON'S HOUSING STRATEGY

<b>Cabinet Member(s)</b>	Cllr Eddie Lavery
<b>Cabinet Portfolio(s)</b>	Environment Housing and Regeneration
<b>Officer Contact(s)</b>	Debby Weller / Mark Billings / Dan Kennedy Planning, Environment, Education and Community Services
<b>Papers with report</b>	Appendix A: Hillingdon Housing Strategy 2021/22 to 2025/26, Consultation Draft

## HEADLINES

<b>Summary</b>	This presents the draft Hillingdon Housing Strategy 2021/22 to 2025/26 and seeks approval to commence a 10-week formal consultation process from 19 July 2021 to 26 September 2021.
<b>Putting our Residents First</b>	This report supports the following Council objectives of: <i>Our People; Our Built Environment; Strong financial management.</i>
<b>Financial Cost</b>	There are no direct financial costs relating to this report
<b>Relevant Select Committee</b>	Environment, Housing and Regeneration Select Committee
<b>Relevant Ward(s)</b>	All wards

## RECOMMENDATION

**That the Cabinet approves the Draft Hillingdon Housing Strategy 2021/22 to 2025/26 included at Appendix A for consultation.**

## Reasons for recommendation

The Housing Strategy is a key policy framework document for the Council and provides direction and priorities for housing services.

## Alternative options considered / risk management

Without a Strategy, the Council would not be able to make clear its priorities in relation to housing and assist in the development and performance management of work streams, provide a framework for our work with partner organisations and support funding bids.

The development of the Housing Strategy includes consideration of the wider environment for housing including current challenges and risks for the housing sector and how they might best be addressed.

## Select Committee comments

The Environment, Housing and Regeneration Select Committee were given the opportunity to feed into the development of this draft Housing Strategy at their meeting on 8 June 2021. The Committee thanked officers for the report and suggested that the [draft] Strategy include additional detail regarding how the Council could ensure landlords and tenants were aware of their responsibilities, and how to notify the Council of any issues. In addition, it was requested that future resident surveys be sent to Committee members for dissemination to their constituents.

The Select Committee will have a further opportunity, as part of the broader public consultation on the draft Strategy, to provide more formal comments to Cabinet to consider, before any final strategy is recommended to Full Council for adoption.

## SUPPORTING INFORMATION

### Background

1. The Housing Strategy is a key policy framework document for the Council. The strategy provides direction and priorities for housing services but is not a statutory requirement. Hillingdon Housing Strategy 2021/22 to 2025/26, Consultation Draft is attached at appendix A. Subject to Cabinet approval a 10 week formal consultation process will begin on Monday 19<sup>th</sup> July 2021 and end Sunday 26<sup>th</sup> September 2021. A final draft with amendments following consultation will be presented to Cabinet on 11<sup>th</sup> November 2021 and subsequently Full Council on 19<sup>th</sup> November 2021.
2. The Council has responsibilities for housing both as a landlord and in relation to its strategic housing role. This includes assessing needs and identifying priorities and planning for the delivery of affordable housing; standards of housing and management across both the social sector and the private rented sector; homelessness and housing advice, housing support and aids and adaptations. The Housing Strategy identifies key challenges and sets out priorities for the coming 5 years. It takes account of and is compliant with national policy and legislation and the London Housing Strategy 2018: Homes for London.

## Housing Challenges

3. Housing challenges in 2020 were not surprisingly dominated by the immediate issues thrown up by Covid-19, the consequences of which are continuing to play out in 2021. This has disrupted the housing market, delayed development, postponed evictions and seen a huge response to bring rough sleepers in, off the streets. It has also seen many people falling into difficulties with employment, debt and rent arrears and has brought tensions to the surface which have resulted in, amongst other things, mental health challenges and an increase in domestic abuse. There has been a rapid acceleration in remote working with many more people working from home and there are noticeable impacts on the housing market with a premium being placed on outdoor space, a preference for houses over flats and for less crowded areas
4. Prior to the onset of Covid-19 there were already some significant challenges for housing strategy to address. These have not gone away and in many instances, there is an added impetus to tackle these issues as we recover from the pandemic. Building safety remains high on housing agendas in the continuing aftermath from the Grenfell Tower tragedy and there are still many difficult questions regarding the cladding scandal. The government has reiterated its determination to build back better; affordability is a continuing challenge and the need to increase the availability of affordable homes continues to grow; housing standards across sectors, social housing regulation and the ability of tenants to have their voice effectively heard remain prominent issues.
5. The government is placing clean growth and the UK's target to achieve net zero greenhouse gas emissions by 2050 at the heart of economic recovery. The falling cost of renewables, growing public pressure around climate change and the push for a green recovery is boosting decarbonisation plans. A drive towards decarbonising housing is gathering pace.

## Current Legislative and Policy Context for Housing

6. Many of the recent and forthcoming policy and legislative changes affecting housing are related to:
  - An ongoing need for more affordable homes and the desire to Build Back Better following the pandemic
  - The impact that the Grenfell Tower tragedy has had and continues to have in relation to safety and wider housing standards, housing regulation and the relationship between landlords and tenants
  - The increasing prominence of climate change and the wider sustainability agenda
  - A further notable change is the introduction of Domestic Abuse Act 2021

## Priorities

7. Normalising service delivery following the Covid-19 pandemic and addressing climate change are two driving issues which cut across the various services and priorities. In addition to these two key issues, the following five draft priorities have been identified:

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

### Place Shaping

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

### Increasing Access to Affordable Housing

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

### Leading on Improving Housing Standards

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

### Embracing the Charter for Social Housing Residents

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

## Supporting Independent Living

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

## **Aims and Actions**

14. The aims and actions for each of the priorities are shown below:

## **Priority 1 - Place Shaping**

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

Contribute from a housing perspective to the development of the Joint Health and Wellbeing Strategy and the underpinning Joint Strategic Needs Assessment (JSNA) including consideration of housing circumstances which are important social determinant of health	Review lettings arrangements to increase the proportion of lettings made to overcrowded households
Identify residential areas at risk from flooding and consider measures to reduce flood risk and increase flood resilience.	Make greater use of mapping capabilities to better understand the spatial dimension of housing issues across the Borough
Contribute from a housing perspective to local area action through both taking part in neighbourhood action and in using housing intelligence to identify need for local area action	

## **Priority 2 - Increasing Access to Affordable Housing**

- Increase the provision of new affordable housing.
- Take forward regeneration proposals to provide more, good quality, affordable housing.
- Increase the proportion of affordable housing delivered as low cost rented housing to meet predominant housing need.
- Include within Low Cost Home Ownership (LCHO) provision, properties aimed at those with household incomes of £30,000 to £50,000
- Maximise the availability of larger family homes of three and four bedrooms or more to rent at affordable levels.
- Prioritise ensuring the availability of housing to facilitate the progress of regeneration projects and to avoid the use of temporary accommodation for homeless households.
- Release more under-occupied social rented properties for use by families.
- Make best use of existing housing for instance, through transfers, conversions or extensions.

<p>Continue to meet housing delivery targets and promote the delivery of affordable housing through our housing and planning policies. Subject to viability, the Council will seek 35% affordable housing on larger sites, rising to 50% on publicly owned land and schemes involving the net loss of industrial capacity</p>	<p>Be embarking on a review of the Local Plan and any change to affordable housing policies will be observed in the implementation of the Housing Strategy. The Council adheres to the requirements of the Mayor's Affordable Housing SPG (2017) and New London Plan</p>
<p>Set out a forward plan for the commitment of Right to Buy receipts to projects. To minimise risk from delayed or abortive development projects, the plan will aim to utilise each receipt at least one year ahead of the deadline for expenditure.</p>	<p>Continue a Right to Buy buy-back programme aiming to purchase in the region of 50 properties a year. In addition to ex-Council stock, the search area for properties will be expanded to include market housing in locations with existing Council dwellings. Acquisitions of individual dwellings and groups of dwellings will continue to be considered on a case by case basis</p>
<p>Continue to develop new Council owned affordable housing as well as working with registered providers and the GLA to provide new affordable homes through the Homes for Londoners programmes</p>	<p>Establish a task and finish group to consider options for future rent policy taking account of planning requirements, housing need and affordability and impact on the HRA Business Plan</p>
<p>Complete an analysis of new development options. This will include consideration and rating of regeneration options</p>	<p>Continue to seek a mix of affordable housing that provides as close as possible to 70% of affordable housing social rent / LAR and a minimum of 30% which has been viability tested at the Local Plan making level. There will continue to be some flexibility for Affordable Rent dwellings to be provided at a higher rent for the some or all of the remaining 40% where viability is an issue. This should not exceed LHA levels.</p>

	The Council's preference for the remaining 30% of housing to be delivered as intermediate housing is that it be provided through low cost home ownership products.
Target in particular, those households with incomes between £30k and £50k to support owner occupation for as wide a group of residents as possible. Where shared ownership options are provided, the Council will seek to ensure that low percentage shares are available within the mix.	Maximise the number of larger family dwellings of three bedrooms or more within affordable housing provision.
Work with PRP and voluntary sector partners to extend the use of shared housing to provide affordable housing for single homeless people	Set targets for the proportion of social housing lettings to households on the housing register for different reasons and monitor these in line with priorities
Undertake a full review of the social housing allocation policy	Determine policy for and how best to register interest for types of intermediate housing other than shared ownership for sale / part sale and for rent, especially LLR. The Council already has a register for shared ownership dwellings. The impact of First Homes and how will be administered also needs to be considered.
Continue to offer a bespoke personalised service to incentivise the release of under occupied Council housing	<p>Continue to offer fixed term tenancies. The policy will however be altered so that where a tenant has been found not to have complied with the requirements of their tenancy agreement, there will be the option to grant a tenancy for a shorter period of time than the standard five years.</p> <p>A review of the policy to consider costs and benefits, including administration costs will be scheduled for when there is sufficient experience of the implementation of tenancy reviews to draw on</p>
Consider the potential for extensions and conversions on a case by case basis as properties become void	Continue close working between the BACFT and housing colleagues to investigate housing fraud
<p>Follow policy H11 of the new London Plan with regard to build to rent housing and as part of our Local Plan Review will consider the viability of alternative approaches.</p> <p>For developments submitted to planning as build to rent from the outset with the affordable element as discounted market rent, our requirement will be that where viable this is supplied at LLR levels or lower.</p>	

### **Priority 3 - Leading on Improving Housing Standards**

- Continue to prioritise fire safety in works to and the management of the Council's housing stock.
- Increase investment in the Council housing stock prioritising additional safety elements, compliance and works to address climate change and fuel poverty agendas.
- Be prepared to meet the requirements of the new Building Safety regime.
- Develop plans to decarbonise housing across tenures, starting with quantifying the requirements to achieve zero carbon in the Council's housing stock.
- Help low income households to reduce energy expenditure in their home.
- Maximise the number of Council owned homes with a Band C energy performance rating.
- Develop a more detailed understanding of housing conditions in the public sector and establish a road map to ensuring that Council housing stock meets good housing standards.
- Develop a more detailed understanding of housing conditions in the private sector to inform future policy options including for discretionary licensing.
- Work collaboratively across services and agencies and take a robust enforcement approach to combating rogue landlords.

Work with the London Fire Brigade where appropriate in the use of enforcement action against the owners of buildings that fail to undertake necessary remediation	Prioritise in the Council's works to stock programme, fire safety and health and safety more generally as well as compliance with standards, and heating and insulation
Carry out further work to improve the depth and breadth of customer insight across all high-risk buildings and the Social Housing Allocation Policy will be amended to restrict new tenancies to residents in higher risk buildings who can self-evacuate	Consider the use of 'estate regulations' as part of changes to management practices associated with fire safety and leaseholders in higher risk buildings
Introduce a specific inspection regime to cover the common areas of tower blocks including fire doors as part of a more intensive approach to the management of higher risk buildings	Establish a task and finish project to analyse the costs of day to day repairs and other costs associated with elements of disrepair to identify areas of planned work likely to make the largest 'spend to save' impact over the short and medium term. The analysis will seek to identify those aspects of planned maintenance that result in the highest costs if not undertaken promptly.
Develop the HRA Business Plan and Asset Management Strategy, incorporating a road map for good housing standards via future stock investment and redevelopment.	Develop a specification for a private sector stock condition survey/modelling which will in addition collate information to assist in gaining a wider understanding of the nature of the private rented sector in Hillingdon and assist in targeting resources.
Establish more formalised structures and processes to share knowledge and intelligence regarding the private rented sector and to develop a comprehensive,	Improve knowledge and intelligence through partnering arrangements and research opportunities to inform the development of a more detailed Private Sector Housing Strategy.

co-ordinated and disciplined approach to ensuring a well-managed sector.	
Prioritise dealing with licence applications swiftly and efficiency and identifying additional HMOs that require to be licensed	Continue to tackle poor housing conditions and facilitate improved management of high-risk properties in the private rented sector
Continue to use enforcement powers including Civil Penalties where appropriate and work with internal and external partners to take holistic and concerted action to deter those landlords who consistently provide poor standards of housing and management.	Establish a multi-disciplinary task group to gather evidence regarding the prevalence of poor conditions in different parts of the private rented sector and consider the feasibility of different discretionary licensing options.
Develop a granular understanding of the cost requirements of achieving zero carbon across the Council's housing stock and to formulate plans for those properties that are low, medium and high cost	Set out an approach to work towards decarbonising Council owned housing stock and work with others to similarly encourage decarbonisation in other housing tenures
Deliver Green Homes Grant works to improve energy efficiency for low income households	Progress plans to attract additional funding to deliver improvements at Colne Park Traveller's Site

## **Priority 4 - Embracing the Charter for Social Housing Residents**

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

Complete an annual review of Fire Safety Management Plans across the Council housing stock	Establish a Hoarder's panel mitigate the risk of fire and serious injury
Review our structures and processes for engagement during 2021/22	Develop a comprehensive engagement strategy for Council tenants and leaseholders. Key elements will include: <ul style="list-style-type: none"> <li>• Communication regarding fire and other safety issues</li> <li>• Involving different groups including vulnerable households and</li> <li>• New methods of engagement and service design including use of digital methods</li> </ul>
Develop specific local resident engagement strategies related to higher risk buildings	Complete annual self-assessments against regulatory standards with results being reported to the Cabinet Member for Environment, Housing and Regeneration
Deploy a range of methods to capture data, including the use of housing needs surveys, encouraging self-service reporting and gathering data through interactions with tenants.	Improve customer insight and understand what our tenants and communities want, including through use of the STAR survey and through learning from complaints. A further STAR survey will be completed in Autumn 2021 and thereafter every 2 years.
Set a baseline for the Regulator of Social Housing's proposed tenant satisfaction measures	Consider residents feedback in formulating the future approach to investment in and management of shared areas to deliver attractive, safe and secure environments
Analyse complaints and review compliance with the Housing Ombudsman's Complaint Code on a regular basis	Identify further opportunities for improved and cost-efficient service delivery online, while identifying safeguards in relation to digital exclusion and vulnerable people.
Complete post-occupancy evaluation of new affordable housing developments	Explore how better to engage private rented sector residents

## **Priority 5 - Supporting Independent Living**

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

Assess current and future housing and support needs of specific client groups during 2021. The information will be substantially improved and updated as the results from the 2021 census become available	Complete further investigation into the causes and potential solutions for family and friend evictions. Map the incidence of family and friend evictions and analyse available data within the Council and held by partner agencies to inform future homelessness prevention activity
Focus rough sleeper work during 2021 on: <ul style="list-style-type: none"> <li>• A supported housing solution for those with higher level needs as a key priority for development of the rough sleepers housing pathway.</li> <li>• Continuing to build our partnership working arrangements with primary healthcare, public health and social care colleagues and other organisations with roles concerning substance misuse and mental health issues</li> <li>• Continuing to increase the provision of additional low support level HMOs for the single homeless pathway and floating support.</li> </ul>	Establish a move-on panel to track that there is effective movement through the single homelessness pathway and address barriers
Explore options to provide additional longer-term move on accommodation including the potential repurposing by a voluntary sector partner of a large building for studio flats and options for shared accommodation to be provided with Local Housing Allowance (LHA) rates.	Continue to monitor outcomes for all rough sleepers and separately identify 'Target 1,000' rough sleepers in the monitoring framework to assess the extent to which rehousing is being sustained and take further action if necessary.
Continue to engage constructively with safeguarding partners and assist in addressing the Safeguarding Partnership's priorities	Arrange for safeguarding refresher training to be undertaken by housing teams including tenancy management, homelessness prevention and housing allocations staff

<p>Work towards achieving accreditation by the Domestic Abuse Housing Alliance (DAHA) including identifying dedicated, trained staff within the Homelessness Prevention Team who will be responsible for assisting those affected by domestic abuse</p>	<p>Complete a joint housing and social care protocol for care leavers which will be actively monitored and reviewed annually</p>
<p>Housing services will work alongside social care to support the development of a supported accommodation plan for people with learning disabilities and/or mental health needs</p>	<p>Set up a task and finish group to develop our understanding of the housing needs of people with autism in Hillingdon, generate bespoke housing options and consider what housing services need to do to become more autism friendly</p>
<p>Complete a review of Council owned sheltered housing which will include consideration of the costs of day to day repairs; future maintenance requirements including energy efficiency implications; void performance and lettings</p>	<p>Set up a task and finish group to investigate further measures that can be taken to provide attractive downsizing options. This will include consideration of new development opportunities, across housing tenures, specifically aimed at older people. In relation to Council and PRP sectors this would need to include a rent policy that did not deter moves</p>
<p>Continue to utilise DFGs to support older and disabled residents to remain in their own homes</p>	<p>Continue to promote assistive technology such as telecare, which is available free of charge to people aged 75 and above</p>
<p>Set up a working group to consider options to better meet the housing needs of disabled people including</p> <ul style="list-style-type: none"> <li>• a specific LBH design code to meet the needs of the vast majority of people, that can be applied to both new housing provision and to inform refurbishments of existing homes</li> <li>• how to increase provision of evacuation lifts</li> </ul>	

## Financial Implications

There are no direct financial implications resulting from the recommendations of this report. The consultation process can be delivered within existing resources.

The resource implications of the final strategy will be considered as part of the Council's MTFF process which will take into consideration the various funding streams available including the Council's general fund, Housing Revenue Account (HRA) and the availability of external funding streams such as grants from the GLA and Central Government through the MHCLG.

## RESIDENT BENEFIT & CONSULTATION

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

The draft Housing Strategy sets out identifies key challenges and sets out priorities for the coming five years and has a direct bearing on the Council's vision of 'putting residents first.'

The Council will need to ensure that any policies or decisions in relation to housing take account of requirements under equalities and human rights legislation, including ensuring that policies and decisions do not discriminate against those with protected characteristics, and complying with the public sector equality duty.

### Consultation carried out or required / timetable

Considerable informal consultation has been carried out across housing services and other Council services that link to housing. Subject to Cabinet approval on 8 July 2021, a formal 10 week consultation process will commence on the 19<sup>th</sup> July 2021 and end on 26<sup>th</sup> September 2021.

This will include:

- Publication of the draft Housing Strategy alongside an online survey questionnaire (Written copies/large print will be available on request)
- A variety of methods to promote completion of the survey will be used including: All staff email, Hillingdon People, Social Media
- A series of workshops with service users and their representatives, Council staff and a variety of other organisations
- An opportunity for the Environment, Housing and Regeneration Committee to provide formal comments to Cabinet on 11 November 2021.

Subject to final Cabinet approval, the Housing Strategy will be referred to the next available full Council meeting for final adoption.

## 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 there are no specific legal applications arising from this report. Further, more detailed legal advice will be given as necessary once the outcome of the consultation is reported back to Cabinet.

## Comments from other relevant service areas

Where reports span across other service areas relevant services should be consulted and brief comments included here to support the recommendation.

## BACKGROUND PAPERS

[Minutes – Environment, Housing & Regeneration Select Committee – 8 June 2021](#)

This page is intentionally left blank



**HILLINGDON**  
LONDON

**Hillingdon Housing Strategy**  
2021/22 to 2025/26  
**CONSULTATION DRAFT**

[www.hillingdon.gov.uk](http://www.hillingdon.gov.uk)

<b>Contents</b>	Page
Foreword	4
Introduction and Context	6
<b>Our Priorities</b>	
Priority one: Place Shaping	17
Priority two: Increasing Access to Affordable Housing	28
Priority three: Leading on Improving Housing Standards	41
Priority four: Embracing the Charter for Social Housing Residents	51
Priority five: Supporting Independent Living	59

## Abbreviations

ACM	Aluminium Composite Material
ASB	Anti-social behaviour
AST	Assured Shorthold Tenancy
BACFT	Business Assurance Counter Fraud Team
BTR	Build to Rent
CNWL	Central and Northwest London NHS Foundation Trust
CQC	Care Quality Commission
DASE	Domestic Abuse Steering Executive
EPC	Energy Performance Certificate
FRA	Fire Risk Assessments
GLA	Greater London Authority
HHSRS	Housing Health and Safety Rating System
HRAct	Homelessness Reduction Act
HRA	Housing Revenue Account
HMO	House in Multiple Occupation
LAC	Looked After Children
LAR	London Affordable Rent
LFB	London Fire Brigade
LHA	Local Housing Allowance
LLR	London Living Rent
MARAC	Multi-agency Risk Assessment Conference
MHCLG	Ministry of Housing, Communities and Local Government
NSE	Supported Housing: National Statement of Expectations
PCM	Per calendar month
PDR	Permitted Development Rights
PEEP	Personal Emergency Evacuation Plan
PIB	Premises Information Box
PRP	Private Registered Provider
PRS	Private Rented Sector
RSH	Regulator of Social Housing
SAB	Safeguarding Adults Board
SCPB	Safeguarding Children Partnership Board
SDLT	Stamp Duty Land Tax
SME	Small and Medium Sized Enterprises
STAR	Survey of Tenants and Residents
SUDS	Sustainable drainage systems
TA	Temporary Accommodation
UASC	Unaccompanied Asylum-Seeking Children

UC	Universal Credit
----	------------------

## Foreword

The timing of this strategy comes as we begin to regain some normality following the Covid-19 epidemic. Some of the impacts are still to be felt and some are still unknown. As the ban on evictions is lifted, we expect the number of homelessness applications to increase. The construction industry is back at work and new homes are being completed following an extremely quiet year in 2020. The virus has changed the way that we work and has reshaped housing markets. It remains to be seen the extent to which these are permanent or temporary changes. Covid-19 has also exposed inequalities and highlighted the importance of space inside and outside our homes. Existing trends towards greater use of technology have taken a leap forward and are continuing to dramatically change how we communicate and process information. This has been evident across our housing services and is a key part of how we are reviewing our relationship with our tenants. The Charter for Social Housing Residents sets out a number of promises which will reset how the housing sector listens to and acts on the voice of their tenants and leaseholders. We will fully embrace the Charter marking a step change in how we meaningfully involve our residents from policy making to front line service delivery.

Hillingdon Council understands the importance of a good quality affordable home and the impact that it can have on many aspects of our lives including our physical and mental health, our education and our employment prospects. We want to see all residents in Hillingdon treated fairly and have the same life chances as others. That is why we are focussing on increasing investment in our existing council housing. Our primary objective is to ensure that our properties are safe, but we also want to make sure that properties are well managed, warm and comfortable to live in with good insulation, double glazed windows and efficient heating systems.

We will align our priorities to achieve maximum effect with the resources we have available. The Council has declared a climate emergency and the carbon emissions from housing in the borough will need to reduce considerably. We will prioritise those works to stock that can cut heating costs and reduce fuel poverty at the same time as helping to reduce carbon emissions.

As well as addressing the standard of homes we will turn our attention to wider neighbourhood issues. The quality of communal areas and the wider neighbourhood environment form an extension of how we view where we live and links to our sense of community and belonging as well as to our experience and perception of crime and anti-social behaviour. Hillingdon Council aspires to lead the way on housing standards to ensure a positive experience of our homes, our neighbourhoods and our management practices.

The private rented sector in Hillingdon has grown and is home to higher numbers of residents and a wider range of households than previously, including many with children. Many landlords provide good homes, managed well, but there are also private rented homes where standards are poor. We will set out our expectations of landlords and will continue to use available remedies to drive up standards in the private rented sector. Landlords rightly also have expectations of tenants to behave in a reasonable manner and the council will do more to make clear our expectations of tenants as well as those of landlords.

There has been substantial progress in tackling rough sleeping with annual rough sleeper counts between November 20 and November 21 showing a greater reduction in Hillingdon than any other area. We will continue to build on our pathway to support and house homeless people.

We know that the cost of housing to rent or buy continues to be a significant problem. As well as investing in existing homes we will make sure that additional affordable homes are available. We will do this by providing new council housing ourselves as well as continuing to work with other Registered Providers and securing affordable housing through planning contributions. Affordable homes will meet the needs of a range of households and will include low-cost home ownership as well as rented options. The primary need in the borough is for low-cost rented homes but we also want to assist the many households that aspire to home ownership. Our aims include providing more affordable homes, for more of that housing to be at low-cost rent levels and for more to be family homes of three bedrooms or more.

Increasing investment in both existing and new council housing will require significant resources. The council continues to place importance on investing wisely, maximising outcomes and getting good value for money. We will analyse intelligence to identify which types of investment are best placed to deliver our housing objectives. This will include looking at how we can use our existing housing better and identifying areas suitable for future regeneration. We are reviewing how we incentivise the release of larger family homes and how we can increase provision for overcrowded families, including extending some properties.

We have received the go ahead from residents of Avondale and Hayes Town Centre Estates to proceed with regeneration proposals in their areas and look forward to being able to welcome residents back to their brand-new homes. We see this regeneration as the beginning of a longer-term programme to bring forward proposals to improve housing in the borough.

**Councillor Eddie Lavery**

**Cabinet Member for Environment, Housing and Regeneration**

## Introduction and Context

This Hillingdon Housing Strategy sets out our priorities for housing and our key aims for the next five years. The council has responsibilities for housing both as a landlord and in relation to its strategic housing role. This includes assessing needs, identifying priorities and planning for the delivery of affordable housing; standards of housing and management across both the social sector and the private rented sector; homelessness and housing advice; housing support and aids and adaptations. The Housing Strategy identifies key challenges and sets out priorities for the coming 5 years. It takes account of and is compliant with national policy and legislation and the London Housing Strategy 2018: Homes for London.

Hillingdon is the westernmost and second largest borough in London and is a great place to live. It has lively town centres, excellent transport links, thriving businesses, good schools and vast swathes of green space. The quality of housing in Hillingdon and its environments is generally good and the mix of housing available from detached and semi-detached family homes to terraced properties and flats meets a wide range of housing needs. A majority of homes in Hillingdon are owner-occupied and the number of homes in the private rented sector has grown significantly over the last couple of decades to make up a larger proportion of the housing stock than the social rented sector. Shared ownership has increased but still forms a small part of housing provision overall. In May 2021, there were 10,101 council owned, low cost rented homes in the borough. The council also has 3,341 leaseholders and 98 shared owners. The borough is home to around 311 thousand people in about 110 thousand households.

## Housing Challenges

Housing challenges in 2020 were not surprisingly dominated by the immediate issues thrown up by Covid-19, the consequences of which are continuing to play out in 2021. This has disrupted the housing market, delayed development, postponed evictions and seen a huge response to bring rough sleepers in, off the streets. It has also seen many people falling into difficulties with employment, debt and rent arrears and has brought tensions to the surface which have resulted in, amongst other things, mental health challenges and an increase in domestic abuse. There has been a rapid acceleration in remote working with many more people working from home and there are noticeable impacts on the housing market with a premium being placed on outdoor space, a preference for houses over flats and for less crowded areas.

Activity in the housing market was initially held back by Covid-19 with a rapid fall off in transactions. The market has subsequently bounced back strongly albeit with some clear changes in buyer behaviour. Regions with the strongest growth are those that are

more rural, the Southwest and East of England. In Hillingdon, the cost of all types of houses has increased, but flats have remained fairly level. Most recently urban areas have shown stronger signs of recovery. Private renting costs have increased in other parts of the country. While renting in London remains much more expensive than elsewhere, there have been significant falls in rent levels in central London, although rental costs in Hillingdon continue to hold up.

Prior to the onset of Covid-19 there were already some significant challenges for housing strategy to address. These have not gone away and in many instances, there is an added impetus to tackle these issues as we recover from the pandemic. Building safety remains high on housing agendas in the continuing aftermath from the Grenfell Tower tragedy. The government has confirmed its determination to build back better; affordability is a continuing challenge and the need to increase the availability of affordable homes continues to grow; housing standards across sectors, social housing regulation and the ability of tenants to have their voice effectively heard remain prominent issues. Evictions have been held back during the pandemic and homelessness is expected to increase now that the eviction ban has been lifted.

Covid-19 has presented immense challenges and the government is placing clean growth and the UK's target to achieve net zero greenhouse gas emissions by 2050 at the heart of economic recovery. The falling cost of renewables, growing public pressure around climate change and the push for a green recovery is boosting decarbonisation plans. A drive towards decarbonising housing is gathering pace.

Rough sleepers have been brought in off the streets as part of the response to Covid-19. The challenges now are to continue to access the necessary support and move-on accommodation and to keep the number of rough sleepers low as we emerge and recover from the pandemic.

This Housing Strategy sets out five strategic priorities for the delivery of housing services over the next five years. Two driving issues cut across the various service areas and priorities; these are **Normalising Service Delivery following the Covid-19 Pandemic** and **Addressing Climate Change**. These are issues for the council as a whole and form the backdrop for the first priority, Place Shaping, which considers how housing contributes to the wider aims for Hillingdon as a whole and works with other services and partners within and beyond the council. Climate change and Covid-19 also provide the setting for aims and actions under the other four priorities.

How long the recovery from Covid-19 will last or what shape it will take is still unknown, but we need to adapt to a new normal post pandemic. In doing this we can't necessarily rely on what went before as a predictor of the future. Modelling based on historic precedence i.e. in relation to housing supply and demand, may no longer be relevant, however data to inform decision making will continue to be of utmost importance.

Rather than looking back, the availability of real time data to inform forward looking simulations will be key to effective decision making. Forecasts will be more reliable for the short term than the long term and will need frequent updating.

<b>Strategic Priorities</b>	
<b>Priority one</b>	<b>Place Shaping</b>
<b>Priority two</b>	<b>Increasing Access to Affordable Housing</b>
<b>Priority three</b>	<b>Leading on Improving Housing Standards</b>
<b>Priority four</b>	<b>Embracing the Charter for Social Housing Residents</b>
<b>Priority five</b>	<b>Supporting Independent Living</b>

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

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

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

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

There is a particular need in the short term around housing homeless households. This is because we aim to reduce the use of temporary accommodation, at the same time that there is an increased demand for temporary accommodation for those affected by regeneration and a big risk of increased private rented sector evictions. The pathway around single homeless people and rough sleepers has developed considerably with strong local partnerships having been built up and we aim to further develop the pathway, particularly in relation to those with higher support needs. There is also a specific challenge in relation to those without recourse to public funds.

We want to support people to live independently as far as possible. In supporting vulnerable groups, housing and social care colleagues work closely and are continually developing our joint processes and procedures. Partnership arrangements continue to strengthen around safeguarding vulnerable people. We are developing joint arrangements in respect of care leavers and are working towards DAHA accreditation in relation to domestic abuse. We will also be looking at how we can better tailor housing services for those with autism, learning disabilities and disabilities more generally. Existing council provision for older people will be reviewed.

### **Delivering the Housing Strategy**

We will review and update actions annually to ensure that they take account of any relevant significant changes in the external operating environment.

## **Current Legislative and Policy Context for Housing**

Many of the recent and forthcoming policy and legislative changes affecting housing are related to:

- An ongoing need for more affordable homes and the desire to Build Back Better following the pandemic.
- The impact that the Grenfell Tower tragedy has had and continues to have in relation to safety and wider housing standards, housing regulation and the relationship between landlords and tenants.
- The increasing prominence of climate change and the wider sustainability agenda.
- A further notable change is the introduction of Domestic Abuse Act 2021.

The following table lists key changes and further detail is provided in appendix 1.

<b>Key legislative changes and policy initiatives</b>	
Government target 300,000 homes nationally per annum	Homebuilding is expected to play a significant role in helping to get the economy moving as the country moves forward from the Covid-19 pandemic
First Homes	First Homes sold at a minimum 30% discount in perpetuity to first time buyers and key workers will make up a minimum of 25% of all affordable homes secured through developer contributions.
New rules for Shared ownership	A reduced initial stake of 10 per cent. Staircasing from 1%. Landlords expected to fund most repairs and maintenance for ten years in newly built properties.
Planning changes	Permitted development rights for upward extensions. Amended local housing need methodology Changes proposed in the Planning for the Future White Paper: <ul style="list-style-type: none"> <li>- Plan for growth areas, renewal areas and protected areas</li> <li>- S106 and Community Infrastructure Levy to be replaced by nationally set flat charge</li> <li>- Additional homes through PDRs within scope of proposed levy</li> </ul> From August 2021 new broad PDR amends some existing commercial to residential uses and will allow very many properties in Class E to change to residential including retail and other town centre uses.
London Plan 2021	Strategic target of 50% affordable homes. Fast track route dispensing with viability assessments for schemes that deliver at least 35% affordable. Public sector sites and former industrial sites are required to deliver 50% affordable homes. Sets new homes annualised target for Hillingdon of 1,083.
Building Safety	Use of combustible materials banned, clearer guidance on existing regulations, mandatory sprinklers in flats over 11 metres.
Fire Safety Act 2021	Makes clear that external wall systems, balconies and flat entrance doors fall within the scope of fire safety legislation. Responsible person for the building needs to update their fire risk assessment and implement a fire safety management system.

<p>Building Safety Bill</p>	<p>Published in draft form in 2020 and included in Queen’s Speech 11 May 2021. The Bill will introduce a new regulatory regime, to enhance the fire and structural safety of new and existing residential buildings. A system of ‘gateways’ will be introduced. The new regime is not expected until 2023, however gateway one is to be introduced from 1 August 2021. The Health and Safety Executive (HSE) will become a statutory consultee on planning applications for relevant buildings (those with two or more dwellings or educational accommodation that are 18m or more in height or 7 or more storeys) and a fire statement will need to be submitted with the planning application.</p>
<p>The Charter for Social Housing Residents: Social Housing White Paper</p>	<p>The Social Housing White Paper published November 2020 sets out a new Charter for what every social housing resident should be able to expect.</p> <ol style="list-style-type: none"> <li>1. To be safe in your home</li> <li>2. To know how your landlord is performing</li> <li>3. To have your complaints dealt with promptly and fairly</li> <li>4. To be treated with respect</li> <li>5. To have your voice heard by your landlord</li> <li>6. To have a good quality home and neighbourhood to live in</li> <li>7. To be supported to take your first step to ownership</li> </ol>
<p>Climate change and decarbonising housing</p>	<p>The UK target to bring all its greenhouse gas emissions to net zero by 2050.</p> <p>The Clean Growth Strategy 2017 includes several targets to improve energy efficiency, including to upgrade all fuel poor homes to Energy Performance Certificate (EPC) C by 2030; to upgrade as many homes as possible to EPC C by 2035 (where practical, cost effective, and affordable).</p> <p>On 16 January 2020 the council declared a climate change emergency and laid out its intentions for the borough to meet ambitious targets to become carbon neutral by 2030.</p> <p>Hillingdon Council’s draft climate change action plan makes three corporate commitments:</p> <ul style="list-style-type: none"> <li>• To lead and inspire our residents, businesses and schools to reduce their own carbon emissions.</li> <li>• To become ‘Carbon-Neutral by 2030.</li> <li>• To achieve 100% clean energy across the Council’s services by 2030.</li> </ul>
<p>Future Homes Standard</p>	<p>Draft regulations propose banning fossil fuel fired boilers in new homes from 2025 with a carbon emissions reduction of 75% to 80% compared with current standards. The</p>

	<p>government have set out details of an interim step of a 31% reduction that will take effect from June 2022.</p> <p>By 2025 new homes delivered will need to be zero carbon ready.</p> <p>A further consultation proposes new energy and ventilation standards for new building as well as addressing overheating in residential buildings.</p>
<p>Sustainable Warmth: Protecting Vulnerable Households (Updated fuel poverty strategy)</p>	<p>Published Feb 2021 this includes the Low Income, Low Energy Efficiency (LILEE) measure of fuel poverty. A household is fuel poor if it:</p> <ul style="list-style-type: none"> <li>- Has a residual income below the poverty line (after fuel costs) and;</li> <li>- Lives in a home that has an energy efficiency rating below Band C.</li> </ul> <p>The statutory fuel poverty target was set in December 2014: To ensure that as many fuel poor homes as is reasonably practicable achieve a minimum energy efficiency rating of Band C by 2030. The 2015 strategy adopted two interim milestones:</p> <ul style="list-style-type: none"> <li>• As many fuel poor homes as is reasonably practicable to Band E by 2020 and;</li> <li>• As many fuel poor homes as is reasonably practicable to Band D by 2025.</li> </ul>
<p>Care leavers</p>	<p>The local authority must have regard to corporate parenting principles in carrying out their functions. Department of Education statutory guidance stresses the important of joint working in supporting care leavers to navigate their way through the transition to adulthood. Non-statutory guidance has been produced by the Ministry of Housing, Communities and Local Government (MHCLG) and the Department for Education (DfE), to support the development of joint protocols that can help local authorities to meet the accommodation needs of care leavers.</p>
<p>Domestic Abuse Act 2021</p>	<p>The Domestic Abuse Act establishes a Domestic Abuse Commissioner; to improve the effectiveness of the justice system in providing protection for victims of domestic abuse and bringing perpetrators to justice; and strengthen the support for victims of abuse by statutory agencies.</p>

	<p>The Act includes a duty on Tier 1 local authorities (the GLA for London Boroughs) to provide support for victims and their children within safe accommodation.</p> <p>The Housing Act 1996 Part 7 is amended to provide that applicants who are homeless as a result of being a victim of domestic abuse have 'priority need' for accommodation.</p>
--	---

## Hillingdon - Key Facts and Figures

<p>Hillingdon population estimates<sup>1</sup></p> <p>Household estimates<sup>2</sup></p>	<p>311,126 people in 2021 316,904 people in 2026 320,537 people in 2031</p> <p>108,306 in 2018 116,013 in 2028</p>		
<p>Average house price Mar 2021 Land Registry</p>	<p>£419,408 Hillingdon £500,310 Outer London £274,615 England</p>		
<p>Current average asking house price June 2021 Uxbridge Home.co.uk</p>	<p>£272,729 One bedroom £392,716 Two bedroom £525,449 Three bedroom £742,518 Four bedroom</p>		
<p>Current asking rents pcm Uxbridge June 2021 Home.co.uk</p>	<p>£1,034 One bedroom £1,363 Two bedroom £1,689 Three bedroom £1,757 Four bedroom</p>		
<p>Monthly LAR 2021/22</p>	<p>£700.74 One bedroom £741.87 Two bedrooms £783.12 Three bedrooms £824.33 Four bedrooms</p>		
<p>Examples ward based LLR 2021/22</p>	Townfield	Brunel	Northwood
One bedroom	£691	£835	£1,036
Two bedrooms	£768	£928	£1,151
Three bedrooms	£844	£1,021	£1,266
Four bedrooms	£921	£1,114	£1,382

<sup>1</sup> 2018-based subnational population projections for local authorities

<sup>2</sup> 2018-based household projections for local authorities, Office for National Statistics

Income data <sup>3</sup> (full time) those living in Hillingdon	£35,028 median £38,221 mean		
Ratio of median house price to median gross annual residence based earnings	2019 13:15 2020 12:35		
Ratio of lower quartile house price to lower quartile gross annual residence based earnings	2019 13:51 2020 13:42		
Council owned dwellings 12.05.2021	10,101 rented 98 shared ownership 3,341 leasehold		
Private Registered Provider owned dwellings 31.03.2020	8,873 in total 6,523 general needs rented 565 supported housing 530 housing for older people 1,255 low-cost home ownership		
Long term empty dwellings (over 6 months) at October 2020	823		
Households on the Social Housing Register	2,738 at the end of March 2021		
Social Housing Lettings 01.04.2020 to 31.03.2021	555  310 (56%) 1 bed or studio 140 (25%) 2 bed 77 (14%) 3 bed 28 (5%) 4 bed		
Households requiring a full HRAct assessment: During 2019/20 Extrapolation for 2020/21	2,056 2,321		
Placements of Homeless Households into temporary accommodation	366 April 2020 to March 2021		
Rough Sleepers placed in TA under 'everyone in' initiative	224 (26/03/20 – 31/03/21) 140 accommodated in GLA hotels from Heathrow decant		

---

<sup>3</sup> Annual Survey of Hours and Earnings Provisional 2020

Homeless households in Temporary Accommodation 1 April 2021: of which, emergency accommodation.	428 169	
Number of former rough sleepers in emergency accommodation at 1 April 2021	87	
Affordable homes delivered during 2019/20. Affordable homes delivery 2020/21	244 10	
Number of older people	2019	2035
65 and over	41,700	60,500
75 and over	19,700	29,500
85 and over	5,900	9,700
Hillingdon Care Leaver Population end of March 2021	499	
Police recorded Domestic Abuse in the rolling 12 months to September 2020; - Domestic abuse offences - Domestic abuse incidents (a combination of crime and non-crimes)	3,317 5,645	
SafeLives MARAC referrals of high-risk cases April 2020 to September 2020	314	
Cases presenting to the Housing Enforcement and Domestic Abuse Team April to August 2020	89	
Cases presenting to the Homelessness Prevention service April 2020 to January 2021	194	

## **Housing Strategy Priorities**

## Priority one: Place Shaping

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

The amount, type and quality of housing available in an area sits alongside a whole host of other elements and characteristics that go to make up what an area is like and how it works. These include other parts of the built environment, open spaces, jobs, schools, leisure activities, people, communities and organisations. Local authorities have a responsibility to look at their areas in the round and help to shape their future. This part of the strategy is concerned with how housing impacts on and contributes to the wider aims and ambitions of the council for Hillingdon as a whole.

Place shaping as a term became common parlance following Sir Michael Lyons Inquiry into Local Government back in 2007<sup>4</sup> although the general theme of looking at the needs of an area in an holistic way have much earlier roots. Place shaping is undergoing something of a revival as local authorities seek to deliver services more efficiently and to respond to change brought on at a pace following the Covid-19 pandemic. Much of this is being driven at a local level.

‘Levelling Up’ is a notable part of the national policy agenda and a White Paper has been promised for Autumn 2021 which is expected to spell out in more detail what the ‘Levelling Up’ agenda is about and how it will be rolled out. Improving living standards is part of ‘Levelling Up’ and sits alongside spreading opportunity and a host of other aims including strengthening community and local leadership, quality of life, improving education and policing and many more. Regional disparities in the UK are greater than in most comparable countries, however after adjusting for housing costs, living standards between UK regions are not particularly unequal. Different communities need to level up in different ways, for London and the South of England, affordable housing is the critical type of infrastructure requiring investment<sup>5</sup>.

Emerging themes for the council are around inclusivity, a ‘greener’ borough and sustainability. The council also wants to see all people in the borough treated fairly and with respect and to have the same life chances as others.

In defining place shaping, common themes are about bringing people and place together; about coherent and complementary approaches to physical, economic, and social development; and working with partners across service areas to address the needs and priorities in particular localities.

---

<sup>4</sup> [Lyons Inquiry into Local Government, Place-shaping: a shared ambition for the future of local government, March 2007](#)

<sup>5</sup> [The Rebuilding Britain Index: Levelling Up our local communities, Legal & General, Cicero/amo strategic advisers, April 2021](#)

Planning and corporate services are central actors in place shaping, but many other services are also involved. Housing has an important role to play, both through direct service provision that impacts on local residents, their communities and the built environment and also through a wide range of connections to other services. Housing services are involved with both homes and their environments and the people living in those homes. This dual aspect means that it has connections to a large number of other service areas concerned with both people and place.

Housing services are engaged in managing homes; building and enabling the provision of new housing; preventing and responding to homelessness; and addressing private sector housing standards. In addition, housing has strong links to local planning, the physical fabric of homes and community spaces, energy use, fuel poverty and sustainability, the economy of an area, social care and the needs of vulnerable people and specific groups such as older people and care leavers, health and wellbeing, crime and anti-social behaviour (ASB), substance abuse, poverty and community cohesion.

Our homes and wider environments can have significant impacts for wellbeing. This includes our mental as well as physical health, on education and employment outcomes and on our experience of crime and anti-social behaviour. Our homes also have significant impacts on environmental sustainability.

As set out in the introduction, there are two driving issues that provide the backdrop to this strategy: 'Normalising service delivery following the Covid-19 Pandemic' and 'Addressing Climate Change'.

This strategy aims to:

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

## **The Impact of Covid-19**

Covid-19 has had and continues to have far reaching consequences in the borough and for our services. The pandemic has, for many, prompted a rethinking of what is important to us in our homes and environments. In responding to the pandemic there

has been a dramatic shift in working patterns, many more people are working from home, and it seems likely that permanent working patterns will, in many instances, be a mixture of home and office-based working. The impact on jobs as furlough schemes end is still unknown. Lockdowns and homeworking have meant that greater value is being attributed to indoor and outdoor space. Property market activity shows that less urbanised areas are being favoured, houses are being favoured over flats, and flats that come with a balcony or other outdoor space are favoured over those that don't. Health and wellbeing are now front of mind in considerations of how and where to live.

### **Health and Housing**

There are substantial links across the housing, health and care spectrum. Healthy homes promote good physical and mental health and good health depends on homes that are safe and free from physical hazards.

Prior to Covid-19, work looking at the social determinants of health had already concluded that the real determinants of health lie outside the health care system in the conditions in which people are born, grow, live, work and age. Covid-19 has further revealed and amplified inequalities in health<sup>6</sup>. The Health and Well Being Strategy for Hillingdon is to be refreshed and work is underway to gather evidence to inform priorities.

Poor quality and inadequate housing contributes significantly to health problems such as chronic diseases and injuries and can have harmful effects on childhood development. The link between housing standards and health is well established with poor stock condition and overcrowding responsible for adverse health outcomes. The prevalence of falls in the home and the nature of treatment and care where falls occur can impact on levels of dependency and resulting demand for specific types of accommodation, care and support.

Poor housing conditions have been highlighted as a key factor in the spread of Covid-19. Deprived areas of the country experienced double the mortality rate of well-off areas and the death rate in major cities was six times higher than in rural areas. Black and Minority Ethnic (BAME) households suffered a third of all deaths.

### **Overcrowded households**

Higher Covid-19 mortality rates in areas with higher levels of deprivation are partly related to overcrowding. This includes multi-generational households, which increase the risk of transmission within households and between generations. Close proximity between people can also lead to an increased viral load and increased severity of outcomes.

---

<sup>6</sup> [Build Back Fairer: The Covid-19 Marmot Review: The Pandemic, Socioeconomic and Health Inequalities in England, UCL Institute of Health Equity, December 2020](#)

Overcrowded households are more likely to be located in more deprived areas, and there is more overcrowding among low-income households. In the last 20 years, overcrowding has increased in the rented sectors. A significant degree of virus transmission happens in the home, and it is much more likely that you will pass it on to other household members if overcrowded than if you live in a generously sized property with space to self-isolate and to socially distance. Low-income, overcrowded households are also more likely to have a vulnerable person living in the house. Overcrowding is the most common reason for general housing register applications and housing transfer applications in Hillingdon. In response, we will seek to increase the proportion of social housing lettings made to overcrowded households.

Occupants of HMOs are also at high risk of infection from Covid-19 as they are unable to fully control their home environment and live in close proximity to large groups of people. HMOs house the most deprived populations in England.

### **Mental and physical health impacts of Covid-19**

The pandemic has exacerbated existing inequalities in health outcomes between people in different tenures. Those living in rental properties are more likely to have experienced ill health, depression, unemployment and other negative impacts upon their wellbeing.

The virus can also have severe and lasting physical health impacts ('long Covid') and has drastically increased the prevalence of poor mental health in the population. One in eight adults developed moderate to severe depressive symptoms during the pandemic, and disabled people were more likely to experience some form of depression.

### **Damp and mould**

As well as overcrowded housing raising the risk of infection, poor quality housing can increase the risk of having worse symptoms and dying from Covid-19, especially for those with pre-existing health conditions. Living in damp conditions raises the risks of respiratory illnesses such as asthma and COPD which in turn raises the risk of having more serious Covid-19 symptoms.

Using its newly enhanced powers the Housing Ombudsman has issued a call for evidence to support a thematic investigation into damp and mould issues in the social housing sector. An initial review had identified that damp and mould featured significantly in the ombudsman's work. Damp and mould can have a particularly significant impact on vulnerable residents and those with respiratory problems. Living in a warm, safe home of a good standard is a fundamental need and critical to our health and well-being.

## **Cold homes**

Good quality homes with sufficient heating are always important but have been particularly so during the pandemic. A report for Government set out the link to health<sup>7</sup>: 'Poorer quality housing tends to have lower temperatures due to poor insulation, inadequate heating or inappropriate use of heating. Low temperatures can reduce the body's immunity to all viruses as well as favour virus survival. There is also a greater risk of developing community acquired pneumonia and having cardiovascular events with low indoor temperatures below a minimum of 18C.'

Further specific actions that impact on health and housing are including under the other priorities in this strategy concerning access to affordable housing, housing standards, the charter for social housing residents and independent living.

## **Housing, Climate Change and Sustainability**

In March 2021, the council published its draft Strategic Climate Action Plan which set out actions to meet the vision of becoming "the greenest London borough, to protect and enhance the environment and to provide a brighter prospect for future generations."

Improving the energy efficiency of housing is a vital part of tackling the climate crisis. The Climate Change Committee (CCC) is recommending that all homes achieve an EPC rating of C or above within the next 10 to 15 years. Action to achieve this will include councils and other social landlords 'decarbonising' properties and encouraging and facilitating decarbonisation in other tenures. The council plans to take a lead role in achieving carbon reductions in residential properties. Social housing is better placed than other sectors to achieve EPC C, but there are still many homes that fall outside this rating and considerable investment is required.

The first priority in the council's approach is to reduce the amount of energy used by ensuring good insulation and efficient heating. This approach will in particular target households in fuel poverty and in doing so will be addressing some of the health issues outlined above as well as combating climate change. This is addressed more fully under priority three related to housing standards.

## **Sustainability**

The concept of sustainability is far broader than addressing climate change encompassing a range of environmental issues as well as issues concerned with the sustainability of communities. Good quality, well designed housing has a significant role in achieving environmental sustainability and contributing to social sustainability through direct health benefits, less damage to the environment and better quality of life.

---

<sup>7</sup> [Preparing for a challenging winter 2020/21, The Academy of Medical Sciences, July 2020](#)

The contribution of housing services in different parts of the borough includes the provision of new affordable housing; action to reduce carbon emissions; influencing the design and layout of homes to reduce crime; renovation and repair of existing stock and the environment in which it is situated to help improve how people view their neighbourhood. The quality of social housing and estate management also make an important contribution to sustainable communities as does working to improve quality and management in the private rented sector. The operation of the social housing allocation policy can play an important role in building communities, as can reducing homelessness and households in temporary accommodation and providing support and advice.

## **Housing Design**

Design considerations for our future homes may need to consider home-office spaces with access to natural day-light and improved soundproofing. Choices on where to live may increasingly include the availability of usable amenity space and the walkability of neighbourhoods. We know that green infrastructure promotes good mental and physical health. As less time is spent in the same room as work colleagues, will we look to find connection in our immediate communities. Many of these considerations sit more firmly in the sphere of planning, however in working to enable new affordable housing and in how we maintain, manage and adapt existing housing, sustainability considerations and understanding what makes a place work is also relevant to housing strategy.

The Build to Rent sector is particularly prominent in looking not just at how buildings are constructed but at how they operate, are professionally managed and relate to wider neighbourhood and community. Promoting general well-being of community also includes understanding the issues that face specific localities, their service needs and preferences and regulating harmful and disruptive behaviours.

Inclusive design is about making places that everyone can use. Inclusivity concerns the right of all people to be respected as valuable members of their communities regardless of race, gender, disability, medical or other need. As already noted, the events of 2020 have highlighted disproportionality in society with the Covid-19 crisis having had far greater health and economic impacts on some than others.

## **Flood risk**

Flooding is one particular area of risk that is becoming more significant in Hillingdon and other parts of London. The headline impact of climate change on rainfall in London assumes less rainfall in summer but concentrated into more intense showers. In recent years surface water flooding has impacted on small groups of residents in multiple locations in Hillingdon. Heavy rain builds up on roads or saturated ground and is not

able to drain away through constrained infrastructure. These are not major incidents but are happening more frequently.

Flood awareness and preparedness is becoming increasingly important. The aged drainage network has limited capacity to deal with the type of events that are now being faced and flood risk actions need to be embedded across services to reduce risk and increase resilience. The aim is to capture water where it falls and slow the flow to drainage systems.

The Environment Agency are working to understand complex interactions in the area of the Riverside Caravan Park, West Drayton following two flooding incidents in the last year. Works at Haydon Drive have been identified and designed to slow flow water entering the Joel Street ditch and consultants are developing options to alleviate flooding risk in Victoria Road.

Council services, including housing have been developing Incident Flood Plans to ensure that their services are resilient to flooding and setting out how the service will respond to incidents. An innovative project to increase local monitoring will share data to local residents' groups. Removing impermeable surfaces from the surface water drainage system is a particular priority. Sustainable drainage systems (SuDS) are required to be implemented in every new development. Planting more trees helps to offset carbon generation and can also be a natural form of managing flood risks.

## **Local Area Action**

The council will link work on understanding how best housing can contribute to sustainability with a localised approach to engaging residents and identifying local priorities. A prerequisite for making a place work is developing knowledge of who is there, its history and likely future trends. For housing this includes an understanding of the need for different types of tenures of housing in the area, the existing quality of homes and sustainability of homes and their environment, the demographics and need profile of those living there and concerns and priorities specific to the locality. Additional information gathering and mapping work will aim to better understand the housing, geographical features and social issues impacting on different areas in the borough.

Led by the council's Community Safety Team, localised action is carried out in specific areas of the borough which is targeted and bespoke to address the presenting issues in that area. Action is informed by available data and teams with representatives from a range of services that are brought together to work with the community to identify issues specific to the area and potential interventions. Housing tenancy management services and repairs and maintenance services are an integral part of local area action groups and, depending on the area and presenting issues, there may also be input from other

housing services such as private sector housing and homelessness prevention. West Drayton is an example of an area that has recently been targeted for local area action.

Housing will continue to play an active role in area action groups. This will include both identifying policy and practical responses possible in the short to medium term, but also considering where there may be a need for more fundamental change over a longer term to address underlying causes of issues in an area. This could, for instance, feed into decisions regarding future regeneration and include issues such as developing walkable neighbourhoods and designing out crime and ASB. ASB can have a significant impact on communities, leaving people feeling vulnerable and can escalate into serious crime. The Mayor of London has made combatting ASB a mandatory priority for all London boroughs. We will work with landlords to make sure that they are aware of their responsibilities, including working with other social sector landlords aimed at delivering a robust and co-ordinated approach to ASB in the borough. A pro-active approach is also planned via high visibility programmes, e.g.in parks.

Effective place shaping requires that the knowledge across a range of partner organisations is pooled to better understand the challenges and priorities both across the borough as a whole and of its constituent parts.

## **Regeneration**

In response to concerns raised by residents about building conditions and ASB, the council has been exploring ways to improve the standard of residential accommodation on the Hayes Town Centre (Austin Road) and Avondale Drive estates in Hayes.

A proposal for estate regeneration which will also deliver additional housing supply and a high quality public realm has been put to a ballot of estate residents and they have voted overwhelmingly in favour of the proposals. The Hayes Town Centre Estate comprises 260 mostly medium rise flats and maisonettes and Skeffington Court, a 15 storey high rise block, made up of a mixture of 1, 2 and 3 bedroomed homes. The Avondale Estate consists of 144 two bedroomed flats in three 12 story tower blocks.

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 covid restrictions.

The redevelopment will provide more affordable homes of a higher quality that are safer, more accessible and more fuel efficient. Residents views have been taken into account in rehousing proposals and are reflected in a specific Local Lettings Policy. Council tenants have the right to return to or remain on the new estate and the phasing means that most will only need to move once, minimising disruption. Residents can also

choose to move to other social housing in the borough if they wish to. There are, in addition, opportunities for eligible residents currently in temporary accommodation or private rented housing to move into one of the new council homes.

Voting on the landlord offer closed on 21<sup>st</sup> May 2021 and the next stages of the redevelopment will include procuring a development partner to deliver the regeneration.

### **Secured by Design**

Good planning and design have a major role to play in reducing crime and fear of crime. Design can influence the occurrence of crime both positively and negatively. Secured by Design (SBD) is the official police security initiative that works to improve the security of buildings and their immediate surroundings. The aim is to reduce the vulnerability of people and property to crime by removing opportunities that may be provided inadvertently by the built environment and to reduce fear of crime.

The Council aims to maintain and enhance the amenity of its town centres to ensure that they continue to attract investment and are attractive places to meet, shop and work. As part of development proposals in the town centres the council will encourage enhancements to the public realm that encourage regular pedestrian activity and passive surveillance.

The council requires all new development to ensure safe and attractive public and private spaces, making reference to the latest guidance on Secured by Design principles. The Borough works with Metropolitan Police Service Design Out Crime Officers and planning teams to maintain a safe and secure environment and reduce the fear of crime. Development is required to consist of good design and create inclusive environments, whilst improving safety and security. Measures to achieve this include maximising natural surveillance, providing visible, safe and accessible entrances, and ensuring adequate defensible space is provided between private and public spaces.

Measures to design out crime, including counter terrorism measures, should be integral to development proposals and considered early in the design process, taking into account the principles contained in guidance such as the Secured by Design Scheme, which is published by the Police. This will ensure development proposals provide adequate protection, do not compromise good design, do not shift vulnerabilities elsewhere, and are cost-effective. Development proposals are designed to incorporate measures that are proportionate to the threat of the risk of an attack and the likely consequences of one.

Consultation with police regarding new development layouts takes place as part of standard procedures for planning applications. Police are also a key partner in local area action targeted at specific parts of the borough.

### Digital by Design

As we emerge from the pandemic, we want to engage with our communities and understand what is important to them. During the course of the pandemic, there have been big advances in the use of digital methods to engage customers and deliver services. Trends towards more digital working approaches were already in place but have been accelerated because of the pandemic. This has come about through necessity but has also demonstrated where and how digital methods can achieve more than traditional ways of working. As we move forward services will increasingly be 'digital by design' making the most of the advantages offered by digital ways of working while making sure that those without digital skills are not left behind. Communication with tenants and residents is one of the areas where digital has much to offer. This is covered more fully under priority four related to the Charter for Social Housing Residents.

<b>We will:</b>	
Contribute from a housing perspective to the development of the Joint Health and Wellbeing Strategy and the underpinning Joint Strategic Needs Assessment (JSNA) including consideration of housing circumstances which are important social determinant of health	Review lettings arrangements to increase the proportion of lettings made to overcrowded households
Identify residential areas at risk from flooding and consider measures to reduce flood risk and increase flood resilience.	Make greater use of mapping capabilities to better understand the spatial dimension of housing issues across the borough
Contribute from a housing perspective to local area action through both taking part in neighbourhood action and in using housing intelligence to identify need for local area action	

**Key Performance Indicators**

- Number of social housing lettings to overcrowded households

## Priority two: Increasing Access to Affordable Housing

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

The affordability of housing continues to be a major challenge for those setting up home for the first time and for those who need to move to a larger dwelling. The inability to afford housing in the local market is no longer an issue affecting a minority of households but one affecting most newly forming households attempting to access the housing market. Wide ranging consequences include overcrowding, adverse impacts on mental and physical health and employers' ability to attract staff.

The coronavirus temporarily held up new development and is generating pent up demand from delayed evictions and from rough sleepers that have been brought in off the streets. The Government has supported renters during the pandemic by banning evictions except in specific cases (such as anti-social behaviour). However, the ban was lifted at the end of May 2021, and many renters are at risk of becoming homeless. There is a risk of widespread evictions starting during summer 2021 with reports of one in twelve private renters having been served with notice since the onset of Covid-19 and one in three households in fear of losing their home.

Following an earlier temporary restriction on home moves, house prices have bounced back well, aided by a temporary suspension of Stamp Duty Land Tax (SDLT). The London rental market has seen some reduction in rental costs but mostly affecting inner London, with rents in Hillingdon remaining fairly stable and beginning to show signs of increasing. The combined impact of the Coronavirus and leaving the European Union mean that there is still much uncertainty and continuing risk to the economy, unemployment, the housing market, construction industry, evictions and homelessness.

This housing strategy aims to:

- Increase the provision of new affordable housing
- Take forward regeneration proposals to provide more, good quality, affordable housing
- Increase the proportion of affordable housing delivered as low cost rented housing to meet predominant housing need
- Include within Low Cost Home Ownership (LCHO) provision, properties aimed at those with household incomes of £30,000 to £50,000
- Maximise the availability of larger family homes of three and four bedrooms or more to rent at affordable levels.
- Prioritise the availability of housing to facilitate the progress of regeneration projects and to avoid the use of temporary accommodation for homeless households
- Release more under-occupied social rented properties for use by families

- Make best use of existing housing for instance, through transfers, conversions or extensions

## Need for Affordable Housing

There are in the region of 1,200 new households forming in Hillingdon each year. At the time of publication of the last Strategic Housing Market Assessment (SHMA) for Hillingdon in 2018,<sup>8</sup> the largest number of homes needed in Hillingdon were those with two and three bedrooms. However, there is also a need for significant numbers of larger four bedroom plus dwellings. Because four-bedroom homes are much harder to source, the greatest supply and demand mismatch is for these large family homes. Three-bedroom homes are easier to source than four beds but are not brought forward anywhere near as regularly as two beds. For this reason, increasing the delivery of large three- and four-bedroom family homes, is a specific aim of the strategy. More than three quarters of those requiring affordable housing can only afford low cost rented products such as Social Rent and London Affordable Rent.

While there are a greater number of households needing affordable housing at low-cost rent levels, the council also recognises the need to provide a mix of housing to meet the needs of different groups. Home ownership remains the tenure of choice for many households and the council will continue to support access including through low-cost home ownership products.

Subsequent to the SHMA there has been a considerable increase in need for one-bedroom homes or studios for mainly single people, but also some couples. The Homelessness Reduction Act 2017 has been in operation since April 2018 and this, alongside an increased focus on rough sleepers, especially since the start of Covid-19, has meant a significant increase in the number of single homeless people that the council has needed to support into accommodation. This has resulted in an altered housing need profile, with many more households requiring one bedroom needing to be housed.

At the end March 2021, there were 2,738 households on the housing register requiring low cost rented housing. The number has increased rapidly with 1,000 more households on the register than there were just two years ago. While the highest number of applicants on the housing register require three-bedroom homes, the number of applicants for one-bedroom homes is rising the most rapidly.

Supply of one-bedroom homes is more prevalent than larger housing, accounting for almost half of all social sector lettings in Hillingdon and almost 40 per cent of private rented sector supply. The greatest mismatch between supply and demand continues to be for larger properties. Four-bedroom homes are the most difficult to acquire and there is a need for some homes of this size to be provided each year, however there are a

---

<sup>8</sup> London Borough of Hillingdon: Strategic Housing Market Assessment Update, Report of Findings, October 2018, Opinion Research Services

great many more households that require three-bedroomed homes and there is consequently a need for many more three-bedroom homes to be made available.

There are also particular affordability issues for single people under 35 and for single parents. Those under 35, with some exceptions, only qualify for the shared accommodation LHA rate. This is around 50 to 55 per cent of the 1-bedroom rate.

The coronavirus crisis has highlighted the importance of many types of key workers, including those working in the NHS and those working to provide local public services but also workers such as those staffing supermarkets and other shops. While the council does not consider that restricting the availability of housing to those in specific roles is the most effective approach, this housing strategy does aim to deliver types of affordable housing that are accessible at salary levels typical for a range of key workers.

The housing strategy has particular aims to make affordable housing available for those affected by regeneration, and to house homeless households in settled housing.

A high proportion of those on the housing register (46%) are already social housing tenants and are awaiting a transfer. Lettings to those requiring a transfer also release a tenancy and therefore enable another households housing need to be met. The strategy consequently aims to increase the number of transfer lettings, especially to those in Band A requiring a management transfer and to those releasing larger properties.

### **Housing need of households affected by regeneration**

The residents of Hayes Town Centre Estate and the four high-rise blocks at Avondale have been consulted and have voted in favour of regeneration proposals for their homes. The proposals will increase the amount of affordable housing, but the initial impact will include an increased demand on affordable housing as residents at the start of the regeneration process will need to be decanted while the works take place. For later phases of delivery moves can be accommodated within the new development, but in the initial phase, rehousing options will need to be found elsewhere, placing an additional pressure on available lettings.

Current estimates suggest that phase 1 of the regeneration will lead to a requirement for 64 households to be decanted. Properties will need to be available from late Spring 2021 and the phase 1 sites would need to be cleared by June 2022. A housing audit has highlighted an increased need for larger accommodation. In addition to the need to rehouse residents with a secure tenancy, some temporary accommodation residents will also need to be rehoused.

### **Housing needs of homeless households**

There is considerable demand for affordable housing from those who are homeless. The causes of homelessness are wide ranging and while some homeless people have vulnerabilities and support needs, there are also significant numbers of homeless

households whose homelessness is a result of being unable to access or retain affordable housing (60% in the review completed for the current homelessness strategy). Consequently, increasing the availability of affordable rented housing in both the social and private sectors is key to preventing and relieving homelessness and to a significant extent homelessness is part of the general needs affordable housing challenge. Specialist housing provision is needed for some homeless people with support needs, but for most mainstream housing is required, in either the social or the private rented sector, with floating support if needed.

Settled housing improves life chances in many ways. The council has been successful in reducing and seeks to further reduce reliance on temporary accommodation. In particular, the council seeks to reduce the use of costly emergency accommodation. At the end of March 2021, there were 428 homeless households in temporary accommodation, of which 169 are in emergency accommodation. The council has a target to reduce the number housed in emergency accommodation to 100 by the end of March 2022.

In addition to the homeless households placed in temporary accommodation, there were 87 rough sleepers also housed in temporary accommodation at the end of March 2021, who were placed as part of the 'Everyone In' initiative to bring rough sleepers in off the streets as part of the response to Covid-19.

Supply for homeless households is needed to prevent placements in temporary accommodation; to provide move on from temporary accommodation to settled housing; to reduce the overall numbers of households in temporary accommodation and to reduce the amount of bed & breakfast accommodation used as temporary accommodation.

Settled supply in the social and private sector combined is averaging 52 placements a month for homeless households, half in the social sector and half in the private rented sector. Lettings through the social housing allocation policy have totalled 555 in 2020/21. This is less than the 729 recorded in 2019/20, however the proportion made to homeless households increased resulting in similar numbers of lettings to homeless households. The council's Resettlement Team work to move residents out of and prevent their move into emergency accommodation by securing properties in the private rented sector. This includes some referrals through the 'Out of London PRS' project. The scheme is widely used for those that do not have a long association with the borough and for some households affected by the benefit cap. A flat rate incentive is required for each placement made under the scheme and families are provided with on-going support with their move such as signposting to employment, benefits, GP's, schools etc.

The overall number of households in temporary accommodation has reduced slightly throughout 2020/21, but as leased properties have been handed back, the proportion

housed in emergency accommodation has increased. The numbers are however comparatively low when compared with other London boroughs in general.

The number of leased properties will decline further in 2021/22 and there will be additional demand pressures due to both the need for decants for the regeneration programme and increased demand as a result of a backlog of private sector eviction cases that will work their way through the courts now that restrictions resulting from Covid-19 are being lifted. The increased homelessness demand resulting in a requirement for the council to assist in sourcing accommodation is estimated at 20%.

Without action to increase the supply available this additional demand will result in additional emergency accommodation placements that are both costly to the council and fail to provide a settled home.

Homelessness is covered more fully under the final priority 'Supporting Independent Living' along with other types of housing aimed at specific groups of people including those with vulnerabilities and support needs.

## **Commissioning Needs for Affordable Housing**

Although the supply of settled affordable housing across the private and social sectors has been keeping pace with homelessness demand, it has not reduced the backlog of households in temporary accommodation and demand is set to rise. Furthermore, the stock of leased accommodation for use as temporary accommodation is decreasing and is being replaced by increasing numbers in emergency accommodation. In the past year, the overall number of social lettings has reduced. There have been very few new dwelling completions, as a result of Covid-19, and this has impacted significantly on the overall number of lettings available.

As construction work has restarted, 2021/22 is expected to provide new affordable homes and this will help to increase the number of lettings available. This will not however be sufficient to meet the extra demand. Some of these pressures are temporary and the regeneration projects will begin to provide new homes resulting in less pressure in later years. There will however still be a need to increase the delivery of affordable homes above current levels.

The council will continue to access affordable homes in the private rented sector as far as possible, as well as social rented housing to house homeless individuals and families. The total annual supply requirement from relets of existing homes, new social housing lettings and private sector supply is estimated at 1,300 homes per annum.

Given the difficulty in accessing larger homes, we will aim to increase the delivery of particularly three but also some four bed roomed homes in the social sector.

## Action to increase access to affordable housing

Subject to viability, the majority of affordable housing provided will be required as Social Rent or London Affordable Rent. While there are a greater number of households needing affordable housing at low-cost rent levels, than needing intermediate housing, the council will continue to aim for an affordable housing mix to meet a range of needs in line with planning requirements.

Affordability barriers include both the lack of necessary deposits to access properties, especially in the owner-occupied sector, and insufficient income to afford monthly rent/mortgages. London Living Rent (LLR) can be more accessible than Shared Ownership for those on lower incomes, but it is a longer route to part ownership. Following a transitional period, in future 25% of affordable housing will need to be provided as 'First Homes'. These homes can provide an attractive option for those that can afford them.

For those on the lowest levels of earnings realistic housing options are social rent/LAR or private rents set below the LHA level, all of which are in short supply. Low Cost Home Ownership options will aim to address needs of households at a mix of income levels, but this will specifically include addressing the needs of those households with incomes between £30,000 and £50,000.

Hillingdon's recently adopted Local Plan Part 2 requires a minimum of 35% of all new homes on sites of 10 or more units to be delivered as affordable housing, with a tenure split of 70% Social/Affordable Rent and 30% Intermediate (Shared Ownership and London Living Rent). Under proposed changes requiring 25% of housing delivered through developer contributions to be First Homes, they would replace the majority of the Shared Ownership and London Living Rent homes provided through planning obligations.

Build-to-rent schemes will be exempt from the requirement for 25% of affordable homes to be provided as First Homes, as will proposed developments providing specialist accommodation (i.e. for older people or students), and sites exclusively for affordable housing or for self or custom build.

Delivery of affordable housing increased over the last couple of years to reach 244 affordable completions in 2019/20. In the current year, 2020/21, because of the impact of Covid-19 on the construction industry, there were just 10 affordable homes that were completed March 2021 and let in April. In future years, the increase in affordable housing supply evident before the impact of Covid-19 will need to continue to meet increased targets in the Draft London Plan. Sites delivering affordable housing have been delayed rather than stopped altogether and it is anticipated that there will be a significant upswing in 2021/22. This housing strategy aims to increase the provision of affordable homes.

The council will continue to seek affordable housing via planning contributions and through both its council house building and Registered Provider development programmes. The Hayes Town and Avondale estate regeneration are expected to deliver in the region of 720 homes. In addition to the regeneration programme, developments confirmed in the council's own building programme are scheduled to deliver 163 homes. Continuing council delivery beyond the current house building programme will rely on identifying new development opportunities and as sites suitable for development diminish, different types of opportunities will be considered. Regeneration of areas of council housing will have a more prominent role to play in future development.

The Private Registered Provider (PRP) development programme was, like the council's own programme was held up in 2020/21 due to Covid-19. Over the two years 2021/22 and 2022/23, PRPs are expected to deliver at total of 704 affordable homes of which 454 are expected as intermediate housing and 250 as low cost rent.

The council adds to the Housing Revenue Account (HRA) housing stock through a programme of buying back properties previously sold under the RTB. These purchases are part financed through RTB receipts and contribute to the required one for one replacement of properties sold under RTB. Acquisitions of affordable housing using Right to Buy receipts will also continue.

In the private sector the sharer's market has grown considerably as one of the solutions to the lack of affordable housing. This caters predominantly but not exclusively for young people. Build to Rent dwellings are often provided with bedrooms of equal size and a shower room each to cater for sharers. An increasing number of traditional family homes are let to people sharing, including larger homes let as houses in multiple occupation. The type of house sharing previously associated with students is now providing homes for a larger section of the population. It may be that the move towards sharing will be impacted by coronavirus, but with continuing affordability issues, sharing seems likely to remain a significant feature of the housing market.

Sharing opportunities have not in general appeared in the social housing sector in the same way, however sharing can provide a useful solution for some single homeless people and rough sleepers. Although shared housing in the private sector is common, it is not often affordable to those on benefits and in receipt of housing benefit at the shared accommodation rate. Shared housing is not however suitable for everyone including many with particular vulnerabilities. Opportunities to lease larger council or housing association owned properties to voluntary sector partners to manage and use as shared housing for vulnerable or homeless people will be sought as part of the housing pathway for homeless households.

## **Self-build and custom housebuilding**

The Council is required by the Self-build and Custom Housebuilding Act 2015 to keep a register of individuals and groups who are seeking to acquire serviced plots of land in the borough for their own self-build and custom housebuilding, and to give suitable development permission to enough suitable serviced plots of land to meet the demand which is established by entries added to the register.

The Council has adopted local eligibility criteria, which includes evidence of a period of residency in the borough and of sufficient resources to purchase a self-build plot of land. Given high demand and limited land availability, the Council does need to prioritise individuals with the strongest connection to the area and support their wish to bring forward self-build and custom housebuilding projects.

## **Making best use of existing social housing**

In line with council's priority of putting residents first, it is a general condition of the Social Housing Allocation Policy that the applicant has been continuously resident in the borough of Hillingdon for ten years or more. There are a number of exceptions to this including groups that the Housing Act 1996 (as amended) requires local authorities to give reasonable preference to in their allocation policies. Applicants who can show such a local connection, that would otherwise be placed in B or C are additionally entitled to a one-band uplift.

During 2020/21 there were a total of 555 social housing lettings by the Council and through nominations to housing associations. These were almost entirely re-lets of existing homes, due to the impact of Covid-19 on new build supply. For future years new developments should increase the number of lettings available. More than half of these lettings were for one-bedroom properties and less than a quarter had three bedrooms or more.

The council has nomination rights to PRP owned dwellings for social/affordable rent/LAR. This includes all nominations to new-build dwellings other than for a top slice to support pan London housing moves. The nominations entitlement for relets is 75%. For low-cost home ownership dwellings, the council will continue where possible, to work with PRPs to prioritise those living or working in the borough.

The Allocation Policy incentivises the release of under-occupied homes. A band B is awarded to those giving up one extra bedroom and band A for those giving up two extra bedrooms. This is currently being reviewed with a proposal that all under-occupiers be awarded a Band A and that they have priority over other most other Band A applicants. Those to be decanted as a result of the current regeneration programme are also prioritised and it is proposed that transfers to management transfer are similarly treated. A dedicated under occupation officer supports effective joint working across a range of

council teams including adaptations, housing benefit, homelessness prevention, social services, housing allocations and tenancy management and has resulted in an increase in the number of under-occupiers moving within the stock and releasing larger family accommodation. Downsizing incentives are available, the amount depending on the number of bedrooms released. These have also recently been revised.

At 1<sup>st</sup> April 2021, 73 per cent of the 2,738 households on the housing register were in Band A or B. Greater differentiation would provide improved clarity in identifying those households that should be prioritised for social housing in Hillingdon. It is therefore intended that a more comprehensive review of the housing register be initiated during 2022/23.

A small number of properties are released through the seaside and country homes scheme which prioritises applicants who will free up the most bedrooms.

The council introduced a flexible tenancy regime in June 2013, with most council tenants having a one year probationary tenancy followed by a five year fixed term tenancy. Towards the end of the five year period the tenancy is reviewed. The vast majority are offered another 5 year tenancy. While a number of providers have moved back to lifetime tenancies, the council has found the regime to be useful in reducing under-occupation and making best use of our housing stock. Going forward, reviews will be at a rate of around 20 per month.

As properties become available for letting, the opportunity to extend the property to provide a larger home or in exceptional circumstances to meet the specific needs of a particular household is considered. Extensions and conversions can be a cost effective way of increasing the supply of larger properties and we will continue to seek out appropriate opportunities for this.

Given the limited supply of affordable housing, it is important that available supply goes to those who need it. The council's Business Assurance Counter Fraud Team (BACFT) investigates cases of suspected housing fraud. During 2020/21 a total of 22 council rented properties have been recovered to be re-let to residents with a genuine housing need.

## **Private rented sector supply**

The private rented sector in Hillingdon expanded rapidly in the first decade of the 21<sup>st</sup> century and continued to do so in the early part of the second decade. More recently however, the number of households in the private rented sector has stabilised and may now be starting to decline.

A key barrier to accessing the private rented sector has been a freeze in recent years on LHA rates. The freeze was lifted last year as part of the response to the coronavirus, and a link to the 30th percentile of market rents was reinstated. Although this link is not being carried forward it has, in the short term meant some fairly substantial increases in the maximum benefit payable (although the gain is limited by the level of the benefit

cap) e.g. the 2019 LHA level for Outer West London for a two-bedroom property was £1,056 and is now £1,172. For a three-bed property it has increased from £1,216.28 to £1,396. The LHA can still be limited by the level of the benefit cap, which is the maximum amount that a working age household can receive in benefits. In London, this is currently £296.35 per week for single people without children and £442.31 per week for single parents and couples with or without children.

Overall access to private rented sector housing continues to be problematic with rents remaining high. Tax and regulatory changes have led to some private landlords exiting the sector, and it is predicted that 'build to rent' investors will, to some extent, step in and fill the void. Coronavirus has resulted in many tenants falling into arrears and there has been a stay on evictions with potential repercussions for landlords and tenants. The stay has been lifted from 1<sup>st</sup> June 2021 and an increase in homelessness approaches over the summer is expected as a result.

Build to Rent (BTR) are new build developments specifically designed for renting, rather than for sale and are typically owned by institutional investors and managed by specialist operators. To date BTR housing completed in Hillingdon has been let on this basis once complete rather than initially planned as BTR and consequently our usual planning requirements for affordable housing tenure mix have and will continue to be applied for developments of this nature. BTR developments in Hillingdon have been priced at the top end of the market and are unaffordable to most newly forming households.

## Empty Properties

The Council Tax Base records a total of 1,476 empty properties in Hillingdon on 5<sup>th</sup> October 2020. Of these 869 had been empty for more than six months and 139 were being charged the empty homes premium. The Council Tax Base also records 1,904 second homes in the borough on 5<sup>th</sup> October 2020.

Hillingdon Council no longer allows for a discount on council tax for properties that are left empty for a short period. Properties that are left empty for more than two years are charged council tax at a rate of 150%. Local authorities have considerable discretion regarding the level of council tax charged on empty properties.

Turnaround of empty properties within the council's own housing stock is actively managed by a cross departmental group to take collective ownership of the process, remove blockages and achieve swift and effective lettings.

In the private sector, we will work with landlords and consider options on a case by case basis to bring empty properties back into use.

<b>We will:</b>	
<p>Continue to meet housing delivery targets and promote the delivery of affordable housing through our housing and planning policies. Subject to viability, the council will seek 35% affordable housing on larger sites, rising to 50% on publicly owned land and schemes involving the net loss of industrial capacity</p>	<p>Be embarking on a review of the Local Plan and any change to affordable housing policies will be observed in the implementation of the Housing Strategy. The council adheres to the requirements of the Mayor's Affordable Housing SPG (2017) and New London Plan</p>
<p>Set out a forward plan for the commitment of Right to Buy receipts to projects. To minimise risk from delayed or abortive development projects, the plan will aim to utilise each receipt at least one year ahead of the deadline for expenditure.</p>	<p>Continue a Right to Buy buy-back programme aiming to purchase in the region of 50 properties a year. In addition to ex-council stock, the search area for properties will be expanded to include market housing in locations with existing council dwellings. Acquisitions of individual dwellings and groups of dwellings will continue to be considered on a case by case basis.</p>
<p>Continue to develop new council owned affordable housing as well as working with registered providers and the GLA to provide new affordable homes through the Homes for Londoners programmes.</p>	<p>Establish a task and finish group to consider options for future rent policy taking account of planning requirements, housing need and affordability and impact on the HRA Business Plan.</p>
<p>Complete an analysis of new development options. This will include consideration and rating of regeneration options.</p>	<p>Continue to seek a mix of affordable housing that provides as close as possible to 70% of affordable housing social rent / LAR and a minimum of 30% which has been viability tested at the Local Plan making level. There will continue to be some flexibility for Affordable Rent dwellings to be provided at a higher rent for some or all of the remaining 40% where viability is an</p>

	<p>issue. This should not exceed LHA levels.</p> <p>The council's preference for the remaining 30% of housing to be delivered as intermediate housing is that it be provided through low cost home ownership products.</p>
<p>Target in particular, those households with incomes between £30k and £50k to support owner occupation for as wide a group of residents as possible. Where shared ownership options are provided, the council will seek to ensure that low percentage shares are available within the mix.</p>	<p>Maximise the number of larger family dwellings of three bedrooms or more within affordable housing provision.</p>
<p>Work with PRP and voluntary sector partners to extend the use of shared housing to provide affordable housing for single homeless people.</p>	<p>Set targets for the proportion of social housing lettings to households on the housing register for different reasons and monitor these in line with priorities.</p>
<p>Undertake a full review of the social housing allocation policy.</p>	<p>Determine policy for and how best to register interest for types of intermediate housing other than shared ownership for sale / part sale and for rent, especially LLR. The Council already has a register for shared ownership dwellings. The impact of 'First Homes' and how will be administered also needs to be considered.</p>
<p>Continue to offer a bespoke personalised service to incentivise the release of under occupied council housing.</p>	<p>Continue to offer fixed term tenancies. The policy will however be altered so that where a tenant has been found not to have complied with the requirements of their tenancy agreement, there will be the option to grant a tenancy for a shorter period of time than the standard five years.</p> <p>A review of the policy to consider costs and benefits, including administration costs will be scheduled for when there is</p>

	sufficient experience of the implementation of tenancy reviews to draw on.
Consider the potential for extensions and conversions on a case by case basis as properties become void.	Continue close working between the BACFT and housing colleagues to investigate housing fraud.
<p>Follow policy H11 of the new London Plan with regard to build to rent housing and as part of our Local Plan Review will consider the viability of alternative approaches.</p> <p>For developments submitted to the local planning authority as 'build to rent' from the outset with the affordable element as discounted market rent, our requirement will be that where viable this is supplied at LLR levels or lower.</p>	

## Key Performance Indicators

- Number of affordable homes delivered
- Affordable housing pipeline
- Number of homes delivered at LAR and social rent levels
- Number of social housing lettings in dwellings with three bedrooms or more
- Number of households in temporary accommodation
- Number of households in emergency accommodation

## Priority three: Leading on Improving Housing Standards

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

The safety of resident's is the council's top priority in relation to housing standards. Prior to the Grenfell Tower tragedy on 14 June 2017, investment in safety measures in the council's housing stock had already been underway which meant that the council was in a good position to step up our response to ensuring safety in council homes. In the four years following the fire, in addition to fire safety concerns, housing standards in general have been brought into greater focus including the investment needed to maintain housing; the requirements to achieve carbon emission reductions and the impact that stock condition has on resident satisfaction. Repairs and maintenance of council and housing association housing is a key area of service delivery valued by residents and is also an area with significant demand and cost pressures.

As well as a greater focus on housing conditions in the social sector, there has been an increased policy focus on housing conditions in the private rented sector especially in relation to rogue landlords.

Climate change has increased in prominence on housing agendas. The Committee on Climate Change in their February 2019 report on UK housing stated that 'we will not meet our target for emissions reduction without the near complete decarbonisation of the housing stock'. Since 1990, the UK has reduced domestic gas emissions by 45%, but emissions from housing have not fallen.<sup>9</sup>

This strategy aims to:

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

---

<sup>9</sup> Housing and Net Zero, House of Commons Library Briefing Paper Number 8830, August 2020

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

## **Building Safety - Cladding**

Following the Grenfell Tower fire, the most immediate focus of the Government has been cladding systems on high rise blocks and in particular, those with Aluminium Composite Material (ACM), as this was in place at Grenfell Tower. The council does not itself own any tower blocks with ACM cladding but there are two such private sector blocks in the borough. In total there are 10 council owned and 20 private sector high rise blocks of 18 metres + or higher in Hillingdon with some form of cladding. Where appropriate the council will work with the London Fire Brigade in the use of enforcement action against the owners of buildings that fail to undertake necessary remediation.

## **New Building Safety Regime**

A new safety regime being introduced by the Building Safety Bill will apply to multi-occupied residential buildings (private residential and student accommodation) of 18 metres +, or more than six storeys.

Key measures in the draft bill are described under the section on the current legislative and policy context for housing (see appendix 1). The Bill requires that both the Accountable Person and the Building Safety Manager must proactively engage with residents, provide them with key building information and develop a Resident Engagement Strategy.

The council will develop a Building Safety case for each higher-risk building, considering all risk factors, how these might be mitigated and the layers of protection that can be applied to each building. The focus will be on ensuring resident safety in each higher-risk building and taking a holistic view that integrates current compliance activities for each to report on how many are safe or unsafe. Evidence will be collected and kept up to date to establish a 'golden thread' of information for each building.

## **Standards in Council Owned Housing**

### **Fire Safety Work in Council Owned Dwellings**

The council has acted decisively in prioritising work to council housing stock that is directly concerned with fire safety. An ongoing and up-to-date programme of Fire Risk Assessments (FRAs) is in place which includes annual assessments for 11 tower blocks and for 21 sheltered housing schemes, the property types identified as having the highest level of risk; and for 489 medium and low-rise housing blocks which have the next highest risk rating.

A Fire Safety Work-Stream follows through recommendations from FRAs to ensure that necessary work is undertaken to the council's housing stock to ensure compliance with fire safety regulations. This workstream is an important and prominent part of the HRA works to stock programme, which was stepped up promptly following the Grenfell Tower tragedy and is ongoing. The council is working closely with the London Fire Brigade (LFB) and sharing relevant information.

Works have been completed in those building types considered the highest risk first, with high rise dwellings and sheltered housing prioritised. Safety compliant fire doors have been installed in 3,699 homes and additional installations are being programmed. A range of other fire safety work has been completed or is underway and this includes sprinkler systems which are being installed in all council owned residential buildings 18m and above. A specific inspection regime to cover the common areas of tower blocks is being introduced.

There is fire safety signage in all communal areas with instructions and information for residents to be fire aware and know what to do in the event of an emergency.

Caretaking services have also been prioritised around ensuring fire safety, including cleaning of communal areas, arranging removal of any waste and reporting repairs.

### **Evacuation plans**

The management of higher risk buildings has also been reviewed to ensure the protection of vulnerable tenants. Personal emergency evacuation plans (PEEPs) are in place for tenants within our sheltered housing schemes and across our higher-risk buildings and information in the Premises Information Box (PIB) is kept up to date. Management practices to improve safety including looking at how information is best communicated, changes to the Social Housing Allocation Policy for higher risk buildings, and the use of Estate Regulations are being reviewed and improved.

### **Planned works to council dwellings**

In addition to fire safety works, various other planned works programmes are underway including kitchen and bathroom replacements, window replacements, a roof renewal programme and CCTV upgrades in areas of high crime, anti-social behaviour and fly tipping. The Green Homes Grant is contributing towards planned works. These are shown under the heading of Climate Change below.

Programmes are tendered over a number of discrete phases to ensure that the council is able to support SMEs, take advantage of competitive prices and to be able take corrective action quickly, including the use of alternative suppliers should contract delivery issues arise.

Works to stock are planned based on the information held in the council's asset management information system which is updated as and when new information becomes available.

Considerations taken into account in prioritising works to stock include areas of statutory compliance; elements that are not of a good standard or shortly to become so; value for money achieved through spend to save to avoid additional costs accruing due to stock deterioration; and impacts for particular vulnerable households. The requirement for planned works in sheltered housing schemes needs to be reviewed as part of a wider approach towards future housing for older people. This is considered further under Priority Five: Supporting Independent Living.

A project will be completed to analyse costs associated with disrepairs to identify areas of planned work likely to make the largest 'spend to save' impact over the short and medium term.

While safety remains a clear priority, going forward the council will also focus greater attention on the overall quality and condition of council homes and the surrounding areas. A planned approach will be developed with intelligence use of data to inform options for planned maintenance, improvements and retrofitting for improved energy efficiency and carbon reduction, alongside redevelopment options to achieve a good standard of housing stock fit for the future.

This work will be taken forward as part of the HRA Business Plan and an HRA Asset Management Strategy.

### **Gypsies and Travellers**

Hillingdon has a council owned and managed caravan site, Colne Park in West Drayton. The site which was built in the 1960s has 20 plots with utility blocks consisting of a bathroom and small kitchen area along with a concrete hardstanding or pitch. The council is responsible for the upkeep of all communal areas, plots and utility buildings. The site is in need of some improvement works. There are plans being consulted on to create some new parking spaces. Additional works are being identified and costed to improve standards in the utility blocks and the site manager's office and the potential for additional pitches and site facilities. Funding options are being explored.

### **Private Rented Sector Housing Standards**

The private rented sector has doubled in size in Hillingdon in the last 20 years and provides around 22% of homes in the borough. It now accommodates a more diverse range of households including households with children and many remain in the sector long-term. Housing standards generally have improved across all sectors, but category 1 hazards are still more likely to be found in the private rented sector than in other tenures.

The council has a statutory duty to keep the housing conditions in their area under review. Experience suggests that there are concerns regarding standards in the private rented sector in Hillingdon and a need for the council to develop a more detailed understanding of the sector including who owns and lives in the sector, the type and

location of housing and its condition. A specification for a private sector stock condition survey and/or modelling will be developed. There is also a need to develop a clearer picture of how stable the sector is, including understanding how long people are staying in their homes, how often and how far they are moving. Specific concerns in the private rented sector include lack of fire precautions, inadequate heating, overcrowding, damp and mould growth and poor housing conditions for vulnerable households.

A risk based approach is taken to responding to complaints and enforcement action. While most landlords behave responsibly, there is a sizeable minority that do not. The council is committed to using the resources at its disposal to tackle rogue landlords and this relies on taking a holistic approach across various services within the council and with partner agencies. More formalised structures for sharing knowledge will be established and will inform the development of a more detailed Private Sector Housing Strategy. The council will take efforts to support good and responsible landlords in the sector and encourage good standards of accommodation and management.

Where appropriate links will be made with local area, community and neighbourhood work which address concerns in particular localities in the borough. See also Priority one, Place Shaping.

### **Landlord and tenant relations**

We will review the information that we make available to both landlords and tenants and the range of communication methods used. Landlords and tenants should know about their rights and obligations and about what they can do when things go wrong. We will continue to encourage landlords to join an accreditation scheme. Landlord forums will be held but for the time being will take place online. We will keep this under review.

### **Houses in Multiple Occupation**

All large HMOs where there are at least five tenants living there, forming more than one household and there is sharing of facilities require a licence. The number of multi-adult households increased between the census years of 2001 and 2011 from 1,608 to 3,074 (not all of these would be HMOs) and this trend is likely to have continued. At 1 April 2021 there were 600 Houses in Multiple Occupation (HMOs) licensed in Hillingdon, but it is thought that the number which should be licensed is considerably larger. Our estimate is in the region of 4,500 HMOs of which an estimated 1,500 would require a licence. Identifying those HMOs that should be licensed and dealing with licensing applications promptly are priorities for the Private Sector Housing Team.

### **Enforcement Action**

The council increasingly adopts a robust enforcement stance against landlords who do not comply with their statutory obligations. In response to the Covid-19 outbreak, property inspections and enforcement action has been focused on the most urgent and high risk cases. Priority has been given to ensuring that vulnerable residents are protected. The Private Sector Housing Team focuses effort on properties where the worst housing conditions are found, which is usually in HMOs. These properties tend to be at the bottom end of the private rented housing market, where the poorest and most

vulnerable tenants are housed and typically where standards of management are lowest.

The council will continue to use its enforcement powers including Civil Penalties where appropriate and will work with internal and external partners to take holistic and concerted action to deter those landlords who consistently provide poor standards of housing and management. MHCLG funding secured in partnership with the London Boroughs of Hounslow, Ealing, and Slough council is helping to identify portfolio criminal landlords operating across boundaries.

### **Discretionary Licensing Schemes**

Officers are currently undertaking a feasibility study to determine if adopting discretionary licensing will raise standards and assist in deterring rogue landlords from managing private rented accommodation. The council is giving consideration to both selective licensing for some parts of the borough and for additional licensing powers.

### **Permitted Development Rights**

There are continuing concerns regarding the impact of permitted development rights (PDR) on the quality of homes and their environment. The council made an Article 4 Direction which came in force on 22 November 2017 to remove PDR for the change of use from an employment building to residential in specific parts of the borough. In September 2020 the council agreed to make and modify non-immediate Article 4 directions (with an intended implementation date of September 2021) to remove new permitted development rights for new residential development in designated employment and industrial areas. This will mean that proposals must be submitted for planning approval in the normal way. Subsequent announcements regarding further potential changes may mean that the Article 4 directions need to be revisited.

## **Climate Change**

Work on decarbonising the housing stock will need to combine the challenges of achieving net zero with potentially revised housing standards and Health and Safety. In the short term there is a need to develop a granular understanding of the cost requirements of achieving zero carbon across the council's housing stock before setting out an approach to work towards decarbonising council owned housing stock.

Technology is continuing to develop in relation to energy efficiency and in order to take best advantage of innovation, plans will need to have built in flexibility and a number of pilots are anticipated in advance of rolling out a longer term plan.

During 2021/22 the council will set out an approach to work towards decarbonising council owned housing stock and will work with others to similarly encourage decarbonisation in other housing tenures. For the council's housing stock this will include consideration of the replacement of gas boiler systems; measures to improve energy efficiency including wall and roof insulation; expanding the use of energy

efficient fittings such as LED lighting and the installation of renewables. The council will encourage owners in other housing tenures to adopt similar measures.

Although actions to address climate change and to address fuel poverty are sometimes in alignment, it is not always the case and there is a balance to be made between meeting requirements to be warm and safe now and promoting energy efficiency and low carbon energy for the future.

## **Fuel Poverty**

Fuel poverty can leave people struggling to heat their homes affordably during the winter months. Whether an energy bill is high or low might mean the difference to whether they will be cold or run out of money. This seriously affects residents' health, wellbeing and quality of life. The impact on the NHS is severe, and cold homes lead to Excess Winter Deaths, especially among the most vulnerable in society.

Energy efficiency and affordable heating at home represent two of the most effective ways to combat fuel poverty and maintain a healthy home. In turn, energy efficiency reduces the impact of homes on the environment.

## **Green Homes Grant**

The council has successfully bid for Green Homes Grant funding for local authorities for energy efficiency works to council owned properties occupied by those on low incomes. The Green Homes Grant Local Authority Delivery Scheme is being used to upgrade 2,081 council homes with SAP ratings of E, F and G where households incomes do not exceed £30,000. Upgrades will include loft insulation, cavity wall insulation, LED lighting and replacement of single glazed windows.

In developing the Private Sector Housing Strategy options to improve energy efficiency in the private rented sector will be considered and work will take place to develop an improved understanding of how fuel poverty affects Hillingdon residents. We will continue to work with our partners and explore further funding opportunities to address fuel poverty in Hillingdon.

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

## **Energy Efficiency in New Homes**

The London Plan has required that all new build homes in major developments be zero carbon since 2016. Development proposals are required to make the fullest contribution to minimising carbon emissions in accordance with the following energy hierarchy:

1. Be lean: use less energy
2. Be clean: supply energy efficiently
3. Be green: use renewable energy

Making a new home genuinely zero-carbon at the outset is a lot cheaper than retrofitting it later and will almost always reduce residents' energy bills too.

The major challenge for the building sector is the need to shift away from natural gas to low-carbon heat solutions.

<b>We will:</b>	
Work with the London Fire Brigade where appropriate in the use of enforcement action against the owners of buildings that fail to undertake necessary remediation	Prioritise in the council's works to stock programme, fire safety and health and safety more generally as well as compliance with standards, and heating and insulation
Carry out further work to improve the depth and breadth of customer insight across all high-risk buildings and the Social Housing Allocation Policy will be amended to restrict new tenancies to residents in higher risk buildings who can self-evacuate	Consider the use of 'estate regulations' as part of changes to management practices associated with fire safety and leaseholders in higher risk buildings
Introduce a specific inspection regime to cover the common areas of tower blocks including fire doors as part of a more intensive approach to the management of higher risk buildings	Establish a task and finish project to analyse the costs of day to day repairs and other costs associated with elements of disrepair to identify areas of planned work likely to make the largest 'spend to save' impact over the short and medium term. The analysis will seek to identify those aspects of planned maintenance that result in the highest costs if not undertaken promptly.
Develop the HRA Business Plan and Asset Management Strategy,	Develop a specification for a private sector stock condition survey/modelling which will

incorporating a road map for good housing standards via future stock investment and redevelopment.	in addition collate information to assist in gaining a wider understanding of the nature of the private rented sector in Hillingdon and assist in targeting resources.
Establish more formalised structures and processes to share knowledge and intelligence regarding the private rented sector and to develop a comprehensive, co-ordinated and disciplined approach to ensuring a well-managed sector.	Improve knowledge and intelligence through partnering arrangements and research opportunities to inform the development of a more detailed Private Sector Housing Strategy.
Prioritise dealing with licence applications swiftly and efficiency and identifying additional HMOs that require to be licensed	Continue to tackle poor housing conditions and facilitate improved management of high-risk properties in the private rented sector
Continue to use enforcement powers including Civil Penalties where appropriate and work with internal and external partners to take holistic and concerted action to deter those landlords who consistently provide poor standards of housing and management.	Establish a multi-disciplinary task group to gather evidence regarding the prevalence of poor conditions in different parts of the private rented sector and consider the feasibility of different discretionary licensing options.
Develop a granular understanding of the cost requirements of achieving zero carbon across the council's housing stock and to formulate plans for those properties that are low, medium and high cost	Set out an approach to work towards decarbonising council owned housing stock and work with others to similarly encourage decarbonisation in other housing tenures
Deliver Green Homes Grant works to improve energy efficiency for low income households	Progress plans to attract additional funding to deliver improvements at Colne Park Traveller's Site

### Key Performance Indicators

- % of council owned residential buildings 18m+ with sprinkler systems installed

- Number of improvements to council homes completed by type of work
- HRA Tenant satisfaction with landlord's repairs and maintenance service
- HRA Tenant satisfaction with the health and safety of their home
- Number of licensed HMOs
- Number of private sector housing enforcement notices served

## Priority four: Embracing the Charter for Social Housing Residents

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

The Social Housing White Paper: The Charter for Social Housing Residents, was published in November 2020 and forms a central plank of the government's response to the Grenfell Tower fire. It lays out plans to move to a proactive system of regulating consumer standards in the social housing sector, with landlords subject to regular inspections and assessment against tenant satisfaction data. Councils are not, as yet, subject to proactive engagement with the Regulator of Social Housing (RSH) and will in future have much closer involvement with them. The white paper sets out a new Charter for Residents of Social Housing with seven headline promises.

### **Charter for Social Housing Residents Headline Promises**

1. To be safe in your home
2. To know how your landlord is performing
3. To have your complaints dealt with promptly and fairly
4. To be treated with respect
5. To have your voice heard by your landlord
6. To have a good quality home and neighbourhood to live in
7. To be supported to take your first step to ownership

The Council intends to fully embrace the Charter, marking a step change in our relationship with residents. We will develop new engagement plans and processes and encourage a more open and collaborative culture to ensure that residents' voices are effectively heard and are able to have meaningful impact. We will also make full use of digital methods to reach a wider range of people and will adopt a digital by design approach to service improvement.

This strategy aims to:

- Meet consumer regulation standards
- Build up a more comprehensive profile of our tenants to inform service delivery
- Review how we make information available to residents and what information is provided
- Ensure that the residents' voice is heard at every level from policymaking to front line delivery

- Develop a comprehensive engagement strategy for greater meaningful engagement with council tenants and leaseholders.
- Implement a new structure to encourage wider resident involvement, scrutiny of our services and greater accountability and transparency
- Seek additional opportunities to improve service delivery through digitisation

## Resident Safety

The overall theme at the heart of the Charter for Social Housing Residents is the relationship that landlords have with their tenants. There is no more important aspect to this than earning residents' trust to keep them safe. While there are difficult trade-offs to be made between spending on new homes and existing homes, and on the type of investment to be made in homes, there is no question for the council that safety remains our primary concern.

Higher risk buildings are a clear area where assurance of safety, including the residents' ability to evacuate, is particularly necessary. An annual review of Fire Safety Management Plans across the housing stock will be undertaken. We aim to ensure that our residents are 'fire safe' and 'fire aware'. Hoarders can pose a particular fire safety risk to themselves and others and we will mitigate this through a dedicated panel to proactively manage risk in this area. In addition to aspects of safety relating to the buildings themselves, other aspects of safety include paying close attention to safeguarding issues such as domestic abuse and anti-social behaviour. Further developing our understanding of our tenant profile and risk factors for abuse will help in mapping where there are potential concerns. Safeguarding and domestic abuse are covered more fully under priority five on independent living.

## Performance Information

The Charter sets out that tenants should know how their landlord is performing, including on repairs, complaints, and safety, and how it spends its money, so that it can be held to account. A set of draft tenant satisfaction measures (TSMs) have been published by the RSH which include both tenant perception and quantitative measures. These are expected to be consulted on and finalised by summer 2022 and to be implemented from April 2023.

Councils and other registered providers are already required to report performance information annually to tenants, but there is little consistency on the content of the reports. A core set of measures will provide tenants with greater transparency about the council's performance and will also inform the RSH about how the council is complying with the consumer regulation standards under a proactive consumer regulation regime. An annual statement to tenants is expected as a minimum, but the intention is for a much more involved interaction between landlords and tenants and leaseholders.

We will review the way that information is made available to tenants, including via our website and in our formal annual report to tenants and will also consider how continuous performance reporting can be made available including via an app. The council is keen to embrace the culture change signalled to be more open with residents in sharing information beyond that provided through the tenant satisfaction measures and we will explore how best we can do this.

### **Benchmarking and the STAR survey**

The council is a member of HouseMark, a large membership organisation that uses data and insight to improve the operation of housing organisations and help them to achieve outstanding performance. Membership of HouseMark enables the council to participate in STAR surveys (Survey of Tenants and Residents) and benchmarking. Baseline benchmarking data for 2019/20 shows, in general that the council has comparatively low operating costs in relation to housing. Data relating to 2020/21 will be submitted by June 2021. Housemark is well placed to assist in setting a baseline for the council in relation to the proposed TSMs.

The council recognises the importance of customer feedback and has committed to using the STAR benchmarking tool as a key element in driving service improvement and shaping local offers. The survey measures satisfaction with the condition, and management of the home, the rent charged and the surrounding neighbourhood.

An initial STAR Survey was completed in January 2021. Analysis of 1,442 responses from tenants and leaseholders shows positive levels of satisfaction overall. Results detailing satisfaction with aspects of service delivery are analysed alongside service delivery and expenditure and will be used to inform future investment in works to the managed stock. A follow up survey will take place in Autumn 2021 and thereafter every 2 years as recommended by HouseMark.

### **Complaints**

To ensure that complaints handling is taken seriously, the Housing Ombudsman has published a new Complaint Handling Code. This promotes consistency across landlords' complaints procedures and learning from complaints to drive service improvements. The Code emphasises the importance of resident involvement in complaint handling through the formation of resident panels. The handling of complaints by the Housing Ombudsman is also to be speeded up and to make this work landlords will be required to provide necessary information promptly.

The council's corporate complaints procedure sets out how people can complain about any service. Regular reports on complaints and their handling are produced and learning is fed back to inform service improvement.

During 2020/21, the Council recorded 72 complaints regarding the Repairs and Maintenance Service and 23 regarding Tenancy Management Services. Of the 95 Stage 1 complaints recorded, 11 were upheld, 26 partially upheld, 54 not upheld and 4

withdrawn or cancelled with 75% of all stage 1 complaints responded to within the 10 working day target.

An initial self-assessment against the Housing Ombudsman complaint handling code has been completed and shows that the council's complaints procedure is largely compliant with the code. A need for regular publicising of the complaint procedure has been identified and this is being addressed. The complaints policy will be widely publicised through many routes. A documented approach to compliance with the code will be introduced and the self-assessment will be repeated annually. The nature of complaints will be considered on a quarterly basis to identify areas of concern and potential learning points.

## **Listening to our Residents and Treating them with Respect**

The Charter is about resetting the balance between landlords and tenants. As well as being concerned with standards, safety, and prompt repairs; it is also about residents being listened to and treated with respect, routes of redress when things go wrong and co-regulation with landlords and tenants working together.

We intend to transform the way we work with tenants and will implement a new involvement structure which supports wider involvement and promotes opportunities for tenants to challenge and scrutinise our services. Involving our 10,100 council tenants and 3,400 leaseholders in the decisions which affect their homes and local communities is a key priority for the council as a landlord and seeking ways to improve meaningful engagement with our tenants forms a key part of our housing strategy. We aim to treat all residents, with fairness and respect and to take their differing needs into account.

Work is already underway to respond to the Charter, and the council is making changes to ensure that residents are much more fully and meaningfully involved in shaping services. The Charter will however also be underpinned by a new, proactive consumer regulation regime, with updated consumer standards forming the bedrock. The new regulatory system will be outcome-focused, co-regulatory, proportionate, risk-based, and assurance-based. Primary legislation will be required, and full implementation is still some time off, however the RSH is clear that councils should not wait to respond.

To be assured of compliance with existing consumer standards and to look ahead to expected future changes, an initial self-assessment against the standards has been completed and it is planned that this exercise will be repeated on an annual basis. This has assisted in identifying priority areas to be addressed and the results of the self-assessment are feeding into future delivery plans. One of the areas identified is a need to review and further develop our current approach to engagement and develop a comprehensive engagement strategy. A failure to listen to and involve tenants meaningfully is one the key areas of concern to emerge from the work following the Grenfell Tower tragedy where tenants' safety concerns had not been acted upon.

Key elements of the strategy will include:

- Prioritising engagement in relation to health and safety
- Engagement approaches for different groups, including in relation to protected groups recognised in equalities legislation and vulnerable households and
- Use of new digital methods of engagement.

Specific groups that the engagement strategy will focus attention on include care leavers who are a priority group for avoiding tenancy failure, and the residents of the caravan site at Colne Park. Covid-19 has, as with other client groups, made communication with residents at the traveller's site more difficult, however contact has been maintained including regular visits by the council officers and a police liaison officer.

We will also develop and implement a statutory engagement strategy outlining how the council will work with residents living in high risk buildings in the context of fire safety and other areas of compliance. Localised resident engagement strategies will be developed for each higher risk building.

A key message of this housing strategy is the drive for a good housing standards. We recognise that listening to our tenants and their concerns and using their ideas is fundamental to achieving this ambition. The council is working with tenants and using customer insight from our interactions to understand what matters most to tenants across core areas of service delivery.

## **Impact of Covid-19 and Digital innovation and inclusion**

The use of IT, including robotics and social media is increasing all the time and we will be seeking to expand our methods of engagement to stay up to date with current developments as well as making use of more traditional methods. The council is exploring different ways to engage with residents through the use of non-traditional methods such as virtual meetings and links with social media. Increasing digital capabilities can also make significant differences to the effective management of housing services for both the council as a landlord and other housing services.

Covid-19 has had a significant impact on the extent to which services are delivered online. There has been a big increase in working from home, more interactions with tenants and residents happen over the phone and online and most meetings are arranged digitally. In many ways, this has been an acceleration of changes that were already underway. In line with these trends, advances are being made by the council in the use of robotics in efficient service delivery.

The move towards digital services can have both positive and negative impacts. Online services can be more cost effective and convenient, but they can also exclude

vulnerable people. The council will continue to explore the use of technology in providing efficient services while at the same time tackling digital exclusion and identifying safeguards needed for vulnerable tenants.

## Good quality homes in good quality neighbourhoods

An area where the council is aware that more work is needed to understand what matters to residents, is in relation to the shared areas of our estates. This includes internal shared areas to buildings and external communal areas surrounding our blocks and extends to the incidence of anti-social behaviour such as excessive noise or fly tipping in the neighbourhood. The council recognises the importance of the estate environment in ‘setting the scene’ for residents’ homes. This connects back to the importance of developing a localised understanding of those issues that matter most and developing responses at that local level as discussed earlier in the document in the place shaping section.

## Involving residents in the private sector

Involving our 10k council tenants and 3k leaseholders is a key priority for the council as a landlord, however the borough is home to 110k households in total, mostly living in the private sector as owner-occupiers or private renters or Housing Association tenants. It is important that residents in all housing tenures are able to be involved in housing issues in the borough. In addition to improving engagement with our own tenants, the council will be considering what further action can be taken to provide further opportunities for other Hillingdon residents to make their views known in relation to housing services. One particular aspect that will be taken forward is that post occupancy evaluation of new affordable housing developments will be introduced in respect of both rented and low cost home ownership dwellings. We will also explore how we can reach out to private rented sector tenants raising awareness of rights and responsibilities and routes for redress when things go wrong.

<b>We will:</b>	
Complete an annual review of Fire Safety Management Plans across the council housing stock	Establish a Hoarder’s panel mitigate the risk of fire and serious injury
Review our structures and processes for engagement during 2021/22	Develop a comprehensive engagement strategy for council tenants and leaseholders. Key elements will include: <ul style="list-style-type: none"> <li>• Communication regarding fire and other safety issues</li> </ul>

	<ul style="list-style-type: none"> <li>• Involving different groups including vulnerable households and</li> <li>• New methods of engagement and service design including use of digital methods</li> </ul>
Develop specific local resident engagement strategies related to higher risk buildings	Complete annual self-assessments against regulatory standards with results being reported to the Cabinet Member for Environment, Housing and Regeneration
Deploy a range of methods to capture data, including the use of housing needs surveys, encouraging self-service reporting and gathering data through interactions with tenants.	Improve customer insight and understand what our tenants and communities want, including through use of the STAR survey and through learning from complaints. A further STAR survey will be completed in Autumn 2021 and thereafter every 2 years.
Set a baseline for the Regulator of Social Housing's proposed tenant satisfaction measures	Consider residents feedback in formulating the future approach to investment in and management of shared areas to deliver attractive, safe and secure environments
Analyse complaints and review compliance with the Housing Ombudsman's Complaint Code on a regular basis	Identify further opportunities for improved and cost-efficient service delivery online, while identifying safeguards in relation to digital exclusion and vulnerable people.
Complete post-occupancy evaluation of new affordable housing developments	Explore how better to engage private rented sector residents

### Key Performance Indicators

- Number of ongoing anti-social behaviour cases
- Publication of an annual statement to tenants
- Number of complaints received
- Percentage of complaints resolved within agreed timescales
- Time taken to respond to information requests by the housing ombudsman

- Tenant satisfaction that the council listens to their views and takes notice of them
- Number of complaints relating to communal areas
- Tenant overall satisfaction with the service their landlord provides
- Completed localised resident engagement strategies for higher risk buildings
- Additional processes digitised

## Priority five: Supporting Independent Living

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

The council is committed to protecting vulnerable people and enabling people, as far as possible, to live independently. Many people require some help and support to do this either in specialist housing specifically provided for their needs or through floating support provided in general housing.

There is a wide and diverse range of supported housing and housing support available in Hillingdon. An initial mapping exercise of all supported accommodation in the borough has been carried out, including both Care Quality Commission (CQC) registered and non-registered services. The list has been shared with NHS colleagues to support a mapping exercise to provide greater clarity regarding the make-up and geography of supply across the borough.

The largest client group for supported housing is older people, followed by people with learning disabilities and there is significant provision for mental health and for single homeless people and care leavers. There is also provision in the borough for those affected by domestic abuse.

This part of the Housing Strategy considers priorities to address the housing and support needs for particular groups of people, some of which have considerable overlap.

The impacts arising from Covid-19 could not be anticipated and have been unprecedented. Lockdown has meant an increased risk of abuse and neglect and of self-neglect for adults at risk. It has also increased the risk of domestic abuse, homelessness, mental health problems and drug and alcohol use in the wider population. Housing teams seek to identify other household support needs in their interventions with residents such as homelessness reviews, tenancy reviews and property disrepair inspections to allow for early identification of safeguarding issues.

This strategy aims to:

- Reduce homelessness and rough sleeping
- Support people to sustain tenancies
- Increase awareness and action regarding adult safeguarding
- Achieve sustainable housing solutions for care leavers
- Become Domestic Abuse Housing Alliance (DAHA) accredited

- Develop housing plans to support the independence of residents with learning disabilities and/or mental health needs
- Develop autism friendly housing services
- Review existing dedicated housing provision for older people
- Plan for retrofitting of existing housing to address needs for adaptations, including for dementia
- Review the use of grants to support independent living

## Homelessness and rough sleeping

Hillingdon's Homelessness and Rough Sleeping Strategy 2019 to 2024, has six priorities:

- Priority One: Ensure that residents are able to access good quality, clear housing advice regarding their housing options
- Priority Two: Prevent earlier
- Priority Three: Eliminate the need to sleep rough in Hillingdon
- Priority Four: Increase the availability of affordable rented housing
- Priority Five: Manage the quantity, quality and cost of temporary accommodation
- Priority Six: Bring greater purpose and improved clarity and focus to local homelessness partnership arrangements

The Homelessness Strategy Action Plan is updated on an annual basis. Homelessness and rough sleeping are recognised priority areas for the Hillingdon Health and Wellbeing Board.

Homelessness approaches that required a full Homelessness Reduction Act (HRA) assessment averaged 198 a month between April 2020 and March 2021. Of these an average of 30 a month have needed to be placed in temporary accommodation. During this period, there have been 743 successful homeless preventions, an average of 62 a month. The total number of households in temporary accommodation stood 428 at the end of March 2021, of these 169 households were in emergency accommodation.

In recent years, evictions from the private rented sector have been the most common reason for homelessness however that changed during 2020/21. Action taken by the government in response to Covid-19 has included a moratorium on evictions and a longer notice period is has been required in most circumstances. A phased return to normal is now underway. A resulting backlog of cases has been building up in the system which is likely to add significantly to homelessness numbers. We are estimating a 20% rise in the number of homeless households requiring accommodation during 2021/22.

The most common reason for homelessness approaches during 2020/21 was being asked to leave by family. Other prominent reasons for approach include rough sleeping, and domestic abuse. Private sector evictions have continued to feature prominently in approaches but because of the moratorium are not yet resulting in a need for temporary accommodation. Bookings into emergency accommodation have most frequently been for rough sleepers (134)<sup>10</sup> and this is directly related to the 'Everyone In' response to Covid-19. The next most frequent is family evictions (88), followed by domestic abuse (55), prison release (41), victims of anti-social behaviour / violence (22) and care leavers (19).

The council has continued to operate a full housing advice service throughout the Covid-19 pandemic. A great deal more advice has been provided remotely, online and over the phone, however unlike many other councils, we have maintained a reduced office presence throughout with the ability for homeless people to present in person.

The council contracts with P3 to provide homelessness and related advice for young people aged 18 to 25. The HRA has put housing advice onto a stronger statutory footing requiring a robust and meaningful approach and in response to this a new two year contract with P3 includes the statutory responsibilities within the HRA, following which a full tender process for the service is intended.

The HRA has now been operational for three years and a considerable body of case level data is now available. Developments in prevention work seek to particularly target the most common reasons for homelessness. This includes working to better understand the causes of parental evictions: working to achieve DAHA accreditation in relation to domestic abuse, and engaging with landlords to, as far as possible, address the significant risk of increased private sector evictions. There is also an increased risk of unlawful evictions. The extent to which the economy is able to bounce back post Covid-19 will be a significant determinant of future levels of homelessness.

### **Rough Sleepers**

In line with government strategy the council aims to eliminate the need for rough sleeping in the borough by the end of 2024.

An important element of the pandemic response has been the government's decision, in the interests of public health, to bring all rough sleepers in, off the streets and ensure that safe accommodation is available for all regardless of homelessness priority need or immigration status. This has seen over 4,000 rough sleepers initially accommodated across London and many more over the following year. At 31 March 2021, there were 4,197 rough sleepers in emergency accommodation across London. The number of former rough sleepers in settled move-on accommodation as a result of the Covid-19

---

<sup>10</sup> Data for April 2020 to March 2021

response reached 4,500 by June 2021. A large-scale exercise at Heathrow at the beginning of April 2020 resulted in a total of 170 rough sleepers from the airport being housed, including 142 into hotels across London arranged by the GLA. The remaining rough sleepers and any subsequent rough sleepers have been housed in borough unless they have been able to be reconnected to another area.

By the time of the onset of Covid-19, there had already been significant action in Hillingdon in relation to rough sleepers, especially at Heathrow airport which is recognised as a hotspot for rough sleepers. Partnership working in the borough amongst those with an interest in single homelessness and rough sleepers has strengthened to a significant degree and much clearer pathways for rough sleepers are developing. Rough Sleeping Initiative (RSI) funding from the Ministry for Housing and Local Government (MHCLG) has helped to significantly increase outreach services, floating support, and accommodation options. As part of the RSI round 3, an extra 40 HMO beds were delivered during 2020/21 through our commissioned partner, Trinity Homeless Projects. This has included 30 low support HMO spaces and 10 high support HMO spaces. All these bed spaces have now been delivered and are occupied.

At the end of May 2021, there were 68 rough sleepers in accommodation arranged by the borough and in total 125 rough sleepers had been moved on into settled accommodation since April 2020. The council acted very swiftly at the start of the crisis; RSI funding was repurposed to respond to the changing circumstances, including to secure a 33 bed building for use by rough sleepers from April 2020. These units continue to be leased and provide an excellent base for initial assessment and housing. It has allowed for improved access to a range of other support including for mental and physical health and substance abuse issues. A further 6 bed unit was secured from December 2020. The remaining rough sleepers are in other types of temporary accommodation, mostly emergency accommodation. Settled housing solutions include a mixture of shared HMOs and self-contained accommodation in the private rented sector, where it is safe and reasonable, based on the clients presenting needs. For a small number of vulnerable rough sleepers, a Housing First response has been taken to provide accommodation in social housing.

The most recent official count of rough sleepers in November 2020 found 11 rough sleepers, four at Heathrow Airport and seven in the rest of Hillingdon Borough. This was a greater reduction in the number of rough sleepers than in any other borough in England and represents a phenomenal success given that the count a year earlier recorded 106 rough sleepers, 95 at the airport and 11 in the rest of the borough. A key challenge now is to maintain the success in keeping the number of rough sleepers at the airport low.

Recovery planning from Covid-19 includes sourcing ongoing accommodation and support for these rough sleepers to prevent their return to the streets. This is likely to impact on Hillingdon, both directly through the rough sleepers that Hillingdon retains a responsibility for and potentially indirectly through placements by other boroughs in the more affordable areas of London or rough sleepers returning to the streets gravitating towards Heathrow.

Strong partnership arrangements including active engagement from the MHCLG advisor and frequent contact with a wide range of agencies has been and continues to be instrumental in ensuring that numbers of rough sleepers at the airport do not start to rise again. Airport security have worked to restrict access so that only those that intend to fly are able to remain at the airport without challenge. The airport has previously been a potential destination for rough sleepers from across London and beyond. Those arriving intending to rough sleep at the airport are redirected in an appropriate way including being advised to contact relevant services in other areas and this limits the number of referrals on to the council. Additional airport security has been engaged to work closely with outreach workers at the airport to maintain a focus on moving rough sleepers on to appropriate services. Work at the airport includes proactive reconnection with pre-rough sleepers returning to the UK. Some rough sleepers can be difficult to engage and the agencies working in Hillingdon, including those at the airport are persistent in their attempts.

### **Support for rough sleepers**

Floating support services are available to all rough sleepers in Hillingdon. There are also links to health and wellbeing services and these are being further developed. A local drug and alcohol service ARCH has been able to purchase a Fibroscan machine to detect liver damage as a result of a joint bid made with the council to Public Health England (PHE) and a further successful PHE bid is boosting the provision of support for those with drug and / or alcohol dependency, including through outreach work and detox programmes. A North West London partnership project is concerned with health provision for rough sleepers and avoiding unnecessary hospital admissions. An early focus has been on the roll out of Covid-19 vaccinations to this client group.

All moves into private rented accommodation automatically come with enhanced floating support for as long as is necessary. This support includes help with settling them into their new home and ensures that the relevant actions have been carried out to ensure that the tenancy is sustainable (such as setting up utility bills). Clients can also receive furniture vouchers which can be exchanged locally and then delivered to the property.

The experience of sourcing move on accommodation has clearly shown that there are a significant number of rough sleepers with medium to high support needs and that the accommodation currently available is not able to safely house those with these higher-level needs. Our priority for future accommodation is to explore commissioning options for this vulnerable client group.

Entrenched rough sleepers are, in general, more difficult to engage, more likely to have a range of support needs and finding appropriate move-on accommodation for them is more difficult. Target 1,000 rough sleepers comprise a list of known rough sleepers in London who have had the most contact with agencies. The list included an initial list of 23 rough sleepers in Hillingdon. For some entrenched rough sleepers, numerous offers may need to be made due to clients presenting needs and an increased likelihood of refusals.

As part of the RSI funding, three full time floating support officers have been employed through Trinity Homeless Projects to provide support to residents as they move into their settled housing solution. There are some rough sleepers that have not managed to settle in accommodation provided and placements have broken down. There is a continuing need for support to be tailored to individual needs for appropriate timescales and restarted as necessary.

Connections with GPs, substance misuse and help with immigration is available to all rough sleepers who are engaged with the council. Health support includes regular Covid-19 testing for those rough sleepers in hostel accommodation and flu immunisation. Fortnightly multi-agency case conference meetings are also held for rough sleepers. Priority cases include those that are clinically vulnerable, those with complex needs and those with a history of rough sleeping.

A key priority is an increase in accommodation for those with medium to high support needs. Floating support provision will also need to be maintained and it is important that there is movement on from HMOs where there is lower level support and rough sleepers would be expected to be able to move on to the private rented sector. Provision of additional shared accommodation is particularly important for those aged under 35 who may only be entitled to shared accommodation rate LHA.

Options to provide additional longer-term move on accommodation are being explored. This includes a large building that has been identified as suitable for providing studio flats with low level support. Options for shared accommodation that can be provided within Local Housing Allowance (LHA) rates are also being explored. Repurposed RSI funding is contributing towards the conversion of Beechwood House, owned by the council, into an HMO to be leased to Trinity Housing Projects.

Additional funding for Hillingdon through a fourth round of RSI for 2021/22 has now been confirmed. This includes many of the existing interventions being rolled forward, some additional staff, two further five bed HMOs providing a high level of support and increases in floating support, interventions at Heathrow airport and costs concerned with accessing the private rented sector and personal budgets. The HMO accommodation provided under RSI3, following set up, is now self-maintaining. The proposals are in line with Hillingdon's Rough Sleeper Delivery Plan for 2021/22. They target accommodation for those with higher support needs, additional floating support to prevent tenancy breakdown and move on to settled housing.

### **People with no recourse to public funds**

With the onset of the pandemic the government encouraged local authorities to assist those who had No Recourse to Public Funds (NRPF) and in May 2020 reminded local authorities of its position on eligibility relating to NRPF and asked local authorities to use their judgement when assessing people's needs. Subsequent case law supports the use of specific powers to provide accommodation to people with NRPF during a public health emergency. This council has continued to provide housing for those with NRPF and has been supported to do so through grant funding via RSI and other initiatives. This council along with others across London is concerned regarding the future availability of resources and consequent impact on the ability to house those with NRPF. We are working on a pan London basis to seek resolution to this issue however the issue is particularly pertinent to Hillingdon as should those with no recourse begin to be moved out of accommodation, there is a strong likelihood that some of them will gravitate towards Heathrow.

### **Tenancy Sustainment**

Housing support for those in general needs housing is provided by the council's Welfare Reform and Tenancy Support Team particularly at the beginning of a tenancy to ensure the tenant is best positioned to live independently, sustain their tenancy in the long-term and avoid the need for high cost interventions. The team provide support with re-settlement including 'setting up a home', arranging utilities, household budget management, acquiring essential fixtures and fittings and advice on basic cleaning routines and 'healthy living'. A significant proportion of casework includes debt management, welfare benefit maximisation and addressing rent debt. This support work is frequently undertaken as part of joint support planning and delivery with other key services including social services and Central and North West London NHS Foundation Trust (CNWL). Similar support is offered by Trinity Homeless Projects. Referrals have been accepted across London by Caridon Tenancy Support in connection with rough sleepers under the 'everyone in' initiative in response to coronavirus.

## Safeguarding

During 2019-20, Hillingdon Safeguarding Adult Board's (SAB) structure was aligned with the Safeguarding Children's Arrangements. The partnership arrangements work to prevent abuse, neglect and self-neglect; and to ensure that, when it does occur, our multi-agency response is timely, proportionate, coordinated, effective and in accordance with the key principles of safeguarding children, young people and adults. Of the safeguarding concerns raised during 2019/20, 46% related to people aged 65 or over<sup>11</sup>.

The SAB Board and the Safeguarding Children Partnership Board (SCPB) steer learning and development for the safeguarding environment across the London Borough of Hillingdon and are informed by subgroups and task and finish groups as required. There is housing representation on many of these groups and the level of engagement has increased significantly during 2020/21. The partnership also works collaboratively with the Domestic Abuse Steering Executive (DASE) to meet DA strategic objectives. A key initiative is a Multi-agency Safeguarding Hub (MASH) which has been developed for adults to complement that in place for children. Housing services are represented on both the adults' and children's MASH.

Safeguarding partners have faced a period of exceptionally high demand and pressure in consequence of the pandemic and the response has served to highlight the importance of effective multi-agency work. For 2021/22, self-neglect, which includes hoarding and multiple exclusion homelessness, amongst other forms of self-neglect, has been agreed as a priority for the SAB along with mental health and safeguarding.

Multiple exclusion homelessness comprises marginalisation that includes, childhood trauma physical and mental ill-health, substance misuse and experiences of institutional care. People who undergo multiple exclusion homelessness are likely to have care and support needs and may well also be experiencing abuse and neglect (including self-neglect). Adult safeguarding responsibilities are therefore engaged. Person-centred practice giving time and commitment is key.

Lockdown has increased the risk of safeguarding issues arising. Staff in various housing teams are well placed to assist in identifying when abuse is taking place and will in some instances have established connections with victims. Safeguarding issues that arise for housing staff include instances where older tenants are unable to return home and council homes may be left empty with rising rent arrears. Relevant housing staff have received training in relation to mental capacity to ensure that these matters are dealt with appropriately. There are also instances of cuckooing where criminals target the homes of adults often those with support needs, so that the property can be used for drug dealing. Where necessary arrangements may be made to move the tenant to a

---

<sup>11</sup> Hillingdon Safeguarding Partnership Annual Report 2019-2020 Final Draft

different property as part of a wider package of support and to prevent the cycle of abuse from continuing. Action against perpetrators is progressed through partnership working arrangements. Safeguarding issues picked up by homelessness teams often include domestic abuse, financial abuse, sometimes of older people, suicide threats and neglect of children.

Training in relation to safeguarding issues has been rolled out across housing teams including housing enforcement, domestic abuse, welfare reform and tenancy support. We will continue ensure close working between housing and social care teams and other relevant partner organisations with regard to safeguarding.

## Care Leavers

Hillingdon was corporate parent to 337 children at the end of 2019/20, including 89 Unaccompanied Asylum Seeking Children (UASC). At 26% of the Looked After Children (LAC) population, Hillingdon has a much higher than average proportion of UASC, who are also on average older than other LAC and consequently form a higher proportion of care leavers. The care leaver population in Hillingdon stood at 454 on 01.04.2020<sup>12</sup>. All care leavers have a pathway plan in place and wherever possible this is co-produced and owned by the young people. Ideally this includes consideration of housing options at an early stage.

The council's Welfare Reform & Tenancy Support Team recognises that care leavers present a 'high-risk' group in the context of tenancy failure when transitioning to permanent accommodation in the council's managed housing stock. This group of new tenants are prioritised for support from the point of 'tenancy sign up' where support is 'front loaded' to maximise the potential for long term tenancy sustainment by ensuring that the skills and awareness necessary for independent living are in place and are developed.

On average, around 50 care leavers a year require assistance with housing. Care leavers are not automatically placed in social housing and in most instances private sector placements are sought. The Social Housing Allocation Policy does make special provision for care leavers. Care leavers are exempt from the residency requirement qualification criteria. If a care leaver has an identified housing need, they are awarded an appropriate band according to their need regardless of residency. Care leavers that are considered particularly vulnerable are considered by the Care Leavers Panel, the purpose of which is to assess whether young people are ready to live independently rather than in shared or supported accommodation and manage their own tenancy and financial affairs.

---

<sup>12</sup> Hillingdon Safeguarding Partnership Annual Report 2019/20

The council's Housing and Social Care teams are working together to develop a joint protocol to help meet the accommodation needs of care leavers. Good preparation, a gradual transition and flexible ongoing support are considered key to helping care leavers achieve a successful move to independent living.<sup>13</sup> The joint housing protocol will be aligned with the care leaver's local offer and will take account of corporate parenting responsibilities. It will clearly lay out the processes to be followed that support transition to independent living and avoid homelessness. The protocol will seek to minimise unplanned moves and evictions through effective early preparation for independent living and through intervening early where care leavers are at risk of losing their placement.

## Domestic Abuse

The council has in place a strategy and strong partnership arrangements around domestic abuse. The Domestic Abuse Strategy<sup>14</sup> prioritises the following four pillars of work:

- Prevention and early intervention
- The provision of appropriate services
- Addressing perpetrator behaviour
- And effective partnership response

The Housing Enforcement & Domestic Abuse Team within Tenancy Services has been established to provide a specialist response to residents with council housing who experience any form of domestic abuse. The Team works collaboratively across key partner agencies to maximise the potential for survivors to stay safely within their own home or to be relocated where presenting risks cannot be mitigated to safe and acceptable levels. The Team also takes the lead in tenancy enforcement action where the perpetrators of domestic abuse are council tenants, reinforcing the message that domestic abuse is a breach of express tenancy obligations, will not be tolerated and has clear repercussions for those who persist with unacceptable behaviours. The Police Partnership Team have been particularly supportive of the Housing Enforcement & Domestic Abuse Team during the period of the pandemic.

The restrictions imposed to stem to spread of Covid-19 have brought additional dangers to those affected by domestic abuse. There has been a significant increase in reporting to the police, voluntary sector agencies and to the council in relation to domestic abuse. Domestic abuse is prevalent. In the 12 months to April 2021 Hillingdon Police recorded 5,622 domestic abuse incidents (a combination of crimes and non-crimes). There has

---

<sup>13</sup> Applying corporate parenting principles to looked-after children and care leavers, Statutory guidance for local authorities, February 2018, Department for Education

<sup>14</sup> Hillingdon Borough Domestic Abuse Strategy 2018-2021, Preventing and eradicating violence and abuse in Hillingdon is everybody's business

been above average offending in 3 of the last 7 months. Of this figure 3,209 were identified as domestic abuse crimes.

In the first half of 2020 there were 593 high risk referrals to the multi-agency risk assessment conference (MARAC). There were 89 cases presenting to the Housing Enforcement & Domestic Abuse Team between April and August 2020 compared to 41 during the same period in 2019.

Between April 20 and March 2021 there were 259 homeless people presenting to the Homeless Prevention Service because of domestic abuse compared to 165 in the same period in 2019/20. Households fleeing domestic abuse are provided with emergency accommodation while their homelessness application is assessed. Victims may be supported with a sanctuary scheme to remain in their current property.

On a pan-London basis Emergency Response Pathways were developed focussing on emergency accommodation for those fleeing domestic violence during the Covid-19 pandemic; and early intervention for those at risk of using harmful behaviours in the home, including relocation where appropriate. At mid-June 2021, the programme has received 742 referrals, with 277 adults and 122 children successfully supported to safety and support to rebuild their lives. This includes those with no recourse to public funds, people who identify as LGBT+ and male victims.

The council's housing services are working towards achieving accreditation by the Domestic Abuse Housing Alliance (DAHA). This will further enhance the council's reputation and credibility with residents as a leader in preventing and tackling domestic abuse. Accreditation, when achieved lasts for three years.

In response to the requirements of the Domestic Abuse Act 2021, the council is working alongside the GLA to improve the evidence base related to domestic abuse.

## Older people

There are an estimated 41,700 people in Hillingdon aged 65 and over, 13.34% of the population. By 2035 the number is projected to grow to 60,500, 17.22% of the population. Over the same period the number of people aged 75 and over is projected to increase from 19,700 to 29,500 and the number 85 and over is expected to increase from 5,900 to 9,700. The oldest age group, those 85+, are the most rapidly expanding age group. Growth is not necessarily reflected in equivalent dependency, however the oldest groups are also those most susceptible to disease and disability, as Covid-19 has made us painfully aware.

The more severe impact of Covid-19 on older people has meant that the impact on their lives has been particularly hard. The problems facing older people in care homes has been well publicised, but life has also been very challenging for many cooped up in their

own homes. Research by Age UK describes fear of the virus, loss of mental and physical capacity, loneliness and isolation, and an inability to grieve as normal.

The vast majority of older people live in general needs as opposed to specialist housing and most do not plan to move and wish to stay in their current home for as long as possible. Often a housing move is precipitated by a crisis when people are ill. Good housing can reduce the demand for care and support and improve health. There are higher numbers and proportions of older people in the population in the northern wards of the borough compared to the southern wards which have a younger age profile. The majority of older people in Hillingdon are white and the proportion is greater within older age groups. In 2019 the percentage of white residents aged 65+ was estimated to be 76% and in 2024 is estimated as 70.5%.<sup>15</sup>

At the time of the 2011 census 77% of older people in Hillingdon were owner occupiers, 18% rented from the council or a housing association and 5% rented privately. People in their mid-30s to mid-40s are much more likely to rent than 20 years ago and if this trend persists into older age, in the future, older people will be much more likely to be living in the private rented sector than they are at present.

There are 21 council owned sheltered housing schemes in the borough providing 840 homes and a further 20 owned by housing associations providing an additional 644 homes. The borough has a total of four extra care housing schemes.

Council delivery during 2019/20 included an Extra Care Sheltered Housing development, Park View Court, providing 60 flats for older people: 57 one bedroom and 3 two bedroom homes. This follows on from the delivery of Grassy Meadows Extra Care scheme during 2018/19 which provided 88 flats. Movement into Park View Court was held back to some extent by Covid-19, but residents have now been moved in and it is substantially full. This scheme concludes a supported living programme that has brought on stream an additional 148 flats for older residents in premises that have been developed to Stirling University's gold standard for dementia design. There is not an immediate need for further new extra care provision, but it is expected that additional provision may be necessary by around 2025. Hillingdon's supported living programme has also seen the delivery of additional schemes for people with learning disabilities and people with mental health needs over the last three years.

Dementia is primarily a condition associated with old age and the estimated prevalence data for the 65 and over population suggests that there were 3,033 people in this age group living with dementia in 2020. Projections suggest a 20% increase in the number of people living with dementia by 2030 (3,791). This emphasises the importance of ensuring the availability of appropriately designed supported accommodation to prevent or delay the need for people living with dementia to move into more restrictive settings.

---

<sup>15</sup> GLA Ethnic Group Population Projections, 2016 based

Following a review, a revised staffing and management model for the council's sheltered housing across the borough has been implemented. There is a need to look again at the council's sheltered housing stock including supply and demand data and financial performance. As part of the ongoing review of assets in its management, Housing will work with Adult Social Care to identify potential opportunities to repurpose existing general and age-restricted housing sites which could be better used to meet the needs of other specific client groups.

A high proportion of homes overall (more than half at the 2011 census) have more bedrooms than the number of occupants would suggest are needed. A high proportion of these under occupying households are older person households. There are many good reasons why people remain in their family home, however there are also some distinct advantages in planning ahead for housing needs in later life. A move to a smaller home can free up family housing and the council currently offers incentives to council tenants that move to a smaller property. These incentives are currently being reviewed and the council will continue to consider other options to incentivise downsizing.

The council will also consider purchase options to provide flexibility to older owners who wish to downsize and also to people who have access to relatively small amounts of capital.

## Learning disabilities

There are an estimated 4,714<sup>16</sup> people aged 18 to 64 with a learning disability in Hillingdon and a further 874<sup>17</sup> aged 65+. The numbers with a moderate or severe disability are 1,081 and 117 respectively. Of those with a moderate or severe disability aged 18 to 64, an estimated 417 live with a parent.

There are some specific concerns regarding existing housing provision for people with learning disabilities in Hillingdon.

- Some of the accommodation presents challenges as people age as it is not suitable for adaptation and there is a need for alternative provision.
- Some of those caring for people with learning disabilities are themselves becoming old and frail and hence there is a need to implement a sustainable housing solution for those that are currently caring for family members with learning difficulties
- Existing gaps and likely priorities for new supported housing include small schemes to cater for those with high level needs and particularly challenging behaviour.

---

<sup>16</sup> [Projecting Adult Needs and Service Information System \(pansi.org.uk\)](http://pansi.org.uk)

<sup>17</sup> [Projecting Older People Population Information System \(poppi.org.uk\)](http://poppi.org.uk)

## Autism

The Council's Social Care, Housing and Public Health Policy Overview Committee has been carrying out a review to understand how the council can improve its customer service to support its local residents with autism and make reasonable adjustments to assist autistic people to access our universal services fairly. The review is considering front line services, including housing, to identify current practice, gaps in service and areas for improvement to make services more autism friendly. There are an estimated 1,953 adults aged 18 to 16 with and autism spectrum disorder in Hillingdon<sup>18</sup> and a further 396 aged 65 or over<sup>19</sup>.

Autism is a lifelong, developmental condition that affects the way a person communicates, interacts and processes information. One in 100 people in the UK are autistic. Autism is neither a learning disability nor a mental health problem, although mental health problems can be more common among people with autism and it is estimated that one in three of adults with a learning disability also have autism. While some people on the autistic spectrum may also have a learning disability, it can also affect people of average to high intellectual ability. Some very able people with ASD may never come to the attention of services as having special needs, because they have learned strategies to overcome any difficulties with communication and social interaction and found employment to suit their talents. Autism is a spectrum of needs, so it is essential to look at the individual. The features of autism can include having difficulties in social interactions, resistance to change and having distinctive behaviours. People with autism may also experience some form of hypersensitivity or lack of sensitivity, for example to sound, touch, taste, smell, light or colours. With the right sort of support, autistic people can be helped to live a more fulfilling life of their own choosing. Some people on the autistic spectrum will have subtle difficulties where others will have complex needs requiring more intensive support.

The government's first autism strategy was published in 2010 and was updated in 2014 with 'Think Autism'<sup>20</sup>. The vision of the government's autism strategy is:

"All adults with autism are able to live fulfilling and rewarding lives within a society that accepts and understands them. They can get a diagnosis and access support if they need it, and they can depend on mainstream public services to treat them fairly as individuals, helping them make the most of their talents."

Think Autism sets out that Adults with autism should be able to benefit fully from mainstream public services to live independently and healthily, including access to appropriate housing to meet individual needs. Without reasonable adjustments many

---

<sup>18</sup> [Projecting Adult Needs and Service Information System \(pansi.org.uk\)](http://pansi.org.uk)

<sup>19</sup> [Projecting Older People Population Information System \(poppi.org.uk\)](http://poppi.org.uk)

<sup>20</sup> Think Autism. Fulfilling and Rewarding Lives, the strategy for adults with autism in England: and update, DOH, 2014

services can be inaccessible for adults with autism. Reasonable adjustments can include:

- Premises – taking account hypersensitivities and providing quiet or lower-light areas
- Processes – scheduling appointments at less busy times, allocating extra time to adults with autism and being flexible about communication methods, for example, less reliance on telephone-based services.
- Communications – avoiding ambiguous questions, not pressurising adults with autism in conversation and being aware of sensitivity to touch; ensuring essential documents and forms are available in accessible formats in particular, easy read versions and formats that take account of sensory issues in their choice of colours
- Planning and preparation – offering opportunities for adults with autism to visit settings in advance to familiarise themselves with what to expect, for example visiting a court prior to giving evidence or an optician's prior to an eye test.

Hillingdon's 2018 self-assessment of progress in implementing the government's Autism Strategy highlighted areas of strong performance and included within identified areas for future development, updating the housing strategy to more fully include/address the needs of autistic people.

The council does not currently have housing options aimed specifically at people with Autism. Supported Living is appropriate for some autistic people, for others the challenge is make appropriate reasonable adjustments to enable access to mainstream housing. There is a growing body of information regarding housing design in relation to autism i.e. to provide for their sensory needs. Sensory needs can be a huge issue for those with autism and sensitive placements that minimise noise in the dwelling and the neighbourhood can make a big difference, as can the provision of outside space. Those with autism may also find negotiating their way around housing services considerably more challenging than others and some dedicated housing staff with an understanding of autism would be helpful.

Making housing services more autism friendly will be an ongoing process. This will be supported by sustaining an ongoing dialogue with those with autism and relevant agencies. An early action will be to arrange autism awareness training for housing staff.

## **Mental Health**

Estimates suggest that there were 13,865 people aged 18 to 64 in the borough in 2020 living with two or more psychiatric disorders. An objective of the Council and its health and care partners is to ensure that people with mental health needs are supported in the least restrictive setting possible. This entails ensuring the availability of a range of supported accommodation to enable people to step down from hospital or NHS

provided (or funded) rehabilitation environments and also prevent crises leading to admission to these more restrictive settings.

## **Better Care Fund**

The Better Care Fund (BCF) is a key part of Hillingdon's Joint Health and Wellbeing Strategy. The delivery priorities for 2021/22 roll forward a focus on meeting the needs of older people in Hillingdon, providing support for people with learning disabilities and integrated health and care services for children and young people.

A key focus is to support the independence of residents in their own homes in a community setting. The BCF includes the funding available for Disabled Facilities Grants.

### Disabled Facilities Grants

During 2020/21 230 people were assisted with aids and adaptations to support them to live independently. Of these, 140 were for people living in council owned housing and the remaining 90 were Disabled Facilities Grants (DFGs) for those living in other sectors.

A successful pilot Hospital Discharge Grant using DFG flexibilities has become part of the council's permanent offer to support hospital discharge. The grant funds house and/or garden clearances, deep cleans and a range of other home-based activities where difficulties in arranging help can delay the return home of people no longer needing to be in hospital for treatment.

The council's telecare offer also includes access to a responder service for people who may not have any relatives or friends that can assist.

### SMART technology

There are some impressive technological innovations happening that can assist older people with living independently for longer i.e. technology that can advance the assistance provided by telecare services. The council will continue to review innovations and assess their costs and benefits to assist with both physical and cognitive decline.

## **Disability**

The council is committed to supporting independent living. To achieve this, as far as possible we want to see housing that is suitable for everyone regardless of their personal circumstances. This includes level access, homes that are adaptable to incorporate changes when they are needed and have suitable bathrooms and kitchens.

Almost 80 per cent of people become disabled during their working lives and more than half of all disabled people in the UK are working age adults<sup>21</sup>. There is a huge cost saving to designing in accessibility. On average, adapting a typical home costs up to five times more than making one adaptable at the design stage. Housing built to the lowest accessibility standard is more likely to require costly, major adaptations in the future. The baseline standards have few requirements to prepare houses to be adapted later in life. For instance, there are no requirements in M4(1) to put in a stair frame that is wide enough to allow for the future installation of a stair lift. Nor is there a requirement that the ground floor bathroom have walls that are strong enough to support grab rails or other adaptations where appropriate.

The council works to achieve accessible and wheelchair standard properties in new developments however there are instances where properties intended for disabled people are let to other households because of timing issues with bringing the right properties and people together. To guard against this happening, we will in future seek to retain adapted properties for use as temporary accommodation until such time as a disabled person or household is able to occupy the property. We will also seek to keep more comprehensive information regarding both the need for and the supply of adapted properties and will seek to retain some adaptations, such as wet rooms and stairlifts regardless of the needs of the current occupier. A working group will be set up to consider how to better meet the housing needs of disabled people.

<b>We will:</b>	
Assess current and future housing and support needs of specific client groups during 2021. The information will be substantially improved and updated as the results from the 2021 census become available	Complete further investigation into the causes and potential solutions for family and friend evictions. Map the incidence of family and friend evictions and analyse available data within the council and held by partner agencies to inform future homelessness prevention activity
Focus rough sleeper work during 2021 on: <ul style="list-style-type: none"> <li>• A supported housing solution for those with higher level needs as a key priority for development of the rough sleepers housing pathway.</li> <li>• Continuing to build our partnership working arrangements with primary</li> </ul>	Establish a move-on panel to track that there is effective movement through the single homelessness pathway and address barriers

<sup>21</sup> Now is the time: A report by the CSJ Disability Commission, March 2021

<p>healthcare, public health and social care colleagues and other organisations with roles concerning substance misuse and mental health issues</p> <ul style="list-style-type: none"> <li>Continuing to increase the provision of additional low support level HMOs for the single homeless pathway and floating support.</li> </ul>	
<p>Explore options to provide additional longer-term move on accommodation including the potential repurposing by a voluntary sector partner of a large building for studio flats and options for shared accommodation to be provided with Local Housing Allowance (LHA) rates.</p>	<p>Continue to monitor outcomes for all rough sleepers and separately identify Target 1,000 rough sleepers will in the monitoring framework to assess the extent to which rehousing is being sustained and take further action if necessary.</p>
<p>Continue to engage constructively with safeguarding partners and assist in addressing the Safeguarding Partnership's priorities</p>	<p>Arrange for safeguarding refresher training to be undertaken by housing teams including tenancy management, homelessness prevention and housing allocations staff</p>
<p>Work towards achieving accreditation by the Domestic Abuse Housing Alliance (DAHA) including identifying dedicated, trained staff within the Homelessness Prevention Team who will be responsible for assisting those affected by domestic abuse</p>	<p>Complete a joint housing and social care protocol for care leavers which will be actively monitored and reviewed annually</p>
<p>Housing services will work alongside social care to support the development of a supported accommodation plan for people with learning disabilities and/or mental health needs</p>	<p>Set up a task and finish group to develop our understanding of the housing needs of people with autism in Hillingdon, generate bespoke housing options and consider what housing services need to do to become more autism friendly</p>

<p>Complete a review of council owned sheltered housing which will include consideration of the costs of day to day repairs; future maintenance requirements including energy efficiency implications; void performance and lettings</p>	<p>Set up a task and finish group to investigate further measures that can be taken to provide attractive downsizing options. This will include consideration of new development opportunities, across housing tenures, specifically aimed at older people. In relation to council and PRP sectors this would need to include a rent policy that did not deter moves</p>
<p>Continue to utilise DFGs to support older and disabled residents to remain in their own homes</p>	<p>Continue to promote assistive technology such as telecare, which is available free of charge to people aged 75 and above</p>
<p>Set up a working group to consider options to better meet the housing needs of disabled people including</p> <ul style="list-style-type: none"> <li>• a specific LBH design code to meet the needs of the vast majority of people, that can be applied to both new housing provision and to inform refurbishments of existing homes</li> <li>• how to increase provision of evacuation lifts</li> </ul>	

### Key Performance Indicators

- Number of homelessness approaches requiring a Homelessness Reduction Act assessment
- Number of rough sleepers at the official annual count / estimate
- Total number of emergency accommodation admissions
- Number of emergency accommodation admissions with an approach reason of:
  - Family eviction
  - Private sector evictions
  - Rough sleeping
  - Domestic abuse
- Number of housing staff trained in recognising abuse and internal referral routes to raise concerns

- Number of care leaver housing placements sustained after 6 months and 12 months by social sector, private sector and supported housing
- Number of presentations to the Housing Enforcement and Domestic Abuse Team
- Number of people with learning disabilities and/or mental health needs with an unmet need for specialist supported housing
- Number of staff that have received autism awareness training
- Number of older council tenants downsizing
- Number of older people assisted by DFGs

Appendix 1

## Current Legislative and Policy Context for Housing

### Levelling Up

A landmark Levelling Up White Paper is to be published in Autumn 2021 setting out interventions to improve livelihoods and opportunity in all parts of the UK.

Levelling up is about improving living standards and growing the private sector, increasing and spreading opportunity, improving education and policing, strengthening community and local leadership, restoring pride in place and improving quality of life in ways that are not just about the economy. It will set out the next steps to enable more people to get on in life, without feeling they have to leave their local area.

### Affordable Homes

The government has an ambition to deliver 300,000 new homes per annum and it is clear that homebuilding is expected to play a significant role in helping to get the economy moving as the country moves forward from the Covid-19 pandemic.

The central priority of the London Mayor's Housing Strategy (2018) is to build many more homes for Londoners - particularly genuinely affordable homes. Further priorities relate to housing quality and inclusive neighbourhoods; a fair deal for private renters and leaseholders; and tackling homelessness and helping rough sleepers. This housing strategy is required to be in general compliance with the Mayor's strategy. The Greater London Authority (GLA) Affordable Housing Programme 2021-2026 (AHP) will run from 2021 to 2026. There is a two year overlap with the current programme which because of Covid-19 has been extended until March 2023. In a move away from the previous London Affordable Rent product, half of the homes provided under the programme will be for Social Rent. The programme also provides grant funding for Shared Ownership and London Living Rent homes. Social Rent homes other than those provided by councils will include a Right to Shared Ownership. A number of funding conditions are included in relation to building safety, design, sustainability, equalities and diversity, modern methods of construction and the existing requirement for a ballot to proceed

with estate regeneration. The 2021 to 2026 programme Will only fund additionality. It will not fund S106 units and will not fund demolitions or replacement homes through estate regeneration.

The Government has completed consultation on a new First Homes initiative. First Homes are a type of affordable housing sold at a minimum 30% discount off market price to first-time buyers and potentially other groups identified by the local authority. The discount is to be retained in perpetuity.

New rules for shared ownership have been confirmed. Owners will be able to buy a property in shares of as little as one per cent, while the initial stake is being reduced from 25 to 10 per cent. Landlords will be expected to fund most repairs and maintenance for ten years in newly built properties. The new model applies to homes funded through the 2021/26 Affordable Homes Programme. Longer leases on shared ownership properties of up to 990 years where the shared ownership landlord is also the freeholder are also proposed, however this requires legislation.

A new Help to Buy equity loan scheme, for First Time buyers will run from 2021 to 2023. The plan is for the scheme to end completely by 2023

On 19<sup>th</sup> April 2021 the Government launched the mortgage guarantee scheme to help increase the supply of 5% deposit mortgages for credit-worthy households by supporting lenders to offer these products through a government backed guarantee on new 95% mortgages until 31 December 2022.

MHCLG have introduced changes in how local authorities can use their Right to Buy (RTB) receipts including extending the period in which they can be used to 5 years and increasing the percentage cost of a new home that can be funded by the RTB receipts to 40%. Councils are also now allowed to use RTB receipts for homes built or acquired for shared ownership, plus the First Homes scheme for first-time buyers, as well as for affordable or social rent. From April 2022, an acquisitions cap will be phased in, limiting the extent to which RTB receipts can be used for acquiring existing homes. The cap will start at 50 per cent in 2022/23, falling to 40 per cent the following year and finally 30 per cent from 2024/25 onwards.

### **Stamp Duty**

In the March 2021 Budget, the stamp duty holiday was extended. The relief, up to a threshold of £500,000 was extended from the end of March to the end of June. The nil band rate subsequently drops to £250,000 until the end of September, returning to the standard cut-off rate of £125,000 from 1 October.

### **Planning Changes**

The Government has been signalling its intention to make radical changes to the planning system for some time. Amendments have already been made to the Use Class Order and to permitted development rights to include upward extensions in certain circumstances and for demolition and rebuilding.

The Planning for the Future white paper was published on 6 August 2020 and was consulted on during Autumn 2020. A concurrent consultation proposed some changes to the current planning system. The 4 main proposals were:

- Changes to the standard method for assessing local housing need
- Securing of First Homes through developer contributions in the short term until the transition to a new system
- Lifting the small sites threshold below which developers do not need to contribute to affordable housing
- Extending the current Permission in Principle to major development

The Government published its response in phases. On local housing need, instead of the changes proposed, the Government has amended the current standard method by adding a 35 per cent uplift to the number which it generates for Greater London and the other 19 largest urban centres.

The Government has decided not to go ahead with the proposal to lift the small sites threshold and is still considering the response to the policy proposal to extend Permission in Principle.

A new written ministerial statement outlines that a minimum of 25% of affordable homes will be required to be provided as First Homes as part of S106 developer contributions. They are to be sold at a 30% on market price for first time buyers and key workers only, with a maximum income of £90,000 in Greater London. The policy will not apply to sites with full or outline planning permissions already in place or within six months of implementation of the new proposals. To ensure the discount is secured in perpetuity, it will be passed on when the property is resold. There is a possibility of higher minimum discounts of up to 50% if a local need can be evidenced. First Homes will be exempt from the Community Infrastructure Levy. The Government has said that after securing the 25% First Homes requirement from developer contributions, local planning authorities should prioritise securing their policy requirements on social rent.

### **Planning for the Future**

The Planning for the Future white paper proposes a rules-based planning system. All Local Planning Authorities would be required to have a plan in place by December 2023 which place land into three zones:

- Growth areas - suitable for substantial development;
- Renewal areas - suitable for some development; and
- Protected areas including the Green Belt

The White Paper also proposes that the current system of S106 agreements and the Community Infrastructure Levy should be replaced by a nationally set flat charge. Additional homes created through permitted development right (PDRs) are brought within the scope of the proposed Infrastructure Levy. There are concerns that the

creation of a single levy will put affordable housing in competition with other infrastructure projects.

### **Permitted Development Rights**

From 1 August 2021 certain commercial to residential permitted development rights (PDRs) will be replaced by one new PDR, to be referred to as Class MA. This new PDR will allow all the typical town centre uses covered by the new Use Class E to be converted to residential, without any consideration for the individual or collective impact on the High Street.

Delivering housing and the reuse of redundant shopping space are the Government's priority and the Class MA permitted development right emphasises this.

However, there will be some limitation to the new PDR. It will not apply if more than 1,500sqm of cumulative floorspace is to be converted and the building must have been vacant for a continuous period of at least 3 months immediately prior to the date of the application for prior approval.

The requirement to meet space standards comes into force on 6 April 2021. The Order will not grant permission for any dwelling house that would be less than 37sqm or would not comply with the nationally described space standard. This will apply to existing permitted development that permit new dwellings and to Class MA once in force.

### **New London Plan**

The new London Plan came into force on 2 March 2021. The Plan identifies space for over 52,000 new homes per year in London – and has a strategic target for 50 per cent of all new homes to be genuinely affordable. Schemes that deliver at least 35% affordable housing go down a 'fast track' route while those under this threshold are subject to scrutiny to ensure they are providing the maximum amount of affordable housing. Public sector sites and former industrial sites are required to deliver 50% affordable housing.

The Plan sets the housing target for Hillingdon at 1,083 new homes per year for the next five years. The Government's revised methodology will be a consideration for the next iteration of the London Plan and its allocation of housing targets to London Boroughs.

New buildings need to be constructed to 'zero-carbon' standards. The Plan promotes urban greening for new development, as well as the creation of Healthy Streets.

Currently all intermediate rented products such as London Living Rent and Discounted Market Rent should be affordable to households on incomes of up to £60,000. In addition, London Living Rent benchmarks are capped at £1,400 a month for all homes (inclusive of service charges). Intermediate ownership products such as London Shared Ownership and Discounted Market Sale (where they meet the definition of affordable housing), should be affordable to households on incomes of up to £90,000. Caps will be updated where necessary in the GLA's annual monitoring report. The amount of London

Living Rent, Shared Ownership and Discount Market rent is likely to be significantly reduced as a result of the introduction of First Homes.

For dwellings to be considered affordable, annual housing costs, including mortgage (assuming reasonable interest rates and deposit requirements), rent and service charge, should be no greater than 40 per cent of net household income (with net income assumed to be 70% of gross income).

### **Right to Regenerate**

A government consultation which ran from 16 January 2021 to 20 March 2021 proposed enabling public sector land or assets to be sold to members of the public if it is unused. Public bodies would need to have clear plans for land, even if only a temporary use before later development. The feedback is being considered.

### **Housing Standards**

Housing standards, especially in relation to safety and the extent to which residents are actively involved and their concerns listened to, have been high on housing agendas since the Grenfell Tower fire tragedy in June 2017.

The Independent Review of Building Regulations and Fire Safety, carried out by Dame Judith Hackitt, made recommendations to ensure that there is a sufficiently robust regulatory system and to provide assurance to residents that their buildings are safe.

### **Fire Safety Act 2021**

The Fire Safety Act 2021 clarifies where responsibility for fire safety lies in multi-occupied buildings. It amends the Regulatory Reform (Fire Safety) Order 2005 which brings together different pieces of fire legislation and designates those in control of premises as the responsible person for fire safety and managing risks. The Act clarifies that a responsible person is now required to assess the safety of a building's external wall system (including attachments such as balconies) on any building with two or more residential premises. The responsible person must also manage the fire risk for entrance doors to individual flats that open into communal areas.

This now means that building owners or managers in multi-occupied residential buildings must include an assessment of risk related to fire and take precautions to reduce the risk of fire spreading in respect of these parts of the relevant premises. As a result, Fire and Rescue Authorities have the relevant enforcement powers to hold owners or managers to account.

The extension of the risk assessment regime to cover external wall systems will have profound consequences for building owners. The standards of construction in external wall systems (and compartmentation generally) are not materially different in buildings below 18m and as external wall systems are checked in buildings of all heights, owners will more than likely find defects that will need rectifying. Risk assessments of external wall systems may require the implementation of immediate mitigation measures or remedial works to ensure that residents are safe.

A failure to carry out a suitable and sufficient risk assessment and to comply with its recommendations can constitute an offence and become the subject of enforcement action.

The Fire Safety Act is also designed to provide a foundation for secondary legislation which won't require another Act of Parliament, based upon the recommendations made from the Grenfell Tower Inquiry. Extra measures may include responsibility for lift inspections, the reviewing of evacuation plans and fire safety instructions to residents.

## **Building Safety**

The use of combustible materials on the external walls of high-rise buildings has been banned, clearer guidance has been published on existing regulations that buildings owners must follow, and it is being made mandatory for sprinklers to be fitted in all new blocks of flats over 11 metres high. Remediation work involves addressing any issues with the exterior cladding system and broader fire safety systems for each building.

## **Building Safety Bill**

The draft Building Safety Bill was published on 7 December 2020 and the bill was included in the Queen's Speech on 11 May 2021. It will take forward the recommendations of the Hackitt Review. It will ensure that those responsible for the safety of residents are accountable for any mistakes and put them right and will establish the Building Safety Regulator that will enforce the rules. The regulator will operate a new, more stringent set of rules for higher-risk buildings (not yet defined in the Bill or Explanatory notes) that will apply when buildings are designed, constructed and occupied. It will be the building control authority in respect of building work on new higher-risk buildings and be responsible for overseeing and enforcing the new regime when the building is occupied. It will oversee the performance of other building control bodies (local authorities and registered building control approvers). The Regulator will have powers to authorise remedial works, stop non-compliant projects, appoint special measures for failing projects and order the replacement of key fire safety officers. It will enable amendments to the Building Act to impose competency requirements on Dutyholders working on higher-risk buildings. It will also establish the role of Accountable Person who will be legally responsible for the safety of occupied higher-risk buildings and set out their duties. The Dutyholders will be:

- **Accountable Person** who will be legally responsible for the safety of higher-risk buildings and have ongoing obligations to assess and prevent fire safety risks, update prescribed building safety information. The Person will need to register higher-risk buildings and apply for a Building Assurance Certificate before the building can be occupied or, it is expected, for occupation to continue in existing residential buildings.
- **Building Safety Manager** (appointed by the Accountable Person) will be responsible for the day to day management of fire and structural safety in the building.

The Regulator will require all new higher-risk (residential) buildings to be registered before occupation and it is expected that existing residential buildings will need to be registered but the exact mechanisms have yet to be determined. It will ensure all higher-risk buildings, including existing ones, are managed and maintained to keep residents safe. It will have the power to inspect buildings and to require remedial work. The Accountable Person will be legally responsible for the safety of higher risk buildings. There will be a transition period before these new requirements apply to existing buildings, but no timetable has yet been set out.

A system of 'gateways' will be introduced. The new regime is not expected until 2023, however gateway one is to be introduced from 1 August 2021 by way of amendments to the Town and Country Planning (Development Management Procedure) (England) Order 2015 (as amended). The Health and Safety Executive (HSE) will become a statutory consultee on planning applications for relevant buildings (those with two or more dwellings or educational accommodation that are 18m or more in height or 7 or more storeys) and a fire statement will need to be submitted with and the planning application.

### **Social Housing White Paper**

A Social Housing Green Paper published in 2018 was followed by a Social Housing White Paper in November 2020. This sets out a new Charter for what every social housing resident should be able to expect.

- To be safe in your home
- To know how your landlord is performing
- To have your complaints dealt with promptly and fairly
- To be treated with respect
- To have your voice heard by your landlord
- To have a good quality home and neighbourhood to live in
- To be supported to take your first step to ownership

A tougher regulatory regime will remove the 'serious detriment test', routine inspections will be introduced, and additional inspections will take place at any time based on a risk profile. A yearly desktop review is likely to include tenant satisfaction measures, evidence of systemic issues raised by tenants and others and information from other regulators and the Housing Ombudsman.

The RSH will set out an expectation for local authorities to self-refer breaches of the consumer standards to ensure that issues of concern to tenants are dealt with as quickly as possible.

## **Decent Homes Review**

The Social Housing White Paper set out plans to review the Decent Homes Standard. The review will be conducted in two parts through to Summer 2022. Part 1 will explore criteria within the Decent Homes Standard. For each existing criteria, it will consider the strategic fit against wider Government objectives and seek to identify any contradictions or inconsistencies. It will consider whether the criterion reflects present day expectations or concerns and any unintended or undesirable consequences. Findings will inform on whether to include, amend or remove criterion from the new standard.

Part 2 will run from Autumn 2021 to Summer 2022. It will redefine decency by considering the strategic, management, economic and financial case of policy options identified during Part 1.

## **Housing Ombudsman Complaint Handling Code**

A Complaint Handling Code designed to provide more consistency among social landlords was published by the Housing Ombudsman in July 2020. The purpose is to enable quick resolution of complaints and learning from complaints to drive service improvements. Landlords are asked to self-assess against the Code.

## **Climate Change and Decarbonising Housing**

The UK has set in law an ambitious target to bring all its greenhouse gas emissions to net zero by 2050. New and existing homes account for around 20% of all emissions. The Clean Growth Strategy 2017 includes several targets to improve energy efficiency: to upgrade all fuel poor homes to EPC C by 2030; to upgrade as many homes as possible to EPC C by 2035 (where practical, cost effective, and affordable) and to improve business energy efficiency by 20% by 2030. In addition, Britain's industrial strategy includes a mission to halve energy use in all new builds by 2030.

In December 2020 the government published the Energy white paper: Powering our net zero future which addresses the transformation of our energy system.

The Government has housing policy for both new homes and to retrofit existing homes. Policy for existing homes includes:

- Every home must have an Energy Performance Certificate when built, sold or let
- The Energy Company Obligation (ECO) which supports low income, vulnerable, and fuel poor homes with energy efficiency measures and is paid through a levy on consumer electricity bills
- Minimum energy efficiency standards for private rented homes which require rented properties to be a minimum of EPC Band E (with some exemptions)

Further developments are expected in the coming year, for example the Government is expected to be published a new heat strategy (including future heat and energy in domestic homes).

Government grant funding includes a:

- Social Housing Decarbonisation Fund to help social landlords improve the least energy-efficient social rented homes
- The Green Homes Grant Local Authority Delivery Scheme to support upgrading homes for low income households

The Mayor's London Environment Strategy 2018 commits London to becoming a zero carbon city by 2050. The 2018 1.5°C Compatible Plan provides a road map and sets carbon budgets for key areas including housing. Pathways to zero carbon in 2050 rely on a high level of energy efficiency building retrofits by 2030 and on continued grid decarbonisation.

Priority areas include: Retrofit London: Retrofit all domestic and non-domestic buildings to an average level of Energy Performance Certificate (EPC) B; and Low-carbon development: Secure low carbon buildings and infrastructure via borough planning.

EPC is primarily an energy costs indicator, and not in itself a metric for energy efficiency or carbon emissions. To develop an action plan to deliver boroughs' retrofitting target, routes to achieving average EPC B ins a way that also reduces carbon emissions and energy demand, are being modelled.

The Social Housing White Paper confirms that the Decent Homes Standard is to be reviewed, including how it can better support the decarbonisation and energy efficiency of social homes, and improve communal and green spaces.

### **Hillingdon Draft Climate Change Action Plan**

Our council has a vision to become the greenest London borough, to protect and enhance the environment, and to provide a brighter prospect for future generations. We have made significant progress in reducing carbon emissions and have committed to be carbon neutral by 2030. This commitment was made at full council in January 2020 in the form of a climate emergency declaration.

Our draft climate change action plan makes three corporate commitments:

- To lead and inspire our residents, businesses and schools to reduce their own carbon emissions
- To become 'Carbon-Neutral by 2030
- To achieve 100% clean energy across the Council's services by 2030

The focus of the action plan is on the following 7 themes:

- Community leadership
- The council's own operations
- Building better places
- Using clean and green energy
- Waste management
- Climate change adaptation and mitigation
- Carbon offsetting

It also supports other objectives, including air quality, fuel poverty and preventing flooding.

Actions specifically relate to housing include supporting the access of funding for the 'greening' of residential properties and businesses, and prioritising fuel poor households for assistance with accessing grant funds to improve energy efficiency and reduce their energy costs.

The section on building better places includes a number of requirements in relation to new build housing to be addressed via planning.

### **Future Homes Standard**

In January 2021, draft regulations were released in response to the first part of a two part consultation process concerning the Future Homes Standard. It proposes banning fossil fuel fired boilers in new homes from 2025 in England with a carbon emissions reduction of 75% -80% compared with current standards. Homes will have to be 'zero carbon ready' by 2025. This means that no further retrofit work will be necessary to enable them to become zero carbon homes as the electricity grid continue to decarbonise.

The standard also sets down energy requirements for extension or building improvement / renovation works. There will also be a new overheating mitigation requirement.

The government have set out details of an interim step of a 31% reduction that will take effect from June 2022. The rules will be implemented through Part L of the Building Regulations.

The second part of the consultation has been published and proposes new energy and ventilation standards for new and existing non-domestic buildings and existing domestic buildings, as well as addressing overheating in residential buildings.

### **Fuel Poverty**

In February 2021, the government published Sustainable Warmth: Protecting Vulnerable Households in England, the updated Fuel Poverty Strategy which sets out how we will tackle fuel poverty, while at the same time decarbonising buildings, so that those in fuel poverty are not left behind on the move to net zero, and, where possible, can be some of the earliest to benefit. The Government has an updated measure for fuel poverty, Low Income Low Energy Efficiency (LILEE). It finds a household to be fuel poor if it:

- Has a residual income below the poverty line (after accounting for required fuel costs) and
- Lives in a home that has an energy efficiency rating below Band C

The statutory fuel poverty target was set in December 2014: To ensure that as many fuel poor homes as is reasonably practicable achieve a minimum energy efficiency rating of Band C by 2030. The 2015 strategy adopted two interim milestones:

- As many fuel poor homes as is reasonably practicable to Band E by 2020 and
- As many fuel poor homes as is reasonably practicable to Band D by 2025

The strategy sets out four principles to guide decisions:

- Worst first
- Cost effectiveness
- Vulnerability
- Sustainability

It sets out plans to:

- Invest further to retrofit social housing
- Expand the Energy Company Obligation (ECO), a requirement for larger domestic energy suppliers to install heating, insulation or other energy efficiency measures in the homes of people who are low income and vulnerable or fuel poor.
- Invest in energy efficiency for low income households including to install energy efficient and low-carbon heating measures in their homes.
- Extend the Warm Home Discount a requirement for energy companies to provide a £140 rebate on the energy bill of low income pensioners and other low income households with high energy bills, ensuring continuity for vulnerable or fuel poor consumers.
- Drive over £10 billion of investment in energy efficiency through regulatory obligations in the Private Rented Sector. Additionally, lead the way in improved

energy efficiency standards through the Future Homes Standard, and the Decent Homes Standard.

### **Private Sector Housing Conditions**

The Housing Health and Safety Rating System (HHSRS) is a risk based assessment and is the main system for assessing and enforcing housing standards. The council is required to take action where a Category 1 hazard under the HHSRS is identified. The MHCLG is carrying out a two-year review of the HHSRS.

The government has brought forward a range of measures designed to improve standards in the sector and crack down on rogue landlords, including:

- Banning orders, which can ban an individual from letting housing or engaging in any letting agency or property management work
- Civil penalties of up to £30,000 where a landlord or property agent has breached a banning order as an alternative to prosecution for a range of offences under the Housing Act 2004
- Extending the scope of mandatory licensing of houses in multiple occupation in England to bring smaller HMOs within the scheme
- In April 2018 the Government confirmed its intention to regulate letting and property management agents. It also proposed to legislate to require all private landlords to sign up to a redress scheme
- Regulations applying to tenancies or licenses commencing on or after 1st July 2020 to ensure that all electrical installations in rented residential properties are safe
- Under the Homes (Fitness for Human Habitation) Act 2018 the tenant, of a private or social rented dwelling, has the right to take legal action for breach of contract on the grounds that the property is unfit for human habitation.

### **Migration to Universal Credit**

The Government announced a pilot of 10,000 households transferring onto Universal Credit (UC) and that it was taking a 'test and learn' approach. It is currently expected that all households claiming legacy benefits and tax credits for working-age households will be moved to UC by September 2024.

### **Homelessness and rough sleeping**

The Homelessness Reduction Act 2017 came into force on 3 April 2018. Under the act councils have a duty to work to prevent homelessness for all eligible applicants who are

threatened with homelessness, i.e. likely to become homeless within 56 days; work to relieve homelessness for all eligible applicants who become homeless.

### **Private sector evictions**

Provisions were included in the Coronavirus Act 2020 to extend the notice periods that tenants are entitled to receive when a landlord is seeking possession of their homes. These notice periods were subsequently amended. If a landlord was not seeking to evict a tenant for anti-social behaviour, serious rent arrears, or where the tenant has no right to rent, a minimum notice period of six months applied up to May 2021. Regulations in force from June 2021 provide that until 30 September 2021 the general requirement for six months' notice is reduced to four months. Exceptions apply a set out above, but where there are rent arrears of at least four months, the required notice period is four weeks. From 1 August 2021, for rent arrears of less than four months a notice period of two months will be required. Subject to the public health advice, notice periods will return to pre-pandemic levels from 1 October.

A Practice Direction suspended all ongoing housing possession action from 27 March 2020. The suspension of housing possession actions meant that landlords could not obtain court orders for possession against tenants until 20 September at the earliest. When announcing a 4-week extension of the stay on eviction hearings on 21 August 2020, it was confirmed that courts would prioritise the most egregious cases. The requirements are in force from 20 September 2020 to 30 July 2021.

The Coronavirus Act 2020 provides protection to social and private tenants by delaying when landlords can start proceedings to evict tenants. With the exception of the most serious cases, landlords are not able to start possession proceedings unless they have given their tenants six months' notice. A stay on possession proceedings expired on 20 September 2020 and landlords will now be able to progress their possession claim through the courts. Courts will carefully prioritise the most egregious cases, such as those involving anti-social behaviour and other crimes

In the Queen's Speech in May 2021, it was announced that the government will publish a white paper in the autumn, with further protections for renters including proposals to abolish so-called 'no-fault' evictions.

### **Care leavers**

Non-statutory good practice guidance has been produced by the Ministry of Housing, Communities and Local Government (MHCLG) and the Department for Education (DfE), to support the development of joint protocols that can help local authorities to meet the accommodation needs of care leavers.

The Children and Social Work Act 2017 (CSWA) strengthened the role of local authorities as corporate parents. Corporate parenting means local authorities doing the most they can for looked after children and care leavers, to give them the same opportunities as other children and promote the best possible outcomes. In carrying out their functions the local authority must have regard to the following needs:

- To act in the best interests, and promote the physical and mental health and well-being, of those children and care leavers
- To encourage those children and care leavers to express their views, wishes and feelings
- To take into account the views, wishes and feelings of those children and care leavers
- To help those children and care leavers gain access to, and make the best use of, services provided by the local authority and its relevant partners
- To promote high aspirations, and seek to secure the best outcomes, for those children and care leavers
- For those children and care leavers to be safe, and for stability in their home lives, relationships and education or work
- To prepare those children and care leavers for adulthood and independent living

The DfE statutory guidance on applying corporate parenting principles to looked after children and care leavers stresses the importance of joint working in supporting care leavers to navigate their way through the transition to adulthood.

The CSWA also extended the provision of Personal Adviser support to care leavers up to the age of 25, whether or not they are in education or training, which the care leaver can choose to take up. Local authorities have a duty to provide care leavers with Personal Adviser support and a pathway plan up to their 21st birthday. For care leavers aged 21 or over the duty to assess needs, and develop and keep under review a pathway plan – apply only where the young person requests support. It is therefore important that joint housing protocols cover the support available from a local authority area to care leavers up to the age of 25.

### **Domestic Abuse**

The Domestic Abuse Act will establish a Domestic Abuse Commissioner; to improve the effectiveness of the justice system in providing protection for victims of domestic abuse and bringing perpetrators to justice; and strengthen the support for victims of abuse by statutory agencies.

The Act includes a duty on Tier 1 local authorities (the GLA for London Boroughs) to provide support for victims and their children within safe accommodation. The Act has

received Royal Assent but has not yet been commenced. It is MHCLG's expectation that local authorities should start to fulfil their relevant functions as if the new duty were in force and continue to fulfil these functions in line with the duty once it is commenced. The government will be developing and consulting on statutory guidance.

The Housing Act 1996 Part 7 is amended to provide that applicants who are homeless as a result of being a victim of domestic abuse have 'priority need' for accommodation; and to incorporate the definition of 'domestic abuse', as defined in the Domestic Abuse Act.

The Housing Act 1985 is amended to ensure that where, for reasons connected to domestic abuse, a local authority grants a new secure tenancy to a social housing tenant who has previously held a lifetime tenancy, the new tenancy will also be a lifetime tenancy. This will apply where a victim of domestic abuse has (or had) a secure lifetime or assured tenancy (other than an assured shorthold tenancy) and is being offered a new local authority tenancy. The new tenancy could not be introductory or a flexible tenancy.

The Social Housing White Paper has confirmed that regulatory standards will make clear that social landlords should have a policy setting out how they should tackle issues surrounding domestic abuse.

## **Supported housing**

In October 2020 the government published a Supported Housing: National Statement of Expectations (NSE) as part of a commitment to improve oversight of supported housing to ensure good quality and value for money. This is non-statutory guidance concerning the accommodation element of supported housing, not the support services provided. It provides guidance and best practice on:

- Assessing local need and planning effectively
- Ensuring safe and good quality supported housing
- Ensuring supported housing provides value for money

## **Autism**

The Autism Act 2009, required the Government to introduce an adult autism strategy, which was published in 2010 and refreshed in 2014. The accompanying statutory guidance sets out requirements for the NHS and local authorities to implement the strategy, in areas such as training for staff, identification and diagnosis, transition planning when people move from children to adult services, employment and criminal justice. A revised strategy to be extended to cover children and young people has not yet been forthcoming.

Think Autism<sup>22</sup> sets out that Adults with autism should be able to benefit fully from mainstream public services to live independently and healthily, including access to appropriate housing to meet individual needs. Without reasonable adjustments many services can be inaccessible for adults with autism.

## **Disability**

A National Strategy for Disabled People is expected during 2021/22 which aims to improve opportunities for people with a disability and is likely to include recommendations for housing and the wider environment.

### Building regulations

Approved document M provides guidance for satisfying Part M of the building regulation: Access to and use of buildings, which requires the inclusive provision of ease of access to and circulation within, building together with requirements for facilities for people with disabilities.

The 2015 edition of Approved document M introduced three different types of dwelling:

- Category 1 – Visitable dwellings
- Category 2 – Accessible and adaptable dwellings
- Category 3 – Wheelchair user dwellings

The requirements set out in M4(2) Accessible and adaptable dwellings and M4(3) Wheelchair user dwellings, are optional requirements that only apply if imposed on new development as part of the process of granting planning permission. Otherwise, only the requirements of M4(1) Visitable dwellings apply.

Very broadly, the different levels of requirement are:

- M4(1): Category 1 – Visitable dwellings. Compliance with this requirement is achieved when a new dwelling makes reasonable provision for most people, which includes wheelchair users to access and enter the dwelling, and access habitable rooms and sanitary facilities on the entrance level.
- M4(2): Category 2 – Accessible and adaptable dwellings. This requirement is met when a new dwelling provides reasonable provision for most people to access the dwelling and includes features that make it suitable for a range of potential occupants, including older people, individuals with reduced mobility and some wheelchair users.
- M4(3): Category 3 – Wheelchair use dwellings. This requirement is achieved when a new dwelling provides reasonable provisions for a wheelchair user to live in the dwelling and have the ability to use any outdoor space, parking and communal facilities.

The Building Regulations 2010 Access to and us of building: Approved Document Part

---

<sup>22</sup> Think Autism: Fulfilling and Rewarding Lives the strategy for adults with autism in England: an update 2014

M, Volume 1: Dwellings M4 (Categories 1-3) provides the following categorisation for dwellings:

This page is intentionally left blank

## COUNCIL BUDGET - 2021/22 REVENUE AND CAPITAL MONTH 2 BUDGET MONITORING

<b>Cabinet Member</b>	Councillor Martin Goddard
<b>Cabinet Portfolio</b>	Cabinet Member for Finance
<b>Officer Contact</b>	Paul Whaymand, Corporate Director of Finance
<b>Papers with report</b>	Appendices A-C

### HEADLINES

<b>Summary</b>	<p>This report provides the Council's forecast financial position and performance against the 2021/22 revenue budget and Capital Programme.</p> <p>A net in-year underspend of £351k is reported against General Fund revenue budget normal activities as of May 2021 (Month 2). Unallocated reserves are projected to total £26,452k at 31 March 2022.</p> <p>To date, COVID-19 pressures, impacting on 2021/22, of £14,178k have been identified and are being funded by specific government grant, with £16,960k available including carried forward allocations from 2020/21, with the Council also retaining £10,126k of its own funding in a dedicated Earmarked Reserve to supplement government support in 2021/22 and future years if required.</p> <p>The latest positions on other funds and the Capital Programme are detailed within the body of this report.</p>
<b>Putting our Residents First</b>	<p>This report supports the following Council objective of: <i>Strong financial management.</i></p> <p>Achieving Value for Money is an important element of the Council's Medium-Term Financial Plan.</p>
<b>Financial Cost</b>	N/A
<b>Relevant Select Committee</b>	Corporate, Finance & Property
<b>Relevant Ward(s)</b>	All

## RECOMMENDATIONS

### That the Cabinet:

- 1) Note the budget monitoring position and treasury management update as at May 2021 (Month 2) as outlined in Part A of this report.
- 2) Approve the financial recommendations set out in Part B of this report.

### Reasons for recommendation

1. The reason for **Recommendation 1** is to ensure that the Council achieves its budgetary objectives, providing Cabinet with the update on performance at Month 2 against budgets approved by Council on 25 February 2021 contained with **Part A** of this report. An update on the Council's Treasury Management activities is included within this section of the report.
2. **Recommendation 2** seeks approval for the range of financial recommendations set out within **Part B** of this report, which may include approval of above establishment agency appointments, acceptance of grant funding, revisions to fees & charges and ratification of decisions taken under special urgency provisions.

### Alternative options considered / risk management

3. There are no other options proposed for consideration.

### Select Committee comments

4. None at this stage.

## PART A: MONTHLY BUDGET MONITORING

### SUMMARY

#### GENERAL FUND REVENUE

5. General Fund pressures totalling £14,178k are projected in relation to the impacts of the COVID-19 pandemic and the Council's response in 2021/22 which started in 2019/20. With total forecast pressures of £47,553k since the pandemic began including the forecast pressure for the current financial years alongside £1,883k in 2019/20 and £31,492k in 2020/21. With the pandemic continuing and local authorities at the forefront of delivering support to residents, it is possible this pressure may grow by outturn dependent on the Government's recovery roadmap and programme of support offered by the Council.
6. Funding through specific COVID-19 grants and the MHCLG scheme to cover 75% of income losses is expected to total £16,960k by 30 June 2021 including grant money carried forward from 2020/21, currently the funding past June 2021 has not been confirmed. Given that further pressures may emerge through the year, the Council continues to maintain an Earmarked Reserve of £10,126k to manage further demands exceeding government funding. The Council's budget strategy included a release of £3,876k from this balance to offset the medium-term pressures impacting on retained Business Rates from the pandemic.
7. On the assumption that this funding strategy for COVID-19 pressures can be maintained and any new and emerging pressures from the pandemic are met via increased funding from Central Government, an underspend of £351k is projected across General Fund budgets at Month 2, with this position being driven by an underspend against Capital Financing, alongside underspends related to the homelessness contingency due to increased grant income, offset by a pressure within staffing budgets driven by a minor shortfall against the Council's Managed Vacancy Factor, which is expected to improve throughout the year and will therefore be closely monitored.
8. The £351k underspend consists of £175k service overspends and a £239k underspend on capital financing. In addition, there is a £287k underspend in Month 2 against Development and Risk Contingency. Taking account of the budgeted £2,421k drawdown from General Balances, this will result in unallocated General Balances totalling £26,452k at 31 March 2022.
9. Within this position, £2,544k of the £10,416k savings planned for 2021/22 are banked or on track for delivery in full by 31 March 2022, with £7,872k being tracked as being at an earlier stage of implementation or at risk as a result of the COVID-19 pandemic, with the largest element of this related to the saving agreed as part of the 2020/21 budget in February 2020 Cabinet to deliver an additional £986k from the new Leisure contract, with this industry particularly impacted by the pandemic. Of the £7,872k, £1,369k is at risk and relates to Leisure, Youth and Culture which are front facing services impacted directly by the pandemic. A significant proportion of this is reflected in the COVID-19 Exceptional Items.
10. Within the Collection Fund, a pressure of £399k is reported at Month 2, with the underlying variance resulting from a slower than budgeted growth in Council Tax, offset by a favourable position reported against Council Tax Support as demand begins to fall in this area as the economy starts to recover from the pandemic. Business Rates income is currently

forecasting a favourable position, partially driven by the Chancellor's announcement to continue Retail Relief into the new Financial Year, supporting local businesses. Both Council Tax and Business Rates are reporting a pressure associated with the prior year position, driven by a higher deficit at outturn than originally forecast when the Council set these budgets in February 2021. After taking account of the prior year adverse variances, Council Tax is reporting an overall pressure of £574k, with Business Rates declaring a surplus of £175k.

## **GENERAL FUND CAPITAL**

11. The Council's £297,455k General Fund Capital Programme for the period 2021/22 to 2025/26 is projected to underspend by £4,501k at Month 2, with £3,630k reflecting a reduced borrowing requirement following the transfer of equipment purchases from capital to revenue and £871k reduction in TfL funded investment driven by reduced grant funded levels. The reduced borrowing requirement would be expected to translate into a reduction in future borrowing costs which will be factored into future iterations of the MTF as appropriate.

## **SCHOOLS BUDGET**

12. At Month 2 the Dedicated Schools Grant position is reporting an in-year overspend of £8,936k. This represents a net £1,609k adverse movement from the original budgeted position. The Schools Block is reporting an adverse £365k movement relating to a backdated growth contingency decision by Schools Forum, with a £1,244k adverse movement in the High Needs Block.
13. The pressure in High Needs is due to a lack of capacity in borough, with the number of independent placements increasing since the budget was set. The budget for High Needs was increased for 2021/22 to take account of projected growth, but it is projected that the budget will be exceeded. When the £25,358k deficit brought forward from 2020/21 is taken into account, the cumulative deficit being carried forward to 2022/23 is forecast to be £34,294k.

## **HOUSING REVENUE ACCOUNT**

14. The Housing Revenue Account is currently forecasting a favourable variance of £28k compared to the budget. This excludes the potential cost pressures of COVID-19, which are estimated at £100k. The 2021/22 closing HRA General Balance is forecast to be £15,211k.
15. A minor £13k underspend is reported on HRA Capital Investment, against a programme of £231,956k over the period 2021/22 to 2025/26 incorporating delivery of new housing and renewal of the existing estate.

## FURTHER INFORMATION

### General Fund Revenue Budget

16. As noted above and presented in the table below, a £351k underspend is projected across the General Fund at Month 2, with the following section of this report providing further information on an exception basis. General Fund Balances are expected to total £26,452k at 31 March 2022 as a result of the forecast position detailed above, representing a £351k reduction in the planned use of balances. The Balances and Reserves Policy approved by Cabinet and Council in February 2021 outlined a recommended range of £15,000k to £35,000k for uncommitted General Balances.

**Table 1: General Fund Overview**

Service	Month 2		Variance (As at Month 2) £'000	Variance (As at Month 1) £'000	Movement from Month 1 £'000
	Approved Budget	Forecast Outturn			
	£'000	£'000			
Service Operating Budgets	210,078	210,253	175	0	175
Corporate Operating Budgets	8,634	8,395	(239)	0	(239)
Development & Risk Contingency	17,436	17,149	(287)	0	(287)
Unallocated Budget Items	2,097	2,097	0	0	0
<b>Sub-total Expenditure</b>	<b>238,245</b>	<b>237,894</b>	<b>(351)</b>	<b>0</b>	<b>(351)</b>
Corporate Funding	(235,824)	(235,824)	0	0	0
<b>Total Normal Activities</b>	<b>2,421</b>	<b>2,070</b>	<b>(351)</b>	<b>0</b>	<b>(351)</b>
<u>Exceptional Items</u>					
COVID-19 Pressures	0	14,178	14,178	0	14,178
COVID-19 Funding	0	(14,178)	(14,178)	0	(14,178)
<b>Total Net Expenditure</b>	<b>2,421</b>	<b>2,070</b>	<b>(351)</b>	<b>0</b>	<b>(351)</b>
Balances b/fwd	(28,522)	(28,522)			
<b>Balances c/fwd 31 March 2022</b>	<b>(26,101)</b>	<b>(26,452)</b>			

### Service Operating Budgets

17. Service Operating Budgets represent the majority of the Council's investment in day-to-day services for residents, with more volatile or demand-led areas of activity tracked separately through the Development and Risk Contingency. The impacts of COVID-19 are being reported discretely under Exceptional Items as detailed in Table 1, the position presented in Table 2 therefore represents the position reported against normal activities for the Service Operating Budgets. The salient risks and variances within this position summarised in the following paragraphs.

**Table 2: Service Operating Budgets**

Cabinet Member Portfolio		Approved Budget	Forecast Outturn	Variance (As at Month 2)	Variance (As at Month 1)	Movement from Month 1
		£'000	£'000	£'000	£'000	£'000
Cabinet Member for Property & Infrastructure	Expenditure	12,543	12,505	(38)	0	(38)
	Income	(5,228)	(5,194)	34	0	34
	<b>Sub-Total</b>	<b>7,315</b>	<b>7,311</b>	<b>(4)</b>	<b>0</b>	<b>(4)</b>
Cabinet Member for Finance	Expenditure	18,041	18,076	35	0	35
	Income	(3,454)	(3,493)	(39)	0	(39)
	<b>Sub-Total</b>	<b>14,587</b>	<b>14,583</b>	<b>(4)</b>	<b>0</b>	<b>(4)</b>
Cabinet Member for Public Safety and Transport	Expenditure	18,160	18,358	198	0	198
	Income	(16,241)	(16,506)	(265)	0	(265)
	<b>Sub-Total</b>	<b>1,919</b>	<b>1,852</b>	<b>(67)</b>	<b>0</b>	<b>(67)</b>
Cabinet Member for Corporate Services and Transformation	Expenditure	27,597	27,659	62	0	62
	Income	(1,604)	(1,669)	(65)	0	(65)
	<b>Sub-Total</b>	<b>25,993</b>	<b>25,990</b>	<b>(3)</b>	<b>0</b>	<b>(3)</b>
Cabinet Member for Environment, Housing & Regeneration	Expenditure	44,381	44,501	120	0	120
	Income	(19,844)	(20,016)	(172)	0	(172)
	<b>Sub-Total</b>	<b>24,537</b>	<b>24,485</b>	<b>(52)</b>	<b>0</b>	<b>(52)</b>
Cabinet Member for Families, Education and Wellbeing	Expenditure	29,274	29,494	220	0	220
	Income	(11,689)	(11,711)	(22)	0	(22)
	<b>Sub-Total</b>	<b>17,585</b>	<b>17,783</b>	<b>198</b>	<b>0</b>	<b>198</b>
Cabinet Member for Health and Social Care	Expenditure	154,551	154,655	104	0	104
	Income	(36,409)	(36,406)	3	0	3
	<b>Sub-Total</b>	<b>118,142</b>	<b>118,249</b>	<b>107</b>	<b>0</b>	<b>107</b>
<b>Total Service Operating Budgets</b>		<b>210,078</b>	<b>210,253</b>	<b>175</b>	<b>0</b>	<b>175</b>

18. Within the Council budget there is a Managed Vacancy Factor across the board of 4%, or £3,952k, with initial projections indicating that £2,820k (71%) of this sum has already been secured. At this early stage in the year the likely turnover of staff is not yet fully captured in detailed monitoring. Current vacancies and recruitment assumptions are reflected in forecasts, however future changes are not fully known. Normal levels of staff turnover are expected to secure the balance of this sum over the coming months.
19. Contrary to the Government policy of freezing local authority pay for 2021/22, unions have received an offer of a 1.5% uplift in pay for the year, the Council is currently holding an Earmarked Reserve of £1,300k to fund the uplift once the uplift is finally agreed.
20. The overspend is £175k over the Service Operating Budgets, much of this is linked to staffing related forecasts, with pressures reported in Education and Social Care operational

activity due to the use of agency staff and pressures against the Managed Vacancy Factor, being offset by staffing underspends in areas carrying vacancies including Legal and Community Safety. This position is expanded upon below under each of the Cabinet portfolios.

### **Property & Infrastructure Portfolio**

21. There is a £4k net underspend in the portfolio, this position includes forecast expenditure underspends of £38k offset by income shortfalls of £34k. Within this position a £66k pressure within Property and Estates is forecast, with an offsetting £70k underspend being projected against Repairs and Engineering.
22. Property and Estates is reporting a pressure of £66k, with £31k of this pressure relating to Garage sites repairs and maintenance. This expenditure is being linked to enabling additional lettings, Garage rental income is being supported by a £100k income volatility EMR, whilst this work is underway.
23. The repairs and engineering underspend is mainly driven by Facilities Management function including soft services is projected to underspend by £59k, alongside Health and Safety and Emergency Response Teams forecasting an underspend of £8k and other minor variances.

### **Finance Portfolio**

24. There is a net underspend of £4k reported across the portfolio. Within this position there are compensating variances relating to pressures in staffing due additional resource across the Finance service and Managed Vacancy Factor. This is being offset by a £40k underspend on bank charges and additional £39k income is reported in Corporate Finance as a recharge to the Pension fund.

### **Public Safety and Transport Portfolio**

25. There is a net underspend of £67k within the. This consists of £198k pressure on expenditure, offset by £265k favourable movement on income.
26. The main driver for this position is a reported overspend in Trading Standards, Environment and Licencing, with a net pressure of £39k made up of £202k expenditure pressure offset by £163k over achievement of income. This position relates to additional staffing costs for an Environmental Health Officer and veterinary contractors linked to Brexit transition work. The Brexit work is expected to be funded via DEFRA grant income and explains the additional income forecast in this area.
27. Community Safety, Cohesion and Resilience is reporting an underspend of £126k, this is being driven by recruitment delays in the CCTV service, which are being partially offset by agency. Additional income is also being generated from client recharges and additional grant income. The remaining balance is primarily of £20k adverse is driven by staffing pressures within Town Centres, driven the use of agency staff alongside a Managed Vacancy Factor pressure.

### **Corporate Services and Transformation Portfolio**

28. A reported underspend of £3k within the portfolio consists of underspends against both expenditure (£62k) and income (£65k). Within this position there are a number of compensating variances including an underspend of £160k within Legal, the majority of which relates to staffing vacancies, with offsetting MVF pressures relating to staffing in Human Resources, Business Performance, Democratic Services and Corporate Communications. The Managed Vacancy Factor on staffing budgets is expected to unwind throughout the year through the normal levels of staff turnover. There is a £13k non staffing pressure in Democratic Services for members allowances.
29. The favourable variance reported against income reflects additional grant funding, a contribution from the HRA for Digital Connectivity and additional fees and charges income in Corporate Communications.

### **Environment, Housing & Regeneration Portfolio**

30. An underspend of £52k is being reported for the portfolio. Within this position there are a number of compensating variances, with an overspend of £120k being reported against expenditure budgets, offset by an over achievement of income of £172k. This position is largely driven by variances across the Planning Service, which is reporting £103k expenditure pressure offset by £106k income overachievement, this is predominantly due to expenditure pressures associated with concluding the insourcing of part of the Planning service, offset by increased grant income for flood support linked a review of expenditure in this area and ensuring funding is maximised against current commitments.

### **Families, Education and Wellbeing Portfolio**

31. An overspend of £198k is being reported for the portfolio. This is being driven by the £120k overspend in Education where agency staff over the current staffing establishment are in place to support the service with various projects in relation to pupil place planning, in both mainstream and special provision, along with the development of the LEAP website. Additionally, there are various posts that are being covered by agency staff due to current vacancies and maternity leave.
32. In addition, there are pressures reported across the SEN service of £51k as a result of the work required to transition SEN Statements to an Education, Health and Care Plan (EHCP). The remainder of the pressure relates to a number of minor variances, predominantly within Green Spaces.

### **Health and Social Care Portfolio**

33. A net £107k overspend is reported across the portfolio, this is made up of pressures within expenditure of £104k and a minor adverse variance on income of £3k. At this early stage in the year the pressure is predominantly driven by staffing pressures, which includes the impact of outsourcing of services. At this stage of the year it is anticipated that this position will improve as delivery against the Managed Vacancy Factor materialises based on normal levels of staff turnover.

## **Transformation**

34. The Council is permitted to finance the costs associated with service transformation from Capital Receipts, with both one-off implementation costs and the support for service transformation, including the BID team, being funded from this resource. Current projections include an estimate of £1,036k for such costs, which will remain under review throughout the year and have been excluded from the reported monitoring positions. It is anticipated that these costs will be financed from a combination of Capital Receipts and Earmarked Reserves. In 2020/21 the decision was made to not use Capital Receipts and to fund the costs for the year within revenue expenditure due to the Council's underspend on normal activities and this action has led to a reduction in the Council's borrowing costs for 2021/22. This assumption around capitalisation will be reviewed if capacity becomes available within the revenue position to fund such costs.

## **Progress on Savings**

35. The savings requirement for 2021/22 is £8,054k. In addition, there are savings of £2,362k brought forward from 2020/21, which gives an overall total of £10,416k reported below.
36. The savings being reported as undelivered in 2020/21 (£2,362k) were directly attributable to the COVID-19 pandemic as the Council needed to redirect resources to manage the pandemic. The savings were linked to Leisure, Licencing, Digital Strategy and Fees and Charges. This value has been added to the budgeted savings agreed as part of the 2021/22 budget.

**Table 3: Savings Tracker**

	Blue Banked £'000	Green Delivery in progress £'000	Amber I Early stages of delivery £'000	Amber II Potential problems in delivery £'000	Red Serious problems in delivery £'000	Total £'000
Cabinet Member for Property & Infrastructure	0	0	(210)	0	0	(210)
Cabinet Member for Finance	(310)	0	(550)	0	0	(860)
Cabinet Member for Public Safety and Transport	(285)	(50)	(1,806)	0	0	(2,141)
Cabinet Member for Corporate Services and Transformation	(517)	(10)	(873)	0	0	(1,400)
Cabinet Member for Environment, Housing & Regeneration	(53)	(1,022)	(1,271)	0	0	(2,346)
Cabinet Member for Families, Education and Wellbeing	0	(109)	(614)	(986)	0	(1,709)
Cabinet Member for Health and Social Care	(250)	0	(1,500)	0	0	(1,750)
<b>Total 2021/22 Savings Programme</b>	<b>(1,415) 14%</b>	<b>(1,191) 11%</b>	<b>(6,824) 66%</b>	<b>(986) 9%</b>	<b>0 0%</b>	<b>(10,416) 100%</b>

37. As of Month 2 (May 2021) there are £1,355k savings already banked as delivered. At this early stage in the financial year 72% of the savings are reporting as either delivery in progress or in the early stages of delivery and these are on track and expected to progress throughout the year to be delivered in full.
38. The savings in the early stages of delivery (Amber I) include the Licencing, Digital Strategy and Fees and Charges from the prior year, as well as current year savings including Social Care Placements, Bulky Waste Collection, Business Support and Fees and Charges, alongside other lower value savings included. These are currently expected to progress and be delivered in the current year.
39. Currently there are £1,371k (13%) which are reporting there are potential problems in delivery (Amber II). These include Leisure and Youth and Culture of which a significant proportion is reflected against COVID-19 funding requirements in-year and will be reviewed throughout the year. Where necessary alternative methods of delivering the saving may need to be utilised.

### Corporate Operating Budgets

40. Corporate Operating budgets are reporting a £239k underspend on capital financing and funding. This is the result of Capital Outturn and financing decisions taken at outturn 2020/21 to not utilise the Council's Capitalisation powers and fund transformation work from revenue. This has led to a reduction in Capital Financing costs of £629k, with £400k of this balance to be allocated to fund equipment budgets from revenue and avoiding further Capital Financing costs in the future. In addition, a £10k underspend is being reported resulting from a review of the Council's subscriptions. No variance is reported on Corporate Funding, the

exact level of grant funding for the year currently reflects that Cabinet and Council approved budgets in February 2021.

41. Funding equipment from capital is more expensive in the longer term, as the financing costs impact future years. Further review of financing decisions will be undertaken throughout the year, with the Council's budget strategy already including the unwinding of the use of capitalisation powers on budgeted Transformation work.

### Development & Risk Contingency

42. For 2021/22 £17,436k was set aside to manage uncertain elements of budgets within the Development & Risk Contingency, which included £16,613k in relation to specific risk items and £823k as General Contingency to manage unforeseen issues. The intention is to allocate a significant proportion of this contingency to the relevant service budgets, reflecting that this is no longer contingent and represents an ongoing expenditure commitment on the part of the Council. Exceptional COVID-19 related pressures are being funded through specific grant funding and commented on later in this report.
43. At this early stage in the financial year, a net underspend of £287k is reported on Development and Risk Contingency, with £222k linked to a greater share of homelessness costs being met through new burdens funding rather than the Council's own resources and the residual £65k relates to minor movements in the cost of Social Care placements. There are currently no calls on the £823k General Contingency, providing a mechanism to manage emerging non-COVID-19-related risks over the remainder of the financial year.

### Exceptional Items – COVID-19 Pressures

**Table 5: COVID-19 Pressure Breakdown**

Service	Month 2		Variance (As at Month 2) £'000
	Approved Budget	Forecast Outturn	
	£'000	£'000	
Social Care	0	6,838	6,838
Other Expenditure	0	3,960	3,960
Income	0	3,380	3,380
<b>Total Exceptional Items</b>	<b>0</b>	<b>14,178</b>	<b>14,178</b>

44. The majority of the COVID-19 pressure is relating to Social Care, and Environment, Education & Community Services, these two areas represent £10,180k of the £14,178k in-year pressure.
- Within Social Care, the Council is forecasting a pressure of just over £6.8m, driven by £5.9m of pressures associated with direct care provision, with £3.4m of this value falling on Adult Social Care and £2.5m falling in Children's Services. In addition, both areas are seeing workforce pressures associated with the additional demand and the Council's COVID-19 response, adding a further £0.7m, with the remaining balance coming from a combination of smaller areas.
  - A further £1.4m of pressures have been identified associated with Cultural and Community support, with the majority of this pressure driven by the support to

maintain Council run leisure centres during the pandemic whilst demand levels remain low and services have been affected by various restrictions.

- c. Included within this pressure is a forecast decline in Fees and Charges income of approximately £2.2m, the single largest element of this pressure relates to parking charges making up approximately £1.7m of this value.
  - d. The remaining balance is spread across a number of service areas and income streams impacted by the pandemic, including homelessness, waste and commercial income associated with rental income from areas such as Council owned garages.
45. Included within this position is a forecast assumption that the overall pressure caused by COVID-19 will be funded by Central Government and other funding strategies. The Council has confirmed funding of £16,960k, including carried forward grants from 2020/21 (although the final figure will in part be based on actual income losses and may therefore fluctuate) which will be sufficient to manage pressures identified to date, although there remains a risk that new and emerging issues will leave a funding gap in either the current or future years.
46. The strategy to deal with any unfunded COVID-19 costs is to utilise Earmarked Reserves totalling £10,216k. In 2019/20, the Council took the decision to transfer £3,293k into an Earmarked Reserve to boost the Council's financial resilience in 2020/21. A further £2,356k is held in Public Health Earmarked Reserves and £3,477k in service specific reserves. As part of the outturn for 2020/21 the Council took the decision to transfer a further £1,000k to increase the Local COVID-19 Funds, which can be utilised if necessary, to fund any further pressures in 2021/22 and later years. The Council's budget strategy included a release of £3,876k from this balance to offset the medium-term pressures impacting on retained Business Rates from the pandemic.

### **Collection Fund**

47. A deficit of £399k is reported within the Collection Fund relating to an adverse position reported within Council Tax of £574k, offset by a favourable position within Business Rates of £175k. The pressure in Council Tax is predominantly driven by a reduction in the forecast growth of the taxbase, offset by a favourable position within Council Tax Support as the economy begins to recover from the pandemic and demand in this area reduces. The Business Rates position is primarily driven by the late announcement by the Chancellor to continue Retail Relief into 2021/22.
48. Any deficits within the Collection Fund impact on the Council's future year budgets, this position would therefore add £399k to the Council's gross saving requirement above the level set in the Council's budget strategy agreed at February 2021 Cabinet. Due to COVID-19 measures announced by Government in 2020/21, the prior year deficit was spread over three years from 2021/22, meaning that this forecast deficit will be compounded by a £490k deficit the Council needs to cover in 2022/23.
49. Following the Government's decision to support Local Authorities with 75% funding for the impact from Collection Fund deficits in 2020/21, there have been no further announcements of support against any deficits associated with the Council's tax raising powers.

## General Fund Capital Programme

50. An underspend of £4,501k is projected on the 2021/22 to 2025/26 Capital Programme at Month 2, with a £3,630k reduction in planned borrowing to reflect the transfer of equipment purchases from capital to revenue and a £871k reduction in TfL funded investment driven by reduced grant funded levels. It is projected that £951k of the reported underspend will impact on the 2021/22 financial year, with an additional £2,095k projected slippage in expenditure resulting in an in-year underspend of £3,046k.

## Capital Programme Overview

51. Table 11 below sets out the latest forecast outturn on General Fund capital projects, with project level detail contained in annexes A - D to this report. Forecasts for future years include capital projects and programmes of work approved by Cabinet and Council in February 2021.

**Table 11: General Fund Capital Programme Summary**

	Approved Budget 2021/22	Forecast 2021/22	Cost Variance 2021/22	Project Re-phasing 2021/22	Total Project Budget 2021-2026	Total Project Forecast 2021-2026	Total Project Variance 2021-2026	Move-ment
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Cabinet Member Portfolio</b>								
Finance	4,433	4,291	(612)	470	10,298	7,238	(3,060)	
Public Safety and Transport	20,496	18,284	(871)	(1,341)	61,896	61,025	(871)	
Corporate Services & Transformation	1,572	1,458	(114)	-	5,828	5,258	(570)	
Environment, Housing & Regeneration	2,235	2,235	-	-	6,435	6,435	-	
Families, Education and Wellbeing	7,882	7,882	-	-	20,457	20,457	-	
Health and Social Care	2,359	2,359	-	-	11,795	11,795	-	
Property and Infrastructure	62,355	61,131	-	(1,224)	173,246	173,246	-	
General Contingency	1,500	1,500	-	-	7,500	7,500	-	
<b>Total Capital Programme</b>	<b>102,832</b>	<b>99,140</b>	<b>(1,597)</b>	<b>(2,095)</b>	<b>297,455</b>	<b>292,954</b>	<b>(4,501)</b>	<b>-</b>
<b>Capital Programme Summary Breakdown</b>								
Major Projects	57,772	55,865	-	(1,907)	154,065	154,065	-	
Programme of Works	43,560	41,775	(1,597)	(188)	135,890	131,389	(4,501)	
General Contingency	1,500	1,500	-	-	7,500	7,500	-	
<b>Total Capital Programme</b>	<b>102,832</b>	<b>99,140</b>	<b>(1,597)</b>	<b>(2,095)</b>	<b>297,455</b>	<b>292,954</b>	<b>(4,501)</b>	<b>-</b>
Movement								

52. The approved budget includes re-phasing of £30,216k funding from 2020/21 for existing projects and programmes and approved by Cabinet in June 2021.

## **Finance**

53. A significant number of vehicle purchases are planned this year across the fleet, including replacement of older vehicles and reducing the number of hired vehicles. Total planned spend results in an accelerated phasing variance of £470k as some replacements have been brought forward from 2022/23.

## **Public Safety and Transport**

54. An under recovery of £871k is forecast on Transport for London (TFL) grant funding based on a proposed bid for funding for 2021/22 LIP funding to be submitted shortly, which is lower than original budget assumptions. TFL funding remains significantly affected by reduced travel due to the pandemic with increased home working.
55. The rollout of the Shopping Parades Initiative for new locations has been paused due to uncertainties with TFL funding, with shopfront grants continuing for existing schemes in progress at Ruislip and Kingshill. This results in re-phasing of £683k.

## **Corporate Services and Transformation**

56. The rollout of the Telephony project has recently commenced which is the main focus of activity in 2021/22.

## **Environment, Housing and Regeneration**

57. Budgets are forecast to be fully spent at this early stage of the financial year, including the Chrysalis Programme, which includes £613k funding re-phased from 2020/21 to complete committed schemes this year.

## **Families, Education and Wellbeing**

58. New High Needs Provision Capital Allocation (HNPCA) grant of £2,872k has recently been awarded from the Department of Education, to deliver new places and improve existing provision for children and young people with special educational needs and disabilities, and pupils that require alternative provision. This augments existing SEND grant to provide new places by September 2022 for children and young people with special educational needs and disabilities or who require alternative provision.

## **Health and Social Care**

59. Social care equipment capitalisation within the Better Care Fund is forecast to fully spend at this stage of the financial year.

## **Property and Infrastructure**

60. There is forecast re-phasing of £250k on the ground floor element of the Woodside development, linked to the HRA residential development at this site, as construction works are not expected to commence until early next year with the tendering process and appointment of contractor to be completed later this year.

## Capital Financing - General Fund

**Table 12: Capital Financing**

	Approved Budget 2021/22 £'000	Forecast 2021/22 £'000	Cost Variance £'000	Phasing Variance £'000	Total Financing Budget 2021-2026 £'000	Total Financing Forecast 2021-2026 £'000	Total Variance £'000	Move-ment
<b>Source of Finance</b>								
Capital Receipts	16,749	16,200		(549)	57,977	57,977	-	
CIL	3,500	5,000		1,500	17,500	17,500	-	
Prudential Borrowing	55,481	52,800	(726)	(1,955)	131,018	127,388	(3,630)	
<b>Total Council Resources</b>	<b>75,730</b>	<b>74,000</b>	<b>(726)</b>	<b>(1,004)</b>	<b>206,495</b>	<b>202,865</b>	<b>(3,630)</b>	
Grants & Contributions	27,102	25,140	(871)	(1,091)	90,960	90,089	(871)	
<b>Capital Programme</b>	<b>102,832</b>	<b>99,140</b>	<b>(1,597)</b>	<b>(2,095)</b>	<b>297,455</b>	<b>292,954</b>	<b>(4,501)</b>	
Movement								

61. Capital receipts before transformation financing in 2021/22 include £590k in sales already achieved for two sites with an offer also received on one further site. These are at higher prices compared to valuations, partly offsetting one identified disposal site which is not expected to be completed this financial year.
62. As at the end of May 2021, a total of £1,730k Community Infrastructure Levy receipts have been invoiced, net of administration fees. Forecast receipts for this financial year are a favourable variance of £1,500k as developer activity is increasing as the pandemic recedes, and several sizable developments are expected to be invoiced in 2021/22. The longer term forecast for this income stream will remain under review as the economy recovers from the pandemic.
63. Forecast grants and contributions are £871k lower than the approved budget, due to the forecast under recovery of the 2021/22 TFL LIP grant compared to the original budget, which was based on pre-pandemic funding levels.
64. Prudential Borrowing is forecasting a favourable variance of £3,630k in the medium term as it is no longer planned to finance general equipment expenditure from capital resources.

### Schools Budget

65. The Dedicated Schools Grant (DSG) monitoring position is an in-year overspend of £8,936k at Month 2, this is an increase of £1,609k on the budgeted deficit of £7,328k. This overspend is due to ongoing pressures in the cost of High Needs placements, where due to a lack of capacity in borough, the number of independent placements has increased since the budget was set. The budget for High Needs was increased for 2021/22 to take account of projected

growth, but it is projected that the budget will be exceeded. When the £25,358k deficit brought forward from 2020/21 is taken into account, the cumulative deficit carry forward to 2022/23 is £34,294k.

**Table 7: DSG Income and Expenditure 2021/22**

Funding Block	Month 2		
	Approved Budget	Forecast Outturn	Variance (As at Month 2)
	£'000	£'000	£'000
<b>Dedicated Schools Grant Income</b>	(317,131)	(317,131)	0
<b>Schools Block</b>	247,506	247,871	365
<b>Early Years Block</b>	25,997	25,997	0
<b>Central Schools Services Block</b>	3,296	3,296	0
<b>High Needs Block</b>	47,660	48,904	1,244
<b>Total Funding Blocks</b>	<b>7,328</b>	<b>8,936</b>	<b>1,609</b>
Balance Brought Forward 1 April 2021	25,358	25,358	
<b>Balance Carried Forward 31 March 2022</b>	<b>32,686</b>	<b>34,294</b>	

### **Dedicated Schools Grant Income (nil variance)**

66. The Early Years block will be adjusted further to reflect actual numbers accessing the free entitlement in the Spring term. If attendance rises after the January census, the DfE has confirmed that funding will be increased, up to 85% of the January 2020 census level, where a local authority can provide evidence of increased attendance during the Spring term. Adjustments will be calculated by using an average of the January 2021 census and the May 2021 count. That is, January 2021 count will be used to represent attendance for the first half of Spring term, and the May 2021 count to represent the latter half and recognise any increase in attendance to determine the final spring term top up.

### **Schools Block (£365k underspend)**

67. The Schools Block includes all funding paid directly to mainstream schools as part of their delegated budget share, including the funding recouped by the ESFA and paid to mainstream academies.
68. There is also a growth contingency fund which is funded from the Schools Block. Schools that are expanding, in agreement with the local authority, to meet basic need pupil population growth, receive additional funding to provide financial recompense throughout the relevant financial year to cover the cost of this agreed and planned growth.
69. Schools Forum took the decision to withhold growth contingency allocations for one school due to insufficient projected pupil growth in September 2022 and therefore there will be an underspend relating to this allocation. Additionally, Schools Forum have agreed to backdate growth contingency to 2018/19 for one secondary school which it has been retrospectively decided met the criteria for funding. This has resulted in the overspend on the Schools block in 2021/22.
70. The growth contingency policy was amended prior to 2020/21 in order address the growth in secondary pupils. Schools will be funded for any Year 7 pupils which are above the

Published Admission Number (PAN). £525k was set aside for this purpose, with the actual funding requirement not known until actual numbers on roll are confirmed.

71. The growth contingency also funds diseconomies of scale funding for new basic need academy schools and a calculation method has now been determined for this for the two remaining years that the final basic need school is still growing

#### **Early Years Block (nil variance)**

72. Two-year-old funding will be adjusted in July to reflect the number of children accessing the entitlement based on the January 2021 census.
73. The 3 and 4-year-old funding for both the universal and the additional free entitlement will also be adjusted in July following the January 2021 census. This is likely to result in a reduction in the overall Early Years block funding allocation as the number of children accessing the additional free entitlement has decreased significantly over the past year. The projections will be revised once the full impact of the funding adjustments is known.

#### **Central School Services Block (no variance)**

74. The published DSG budget allocations confirmed a 20% decrease in the Central School Services Block provided for historic commitments. This resulted in a £265k reduction in funding, though this was partly offset by £51k of additional funding for pupil growth. This reduction in funding resulted in a budget shortfall for the services funded by the Central School Services block adding to the pressure which has led to an overall deficit DSG being agreed for 2021/22.

#### **High Needs Block (£1,244k overspend)**

75. There continues to be significant pressure in the High Needs Block in 2021/22, with an overspend of £1,244k being projected at Month 2. The growth in the requirement to place pupils with an EHCP in Independent placements, due to a continuing lack of capacity in-borough and across other local authority provision continued throughout 2020/21, contributing to the £3,604k High Needs overspend at outturn (this overspend was in addition to the overall £7,175k DSG deficit budget set at the start of the 2020/21 financial year). There is an expectation that this will become the only route that the Council will be able to take until more provision is created locally with the opening of the new special free schools and the creation of further capacity using the SEND Capital grant funding.
76. In 2021/22 Schools Forum and the DfE did not agree a transfer of funding from the Schools Block. Therefore, even though High Needs funding increased in 2021/22, there was no alternative but to set a deficit budget. The projected position at Month 2 considers the full year financial impact of the growth in EHCPs to the end of 2020/21 and an estimate for future growth.

#### **Housing Revenue Account**

77. The Housing Revenue Account (HRA) is currently forecasting a favourable variance of £28k compared to the budget. This excludes the potential cost pressures of COVID-19, which are estimated at £100k. The 2021/22 closing HRA General Balance is forecast to be £15,211k.

The use of reserves is funding investment in new housing stock. The table below presents key variances by service area.

**Table 8: Housing Revenue Account**

Service	Month 2		Variance (+ adv / - fav)
	Approved Budget	Forecast Outturn	Variance (As at Month 2)
	£'000	£'000	£'000
Rent Income	(58,944)	(58,944)	0
Other Income	(5,528)	(5,575)	(47)
<b>Net Income</b>	<b>(64,472)</b>	<b>(64,519)</b>	<b>(47)</b>
Housing Management	15,203	15,224	21
Tenant Services	3,953	3,951	(2)
Repairs	5,654	5,654	0
Planned Maintenance	4,014	4,014	0
Capital Programme Funding	19,021	19,021	0
Interest & Investment Income	15,385	15,385	0
Development & Risk Contingency	1,260	1,260	0
<b>Operating Costs</b>	<b>64,490</b>	<b>64,509</b>	<b>19</b>
<b>(Surplus) / Deficit</b>	<b>18</b>	<b>(10)</b>	<b>(28)</b>
General Balance 01/04/2021	(15,201)	(15,201)	0
<b>General Balance 31/03/2022</b>	<b>(15,183)</b>	<b>(15,211)</b>	<b>(28)</b>

78. As at Month 2, the rental income is forecast to break even. Other income is forecast to have a favourable variance of £47k which relates to income from leaseholders.
79. The number of RTB applications received in the first two months of 2021/22 was 30 compared to 8 for the same period in 2020/21. There has been 5 RTB completions in the first two months of 2021/22 compared to 1 for the same period in 2020/21. The RTB applications and sales will be kept under review during the year. At this early stage in the year, the 2021/22 RTB sales forecast is 50, which is the same as the budget.
80. The housing management service is forecast to overspend by £21k as at Month 2 which is due to staffing pressures on the management vacancy factor. Tenant services is forecast to underspend by a minor £2k. The repairs and planned maintenance budget totals £9,668k and at this early stage in the year is forecast to break even. As at Month 2 the capital programme funding, interest and investment income and the development and risk contingency budgets are forecast to break even.

#### **COVID-19 cost pressures on the HRA**

81. HRA COVID-19 cost pressures identified to date and will be kept under review during the year. These pressures have not been included in the Month 2 forecast position for HRA revenue and total £100k.

## HRA Capital Expenditure

82. The HRA capital programme is set out in the table below. The 2021/22 approved budget is £88,854k and forecast expenditure is £81,997k with a net variance of £6,857k of which £6,844k is due to re-phasing and £13k due to cost under spends.

**Table 10: HRA Capital Expenditure**

	Approved Budget 2021/22	Forecast 2021/22	Cost Variance 2021/22	Project Re-Phasing 2021/22	Total Project Budget 2021-26	Total Project Forecast 2021-26	Total Project Variance 2021-26	Movement 2021-26
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Cabinet Member Portfolio</b>								
Property and Infrastructure	88,854	81,997	(13)	(6,844)	231,956	231,943	(13)	
<b>Total HRA Capital Programme</b>	<b>88,854</b>	<b>81,997</b>	<b>(13)</b>	<b>(6,844)</b>	<b>231,956</b>	<b>231,943</b>	<b>(13)</b>	

83. The 2021/22 Major Projects programme approved budget is £60,455k following the re-phasing of £21,519k funding from 2020/21 approved by Cabinet in the June 2021 Budget Outturn Report.
84. There is forecast re-phasing of £6,844k due to mainly to construction works on site for major projects at the former Maple and Poplar and Woodside sites expected to commence during 2021/22 for completion in future years. A contractor is expected to be appointed shortly for the Maple and Poplar development. Design changes to the ground floor of the Woodside development are being undertaken before issuing tenders.
85. Following a re-tendering process, a replacement contractor is expected to be appointed shortly for the six unit general needs housing development at Nelson Road, with construction works forecast to be completed in early 2022.
86. A cost under spend of £13k is forecast on the acquisition of flats at Abrook Court, 191 Harefield Road, Uxbridge with completion payment settled recently.
87. Following mediation, the final account including liquidated and ascertained damages (LADS) have been agreed with the Park View supported housing contractor. Settlement of costs with the contractor are within the existing risk provision and remaining capital budget, with finalised amounts to be reported in Month 3 monitoring.
88. The five year 2021-26 Acquisitions and Internal Developments budget is £128,049k and is planned to be utilised for new residential developments, including new construction and acquisitions, and will support the regeneration of Hayes housing estates. The budget is partly financed by retained Right to Buy receipts.

89. The Works to Stock 2021/22 approved budget is £22,038k following June Cabinet approval of the re-phasing of £5,857k funding from 2020/21 and acceleration of £4,370k into this year for an enhanced programme. Works are in various stages of progress across a number of work streams and at this early stage of the financial year are forecast to be fully spent. Remedial works at Packet Boat House are ongoing and are expected to be completed later this year.
90. Works are in progress across various workstreams for delivery of the re-phased remaining £3,650k Green Homes Grant Local Authority grant scheme to provide energy efficiency upgrades to low-income homes. Due to the tight deadlines required by central government, there is a risk that some grant funding will need to be returned, although it is forecast to be fully spent at this stage.
91. The Major Adaptations to property budget forecast is reporting a full spend of £2,711k at this stage of the financial year, including £830k approved re-phasing of committed works from 2020/21.

#### **HRA Capital Receipts**

92. There have been 5 Right to Buy sale of council dwellings as at the end of May 2021 for a total gross sales value of £1,026k. A further 45 sales are forecast to bring the yearly total to 50, totalling £10,000k in 2021/22.

## Treasury Management Update as at 31 May 2021

**Table 13: Outstanding Deposits – Average Rate of Return 0.02%**

Period	Actual (£m)	Actual (%)	Benchmark (%)
Call Accounts and MMF's*	34.2	45.18	70.00
Up to 1 Month Fixed-Term Deposits	26.5	35.01	
<b>Total</b>	<b>60.7</b>	<b>80.19</b>	<b>70.00</b>
Strategic Pooled Funds	15.0	19.81	30.00
<b>Total</b>	<b>75.7</b>	<b>100.00</b>	<b>100.00</b>

\*Money Market Funds

93. Deposits are held with UK institutions, all of which hold a minimum A- Fitch (or lowest equivalent) long-term credit rating and AAA rated Money Market funds. UK deposits are currently held in NatWest Bank plc, Santander UK plc and the DMADF. There is also an allocation to Strategic Pooled Funds.
94. The average rate of return on day-to-day operational treasury balances is 0.02%. As part of the Council's investment strategy for 20/21, the Council continues to hold a total of £15m in three long-dated strategic pooled funds (£5m in each). The strategic pooled funds have a 3-5 year investment horizon with dividends being distributed periodically.
95. The Council aims to minimise its exposure to bail-in risk by utilising bail-in exempt instruments and institutions whenever possible. However, due to the significant amount held in instant access facilities, which is needed to manage daily cashflow, it is not possible to fully protect Council funds from bail-in risk. At the end of May, 56% of the Council's day-to-day operational treasury investments had exposure to bail-in risk compared to a March benchmark average of 63% in the Local Authority sector (latest benchmark provided quarterly by the Council's treasury advisors Arlingclose). The Council's exposure reduces to 0% once instant access facilities are excluded from the total bail-in percentage.
96. Liquidity was maintained throughout May by placing surplus funds in instant access accounts and making short-term deposits with the DMADF. Cash-flow was managed by ensuring deposit maturities with the DMADF were matched to outflows and where required, funds were withdrawn from instant access facilities.

**Table 24: Outstanding Debt - Average Interest Rate on Debt: 3.24%**  
**Average Interest Rate on Temporary Borrowing: 0.50%**

	<b>Actual (£m)</b>	<b>Actual (%)</b>
<b>General Fund</b>		
PWLB	44.27	13.52
Long-Term Market	15.00	4.58
Temporary	100.00	30.55
<b>HRA</b>		
PWLB	135.07	41.27
Long-Term Market	33.00	10.08
<b>Total</b>	<b>327.34</b>	<b>100.00</b>

97. During May a scheduled £0.33m PWLB EIP instalment payment was made. Gilt yields moved up during the first half of the month, however ended the month at the same level as it began. With the Council's long-term borrowing need and with restrictive premiums, early repayment of debt remains unfeasible.
98. There were no breaches of the Prudential Indicators or non-compliance with the Treasury Management Policy and Practices. To maintain liquidity for day-to-day business operations during June, cash balances will be placed in instant access accounts and short-term deposits.

## PART B: FINANCIAL RECOMMENDATIONS

### That the Cabinet:

- a. Note those consultancy and agency assignments over £50k approved under delegated authority between the June 2021 and July 2021 Cabinet meetings, detailed at Appendix A.
- b. Approve acceptance of gift funding in relation to a Planning Performance Agreement in accordance with the provisions of Section 93 of the Local Government Act 2003 for;
  - a. Douay Martys School - £5,000
  - b. 3 Viveash Close - £27,500
  - c. Achilles Therapeutics - £20,000
  - d. Colt Data Centre - £50,000
- c. Approve to charge an affordable rent based on the London Affordable Rent (LAR) for the 10 new build general needs houses at Ditchfield Road, Hayes (£180.72 pw for 3 bedrooms and £190.23 pw for four bedrooms) as detailed in Appendix B
- d. Approve to charge an affordable rent based on the London Affordable Rent (LAR) plus service charges for the 9 new build general needs flats at Giveen House, Uxbridge (£174.94 pw for 2 bedrooms and £184.46 pw for three bedrooms) as detailed in Appendix B
- e. Agree the proposed leisure services fees and charges uplifts detailed in Appendix C in line with the leisure contract terms, to come into effect from 1st August 2021.
- f. Ratify a special urgency decision taken by the Deputy Leader of the Council and Cabinet Member for Health & Social Care on 24 June 2021 in relation to the award of contract for a Care and Wellbeing Service in Supported Living for People with Learning Disabilities from 1 April 2021 to 30 June 2022
- g. Approve the acceptance of the additional Local Covid Support Grant of £782,414.86 from the DWP to fund continuing support for vulnerable families during the Covid pandemic and to note the continuing use of Edenred (UK Group Limited), a third-party provider appointed through the NPS Framework for the delivery of food vouchers (approved through use of the Leaders Emergency Power ratified June Cabinet Recommendation 18 Item 5)

### Reasons for recommendation

100. **Recommendation 2a** notes consultancy and agency assignments approved by the Chief Executive under authority granted by Council on 20 May 2021. Appendix A reports back on use of this delegated authority since the previous Cabinet meeting.
101. Gift funding has been offered by developers which if accepted by Cabinet will be utilised to fund dedicated staff to support this pre-application and application work. **Recommendation 2b** seeks authority from Cabinet to approve the acceptance of £134k in relation to a number of major developments.
  - a. Douay Martys School - £5,000
  - b. 3 Viveash Close - £27,500
  - c. Achilles Therapeutics - £20,000
  - d. Colt Data Centre - £50,000

102. **Recommendations 2c & d** – Council in February 2018, as part of the HRA rent policy, agreed to delegate to the Leader and relevant Cabinet Member the authority to set affordable rent levels for newly acquired or built properties on a scheme-by-scheme basis. The Constitution enables Cabinet Members to also refer such a decision to the Cabinet to make. The HRA new build internal development at Ditchfield Road, Hayes (Willow Tree) and the new build acquisition at Giveen House, Uxbridge (253 Park Road) was approved on the financial viability assumption that the properties would be charged an affordable rent, and these properties are available for housing regeneration decant.
103. **Recommendation 2e** Agrees the proposed leisure services fees and charges uplifts detailed in Appendix C, in line with the leisure contract terms, to come into effect from 1st August 2021. Appendix C has been agreed with the Cabinet Member for Families, Education and Wellbeing, with increases being capped at a rounded 3% in any one financial year.
104. **Recommendation 2f** relates to a special urgency decision made by Cabinet Members on 24 June 2021. Following concerns identified with the existing provider through service monitoring, new provider arrangements needed to be put in place swiftly at four supported living schemes to ensure the continuity of support for residents with learning disabilities. A single tender from Community Integrated Care was accepted by the Cabinet Members at a contract price of £1,294,359. As per the Council's Constitution, this urgent decision is required to be ratified at a subsequent Cabinet meeting, as ordinarily it would require Cabinet approval given the value of the contract.
105. The COVID-19 Local Support Grant Scheme for Hillingdon has been designed to target low income households with children, with some support available for households without children and those who are in need of assistance with food and utilities costs. The support available to residents to date has included a one-off £35 payment to contribute to utility bills and £15 per week per eligible resident for meal vouchers throughout school holidays. In line with Department for Work and Pensions guidelines, a proportion of the grant has been used to fund the cost of administering the scheme.
106. Since November 2020, Hillingdon has been awarded £1.1m to cover the period 1st December 2020 to the 20th June 2021. The Government recently announced an extension to the scheme allocating a further £782,414 of grant funding to cover the period to 30th September 2021 and **recommendation 2g** seeks authority to accept the additional monies. The Cabinet is also asked to note the continuing use of a third party provider Edenred (UK Group Limited) to deliver food vouchers as part of the scheme in line with approval granted under Leader's Emergency Power and subsequently ratified by Cabinet (June Item 5 recommendation 18).

### **Alternative options considered / risk management**

107. There are no other options proposed for consideration.

## PART B: APPENDIX A

### Consultancy and agency assignments over £50k approved under delegated authority

108. The following Agency staff costing over £50k have been approved under delegated powers by the Chief Executive and are reported here for information.

**Table 14: Consultancy and agency assignments**

Post Title	Original Start Date	Approved From	Proposed End Date	Previous Approval £'000	Approved £'000	Total £'000	Consultancy Size
<b>Finance</b>							
Pensions Accountant	30/12/2020	31/05/2021	29/08/2021	238	46	284	Large
Technical/Statutory Accountant	01/02/2021	04/06/2021	15/09/2021	34	34	68	Large
<b>Environment, Education &amp; Community Services</b>							
Trading Standards Officer	01/06/2021	01/06/2021	30/03/2022	0	83	83	Large
Trading Standards Officer	03/01/2019	01/07/2021	30/03/2022	175	75	250	Large
Head of Community Safety & Enforcement	24/05/2021	24/05/2021	26/11/2021	0	87	87	Large
Housing Options & Homeless Prevention Caseworker	30/09/2019	05/07/2021	03/10/2021	73	13	90	Large
Homeless Prevention Operations Manager	14/09/2020	14/06/2021	12/09/2021	59	19	78	Large
Strategic Planning & PPA Lead Officer	04/01/2021	31/05/2021	24/10/2021	28	28	56	Large
<b>Infrastructure, Building Services &amp; Transport</b>							
Programme Manager (Capital Programme)	30/03/2020	14/06/2021	05/09/2021	96	25	121	Large

## PART B: APPENDIX B

### 2021/22 affordable rent charge for Ditchfield Road and Given House

1. Hillingdon Council signed a Right To Buy (RTB) agreement with the Government in 2013 which had the expectation that Councils would deliver affordable homes part funded from 1-4-1 RTB receipts. The intention was that these properties would be charged an affordable rent. The intention behind this flexibility is to generate additional capacity for investment in new affordable housing.
2. Affordable rent allows local authorities to set rents at levels that are typically higher than formula rents, and properties let on affordable rent terms fall within the definition of social housing.
3. Properties let on affordable rent terms should be made available at a rent of **up to 80% of the gross market rents inclusive of service charges**. In addition, an affordable rent should be **no lower than the potential formula rent for the property**.
4. Ditchfield Road, Hayes (Willow Tree) is an HRA internal development new build comprising of 10 houses (7\*3 bedrooms and 3\*4bedrooms). Given House, Uxbridge (253 Park Road) is an HRA new build acquisition comprising of 9 flats (5\*2 bedrooms and 4\* 3 bedrooms). Both sites were approved on the financial viability assumption that the properties would be charged an affordable rent.
5. The Head of Property and Estates has assessed the marketplace for comparables for both sites to determine the valuation of the gross market rents inclusive of service charges.

#### Ditchfield Road Site

6. The key rent data is summarised in Table 1 below for the Ditchfield Road site.

Table 15: Summary of rents

Units	Bed size	100% Market Rent - £ Per calendar month	100% Market Rent £pw	Formula rent £pw	LAR £pw	Affordable Rent at 80% £pw
6	3 bed	1550	357.69	142.87	180.72	285.39
1	3 bed (wheelchair accessible)	1600	369.23	142.87	180.72	294.59
3	4 bed	1700	392.3	159.75	190.23	313.00

7. Under the formula rent methodology, the rent charge ranges from £142.87 to £159.75 per week. The affordable rent cannot be lower than this.
8. The affordable rent maximum charge ranges from £285.39 to £313 per week based on 80% of the gross market rents.

9. The recommended affordable rent to charge is the London Affordable Rent (LAR) taking into account affordability factors. The LAR ranges from £180.72 to £190.23 per week. This represents between 48% to 51% of the gross market rents.

### Given House Site

10. The key rent data is summarised in Table 2 below for the Given House site. This includes the service charges for the flats.

Table 16: Summary of rents

Units	Bed size	100% Market Rent - Per calendar month £	100% Market Rent £pw	Formula rent + service charge £pw	LAR + service charge £pw	Affordable Rent at 80% £pw
4	2 bed	1,450	334.62	130.38	174.94	266.97
1	2 bed	1,500	346.15	133.63	174.94	276.18
2	3 bed	1,600	369.23	140.79	184.46	294.59
2	3 bed	1,800	415.38	147.26	184.46	331.42

11. Under the formula rent methodology, the rent and service charge ranges from £130.38 to £147.26.75 per week. The affordable rent cannot be lower than this.
12. The affordable rent maximum charge ranges from £266.97 to £331.42 per week based on 80% of the gross market rents.
13. The recommended affordable rent to charge is the London Affordable Rent (LAR), plus service charges, taking into account affordability factors. The LAR ranges from £174.94 to £184.46 per week. This represents between 44%-52% of the gross market rents.

## PART B: APPENDIX C

### GLL Leisure services contract – Fees and Charges

#### FEES AND CHARGES

1. Fees and charges for the Leisure Centres are managed by GLL on behalf of the London Borough of Hillingdon. The Leisure Operating Contract Service Specification states that the pricing policy will be agreed on an annual basis in April of each year by benchmarking the Authority's pricing to its nearest West London Borough's (Ealing, Harrow and Hounslow). Where fees and charges are not comparable with neighbouring authorities, nearest comparators have been used as the benchmark.
2. The average price of the three Borough's will then be set to 90% for Hillingdon residents. Prices will be left unchanged where the benchmark price comes out to a figure below the current fee. Proposed uplifts have been capped at a rounded 3% in a single financial year across all charges, with Resident rates falling within 90% of the average benchmarked charge.

#### BENCHMARKING FINDINGS / ASSUMPTIONS

- Fees and charges have been benchmarked against our nearest West London Borough's (Ealing, Harrow and Hounslow). Since the pandemic, Hounslow's leisure facilities contract with Fusion Lifestyle has ended and are now managed by Lampton Leisure. Ealing and Harrow are both managed by Everyone Active.
- Charges were not reviewed in 2020/21 due to the pandemic, so the benchmarking exercise covers a two-year period of 2020/21 and 2021/22. Where an increase is possible this has been limited to 3% and rounded to the nearest 5p or 10p. If approved, the increase in charges will take effect from 1<sup>st</sup> August 2021.
- Hillingdon's current charges are, on average, 10% lower than neighbouring Boroughs, with some areas such as swimming reflecting a 30% cheaper rate. Free swimming continues to be offered to residents aged 65 or over. Any increase in charges is unlikely to impact on demand.
- Hillingdon Sports and Leisure Complex outdoor lido – there are no comparable facilities located in the 3 neighbouring boroughs, so benchmarking has been compared to Wycombe Rye Lido, Hampton Pool and Brockwell Lido.
- Gymnastics – there are no comparable facilities located in the 3 neighbouring boroughs, so benchmarking has been compared to other specialist gymnastics clubs located in Ealing, Harrow and Hounslow.
- Concessionary pricing continues to be offered to customers as part of the Council's Leisure Link scheme, who fall into the following categories: -

- Over 65's
- People with disabilities
- Carer's
- Asylum seekers
- Full time 16 plus students
- Looked after children
- Foster carer families
- Benefit claimants

## LEISURE CONTRACT FEES & CHARGES BENCHMARKING

	2019/20 FEES		BENCHMARKED FEE						RESIDENT FEES & CHARGES				NON-RESIDENT FEES & CHARGES			
Leisure Fees & Charges comparison	LBH Resident 2019/20	LBH non-resident 2019/20	Hounslow 2021/22 (operated by Lampton Leisure)	Ealing 2021/22 (operated by Everyone Active)	Harrow 2021/22 (operated by Everyone Active)	3 Borough Average (where available)	90% of the 3 borough average	Increase Yes or No	Resident Charge 20/21 (3%)	Resident Charge 21/22 (3%)	Proposed Resident Charge 2021/22 (with rounding)	Proposed Resident Increase £	Non Resident Charge 20/21 (3%)	Non Resident Charge 21/22 (3%)	Non Resident Charge 2021/22 (with rounding)	Proposed Non Resident Increase £
N/A = not available as no comparable product offered																
<b>Swimming Indoor (per hour)</b>																
Adult peak	£ 3.90	£ 4.70	£ 5.35	£ 4.70	£ 5.50	£ 5.18	£ 4.67	Y	£ 4.02	£ 4.14	£ 4.20	£ 0.30	£ 4.84	£ 4.99	£ 5.00	£ 0.30
Adult concession	£ 1.90	£ 2.20	£ 3.15	£ 4.70	£ 5.50	£ 4.45	£ 4.01	Y	£ 1.98	£ 2.02	£ 2.10	£ 0.20	£ 2.27	£ 2.33	£ 2.40	£ 0.20
Junior peak	£ 2.00	£ 2.00	£ 3.15	£ 2.05	£ 3.00	£ 2.73	£ 2.46	Y	£ 2.08	£ 2.12	£ 2.20	£ 0.20	£ 2.08	£ 2.12	£ 2.20	£ 0.20
Junior concession	£ 1.20	£ 1.20	£ 3.15	£ 2.05	£ 3.00	£ 2.60	£ 2.34	Y	£ 1.24	£ 1.27	£ 1.40	£ 0.20	£ 1.24	£ 1.40	£ 1.40	£ 0.20
Adult off peak	£ 3.20	£ 3.70	N/A	N/A	N/A			Y	£ 3.30	£ 3.39	£ 3.50	£ 0.30	£ 3.81	£ 3.93	£ 4.00	£ 0.30
Adult off peak concession	£ 1.10	£ 1.30	N/A	N/A	N/A			Y	£ 1.13	£ 1.17	£ 1.20	£ 0.10	£ 1.34	£ 1.38	£ 1.40	£ 0.10
Junior off peak	£ 1.70	£ 1.70	N/A	N/A	N/A			Y	£ 1.75	£ 1.80	£ 1.80	£ 0.10	£ 1.75	£ 1.80	£ 1.80	£ 0.10
Junior off peak concession	£ 0.95	£ 0.95	N/A	N/A	N/A			Y	£ 0.98	£ 1.01	£ 1.00	£ 0.05	£ 0.98	£ 1.01	£ 1.00	£ 0.05
<b>HSLC Outdoor Pool (maximum of a 3 hour session)</b>			<b>Wycombe Rye Lido</b>	<b>Hampton Pool</b>	<b>Brockwell Lido</b>											
Adult	£ 5.85	£ 7.60	£8.00	£7.80	£8.00	£ 7.93	£ 7.14	Y	£ 6.03	£ 6.21	£ 6.50	£ 0.65	£ 7.83	£ 8.06	£ 9.00	£ 1.40
Adult concession	£ 3.90	£ 5.30		£4.90		£ -	£ -	Y	£ 4.02	£ 4.14	£ 4.20	£ 0.30	£ 5.48	£ 5.62	£ 5.60	£ 0.30
Child	£ 3.50	£ 3.80	£4.00	£4.50	£ -	£ 4.25	£ 3.83	Y	£ 3.61	£ 3.71	£ 3.70	£ 0.20	£ 3.91	£ 4.03	£ 4.00	£ 0.20
Child concession	£ 2.25	£ 3.55	N/A	N/A	N/A	-	-	Y	£ 2.25	£ 2.32	£ 2.35	£ 0.10	£ 3.55	£ 3.66	£ 3.65	£ 0.10
Under 3's	no charge	no charge	no charge	no charge	no charge	-	-									
<b>Swimming - Other (per session)</b>																
Swimming Parties incl party host	£ 136.80	£ 158.40	£ -	£ 150.00	£ 170.00	£ 160.00	£ 144.00	Y	£ 140.70	£ 144.92	£ 144.95	£ 8.35	£ 163.15	£ 168.05	£ 168.05	£ 9.65
Swimming instruction per lesson adult (30mins)	£ 7.60	£ 8.75	£ 9.10	£ 7.20	£ 7.20	£ 7.83	£ 7.05	Y	£ 7.83	£ 8.08	£ 8.05	£ 0.45	£ 9.01	£ 9.28	£ 9.30	£ 0.55
Swimming instruction per lesson adult concession	£ 5.40	£ 5.80	N/A	£ 7.20	£ 7.20	£ 7.20	£ 6.48	Y	£ 5.56	£ 5.73	£ 5.75	£ 0.35	£ 5.97	£ 6.15	£ 6.15	£ 0.35
Swimming instruction per lesson child	£ 5.50	£ 5.50	£ 6.07	£ 7.20	£ 7.20	£ 6.82	£ 6.14	Y	£ 5.67	£ 5.83	£ 5.85	£ 0.35	£ 5.67	£ 5.83	£ 5.85	£ 0.35
Swimming instruction per lesson child concession	£ 3.90	£ 3.90	N/A	£ 7.20	£ 7.20			Y	£ 4.02	£ 4.14	£ 4.15	£ 0.25	£ 4.02	£ 4.14	£ 4.15	£ 0.25
Swimming Instruction (per lesson) One to one tuition	£ 21.10	£ 23.70	N/A	£ 28.80	£ 28.80	£ -	£ -	Y	£ 21.73	£ 22.38	£ 22.40	£ 1.30	£ 24.41	£ 25.14	£ 25.15	£ 1.45
Swim Crash Course 1/2 hour per day x 5 days	£ 21.80	£ 25.10	£ -	£ -	£ -	£ -	£ -	Y	£ 22.45	£ 23.13	£ 23.15	£ 1.35	£ 25.85	£ 26.63	£ 26.65	£ 1.55
<b>Private Hire (25-33m Pools)</b>																
Pool Hire per hour (one lane up to Gala)																
- whole pool	£ 107.10	£ 135.00	N/A	N/A	N/A	£ -	£ -	Y	£ 110.31	£ 113.62	£ 113.65	£ 6.55	£ 139.05	£ 143.22	£ 143.20	£ 8.20
- one lane	£ 21.70	£ 27.30	N/A	N/A	N/A	£ -	£ -	Y	£ 22.35	£ 23.02	£ 23.05	£ 1.35	£ 28.12	£ 28.96	£ 28.95	£ 1.65
<b>Private Hire (50m Pool)</b>																
- 50m pool	£ 200.00	£ 265.00	No like for like comparison data available			-	-	Y	£ 206.00	£ 212.18	£ 212.20	£ 12.20	£ 272.95	£ 281.14	£ 281.15	£ 16.15
<b>Young at Heart Club sessions</b>	£ 4.10	£ 4.60	N/A	N/A	N/A	-	-	Y	£ 4.22	£ 4.35	£ 4.35	£ 0.25	£ 4.74	£ 4.88	£ 4.85	£ 0.25
<b>Gym (per hour sessions)</b>																
Gym inductions (Casual use) group	£ 18.50	£ 21.20	£ 23.95	Free online induction	Free online induction	£ -	£ -	Y	£ 19.08	£ 19.63	£ 19.65	£ 1.15	£ 21.84	£ 22.49	£ 22.50	£ 1.30
Gym Inductions ( Casual use ) Individual 1:2:1	£ 27.00	£ 30.00	N/A	N/A	N/A	£ -	£ -	Y	£ 27.81	£ 28.64	£ 28.65	£ 1.65	£ 30.90	£ 31.83	£ 31.80	£ 1.80
Replacement Card	£ 3.30	£ 3.30	£ 3.00	£ 2.00	£ 2.00	£ -	£ -	N	£ 3.30	£ 3.30	£ 3.30	£ -	£ 3.30	£ 3.30	£ 3.30	£ -
Casual Gym Session Peak	£ 7.30	£ 8.30	£ 8.50	£ 8.40	£ 7.80	£ 8.23	£ 7.41	Y	£ 7.52	£ 7.74	£ 7.75	£ 0.45	£ 8.55	£ 8.81	£ 8.80	£ 0.50
Casual Gym Session Concessionary	£ 4.60	£ 4.80	£ 4.85	£ 8.40	£ 7.80	£ 7.02	£ 6.32	Y	£ 4.74	£ 4.88	£ 4.90	£ 0.30	£ 4.94	£ 5.09	£ 5.10	£ 0.30
Casual Gym Session Off-Peak	£ 6.00	£ 6.70	N/A	£ 8.40	£ 7.80			Y	£ 6.18	£ 6.37	£ 6.40	£ 0.40	£ 6.90	£ 7.11	£ 7.10	£ 0.40
Casual Gym Session Off-Peak Concessionary	£ 2.90	£ 3.50	N/A	£ 8.40	£ 7.80			Y	£ 2.99	£ 3.08	£ 3.10	£ 0.20	£ 3.61	£ 3.71	£ 3.70	£ 0.20
Coached Fitness Classes Charges	£ 6.80	£ 7.40	£ 7.90	£ 6.80	£ 8.50	£ 7.73	£ 6.96	Y	£ 7.00	£ 7.21	£ 7.25	£ 0.45	£ 7.62	£ 7.85	£ 7.85	£ 0.45
Coached Fitness Classes Concessionary	£ 5.30	£ 5.90	£ 4.90	£ 6.80	£ 8.50	£ 6.73	£ 6.08	Y	£ 5.46	£ 5.62	£ 5.65	£ 0.35	£ 6.08	£ 6.26	£ 6.25	£ 0.35
Exercise Prescription	£ 3.10	N/A	£ -	£ -	£ -	£ -	£ -	Y	£ 3.19	£ 3.29	£ 3.30	£ 0.20	£ -			

## LEISURE CONTRACT FEES & CHARGES BENCHMARKING

Leisure Fees & Charges comparison	2019/20 FEES		BENCHMARKED FEE			3 Borough Average (where available)	90% of the 3 borough average	Increase Yes or No	RESIDENT FEES & CHARGES				NON-RESIDENT FEES & CHARGES					
	LBH Resident 2019/20	LBH non-resident 2019/20	Hounslow 2021/22 (operated by Lampton Leisure)	Ealing 2021/22 (operated by Everyone Active)	Harrow 2021/22 (operated by Everyone Active)				Resident Charge 20/21 (3%)	Resident Charge 21/22 (3%)	Proposed Resident Charge 2021/22 (with rounding)	Proposed Resident Increase £	Non Resident Charge 20/21 (3%)	Non Resident Charge 21/22 (3%)	Non Resident Charge 2021/22 (with rounding)	Proposed Non Resident Increase £		
N/A = not available as no comparable product offered																		
<b>Health and Fitness Membership</b>																		
HSLC (includes outdoor pool use)	£ 50.00	£ 60.00	£ 52.75	£ 49.99	£ 49.99	£ 49.99	£ 44.99	Y	£ 51.50	£ 53.05	£ 53.00	£ 3.00	£ 61.80	£ 63.65	£ 63.65	£ 3.65		
Peak membership (Botwell, Highgrove, HSLC excludes outdoor pool use)	£ 45.00	£ 55.00	£ 52.75	£ 49.99	£ 49.99	£ 50.91	£ 45.82	Y	£ 45.00	£ 46.35	£ 46.35	£ 1.35	£ 56.65	£ 58.35	£ 58.35	£ 3.35		
Peak Queensmead SC	£ 39.15	£ 43.50	£ 52.75	£ 49.99	£ 49.99	£ 76.37	£ 68.73	Y	£ 39.15	£ 40.32	£ 40.30	£ 1.15	£ 44.81	£ 46.15	£ 46.15	£ 2.65		
Off peak (any site)	£ 34.00	£ 40.00	£ 52.75	£ 49.99	£ 49.99	£ 76.37	£ 68.73	Y	£ 34.00	£ 35.02	£ 35.00	£ 1.00	£ 41.20	£ 42.44	£ 42.45	£ 2.45		
<b>Main Hall Hire</b>																		
Hillingdon Sport & Leisure Centre (4 badminton courts in size)	£ 43.70	£ 52.50	£ 55.35	N/A	N/A	£ -	£ -	Y	£ 45.01	£ 46.36	£ 46.40	£ 2.70	£ 54.08	£ 55.70	£ 55.70	£ 3.20		
Queensmead Sports Centre (7 badminton courts in size)	£ 62.80	£ 72.10	£ 55.35	N/A	N/A	£ -	£ -	Y	£ 64.68	£ 66.62	£ 66.60	£ 3.80	£ 74.26	£ 76.49	£ 76.50	£ 4.40		
Botwell Leisure Centre (4 badminton courts in size)	£ 43.70	£ 52.50	£ 55.35	N/A	N/A	£ -	£ -	Y	£ 45.01	£ 46.36	£ 46.40	£ 2.70	£ 54.08	£ 55.70	£ 55.70	£ 3.20		
<b>Badminton (per hour)</b>																		
Badminton (per court) - Peak (HSLC/Botwell)	£ 10.30	£ 12.00	£ 13.95	£ 11.95	£ 12.00	£ 12.63	£ 11.37	Y	£ 10.61	£ 10.93	£ 10.95	£ 0.65	£ 12.36	£ 12.73	£ 12.70	£ 0.70		
Badminton (per court) - Peak (Queensmead)	£ 10.00	£ 11.35	£ 13.95	£ 11.95	£ 12.00	£ -	£ -	Y	£ 10.30	£ 10.61	£ 10.60	£ 0.60	£ 11.69	£ 12.04	£ 12.00	£ 0.65		
Badminton (per court) - Off peak	£ 6.40	£ 7.40	£ -	£ -	£ 7.40	£ 2.47	£ 2.22	Y	£ 6.59	£ 6.79	£ 6.80	£ 0.40	£ 7.62	£ 7.85	£ 7.85	£ 0.45		
<b>Other</b>																		
Trampoline / Martial Arts etc.	£ 21.60	£ 24.70	N/A	N/A	£ 20.58	£ -	£ -	Y	22.25	22.92	£ 22.90	£ 1.30	£ 25.44	£ 26.20	£ 26.20	£ 1.50		
Queensmead SC - Netball / 5-a-side External / AI (including floodlights) (per court)	£ 28.40	£ 32.80	£ -	£ -	£ -	£ -	£ -	Y	29.25	30.13	£ 30.15	£ 1.75	£ 33.78	£ 34.80	£ 34.80	£ 2.00		
Crickey lane	£ 30.90	£ 35.00	£ -	£ -	£ -	£ -	£ -	Y	31.83	32.78	£ 32.80	£ 1.90	£ 36.05	£ 37.13	£ 37.15	£ 2.15		
Table Tennis (per table)	£ 6.40	£ 7.20	£ 6.30	£ -	£ -	£ -	£ -	Y	6.59	6.79	£ 6.80	£ 0.40	£ 7.42	£ 7.64	£ 7.65	£ 0.45		
Sports Parties (Hall and room hire)	£ 114.75	£ 129.40	£ -	£ -	£ -	£ -	£ -	Y	118.19	121.74	£ 121.75	£ 7.00	£ 133.28	£ 137.28	£ 137.30	£ 7.90		
<b>Athletics</b>																		
Athletics - Adult	£ 3.40	£ 3.90	£ 5.05	£ 3.40	N/A	£ -	£ -	Y	£ 3.50	£ 3.61	£ 3.60	£ 0.20	£ 4.02	£ 4.14	£ 4.10	£ 0.20		
Athletics - child	£ 1.85	£ 1.85	£ 2.00	£ 1.70	N/A	£ -	£ -	Y	£ 1.91	£ 1.96	£ 1.95	£ 0.10	£ 1.91	£ 1.96	£ 1.95	£ 0.10		
Athletic meeting - Hillingdon club/school (Mon to Fri)	£ 40.30	n/a	N/A	N/A	N/A	£ -	£ -	Y	£ 41.51	£ 42.75	£ 42.75	£ 2.45	n/a	n/a	n/a			
Athletic meeting - Hillingdon club/school (Weekends)	£ 48.00	n/a	N/A	N/A	N/A	£ -	£ -	Y	£ 49.44	£ 50.92	£ 50.90	£ 2.90	n/a	n/a	n/a			
Athletic meeting - other organisations (Mon to Fri)	n/a	£ 59.40	N/A	N/A	N/A	£ -	£ -	Y	n/a	n/a	n/a	n/a	£ 61.18	£ 63.02	£ 63.00	£ 3.60		
Athletic meeting - other organisations (Weekends)	n/a	£ 66.30	N/A	N/A	N/A	£ -	£ -	Y	n/a	n/a	n/a	n/a	£ 68.29	£ 70.34	£ 70.30	£ 4.00		
<b>Football Pitch Located within the Athletics Stadium at HSLC</b>																		
1 to 2 matches	£ 200.00	£ 230.00	N/A	£ -	£ 135.00	£ -	£ -	N	200.00	200.00	£ 200.00	£ -	£ 230.00	£ 230.00	£ 230.00	£ -		
3 to 5 matches	£ 175.00	£ 200.00	N/A	£ -	£ 135.00	£ -	£ -	N	175.00	175.00	£ 175.00	£ -	£ 200.00	£ 200.00	£ 200.00	£ -		
6 to 9 matches	£ 150.00	£ 170.00	N/A	£ -	£ 135.00	£ -	£ -	N	150.00	150.00	£ 150.00	£ -	£ 170.00	£ 170.00	£ 170.00	£ -		
10 or more matches	£ 135.00	£ 150.00	N/A	£ -	£ 135.00	£ -	£ -	N	135.00	135.00	£ 135.00	£ -	£ 150.00	£ 150.00	£ 150.00	£ -		
<b>HSLC 3G Astro turf Pitch</b>																		
Full pitch	£ 105.00	£ 125.00	N/A	£ 122.40	£ 135.00	£ 128.70	£ 115.83	Y	£ 108.15	£ 111.39	£ 111.40	£ 6.40	£ 128.75	£ 132.61	£ 132.60	£ 7.60		
1/3 pitch	£ 57.50	£ 67.50	N/A	£ 40.80	£ 50.00	£ 45.40	£ 40.86	Y	£ 59.23	£ 61.00	£ 61.00	£ 3.50	£ 69.53	£ 71.61	£ 71.60	£ 4.10		
<b>Botwell Green 3G Astro turf Pitch</b>																		
Full pitch	£ 81.00	£ 95.00	N/A	£ 122.40	£ 135.00	£ 128.70	£ 115.83	Y	£ 83.43	£ 85.93	£ 85.95	£ 4.95	£ 97.85	£ 100.79	£ 100.80	£ 5.80		
Half pitch	£ 58.00	£ 65.00	N/A	N/A	£ 50.00	£ -	£ -	Y	£ 59.74	£ 61.53	£ 61.50	£ 3.50	£ 66.95	£ 68.96	£ 68.95	£ 3.95		

This page is intentionally left blank

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 9

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank