



HILLINGDON
LONDON

A

Council

Date: THURSDAY, 17 NOVEMBER 2022

Time: 7.30 PM

Venue: COUNCIL CHAMBER - CIVIC CENTRE, HIGH STREET, UXBRIDGE UB8 1UW

Meeting Details: Members of the Public and Press are welcome to attend this meeting

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To all
**Members of
the Council**

Published: Wednesday, 9 November 2022

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Agenda

Prayers

To be said by Pastor Tunde Balogun.

1	Apologies for Absence	
2	Minutes	1 - 10
	To receive the minutes of the meeting held on 22 September 2022 (<i>attached</i>)	
3	Declarations of Interest	
	To note any declarations of interest in any matter before the Council	
4	Mayor's Announcements	
5	Report of the Head of Democratic Services	11 - 18
6	Adoption of the Council Strategy 2022-2026	19 - 46
	To consider the adoption of a Council Strategy (<i>attached</i>)	
7	Members' Questions	47 - 48
	To take questions submitted by Members in accordance with Council Procedure Rule 11	
8	Motions	49 - 50
	To consider Motions submitted by Members in accordance with Council Procedure Rule 12	

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Agenda Item 2

Minutes

COUNCIL

22 September 2022



HILLINGDON
LONDON

Meeting held at Council Chamber - Civic Centre, High Street, Uxbridge UB8 1UW

Councillor Becky Hagger (Mayor)
Councillor Shehryar Ahmad-Wallana (Deputy Mayor)

MEMBERS PRESENT:

Councillors:	Kaushik Banerjee Labina Basit Adam Bennett Kishan Bhatt Wayne Bridges Tony Burles Keith Burrows Reeta Chamdal Roy Chamdal Farhad Choubedar Philip Corthorne Peter Curling Darran Davies Nick Denys Jas Dhot Ian Edwards	Scott Farley Janet Gardner Elizabeth Garellick Narinder Garg Tony Gill Martin Goddard Ekta Gohil Henry Higgins Mohammed Islam Rita Judge Kamal Preet Kaur Kuldeep Lakhmana Eddie Lavery Richard Lewis Heena Makwana Gursharan Mand	Stuart Mathers Douglas Mills Richard Mills Peter Money Barry Nelson-West Susan O'Brien Jane Palmer Sital Punja John Riley Raju Sansarpuri Jagjit Singh Peter Smallwood Colleen Sullivan Jan Sweeting Steve Tuckwell
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OFFICERS PRESENT: Tony Zaman, Andy Evans, Perry Scott, Sandra Taylor, Gemma McNamara, Glen Egan, Lloyd White, Mark Braddock, Morgan Einon, Sue Albu and Nikki O'Halloran

ONE MINUTE'S SILENCE

Those present observed a one minute's silence in memory of Her Majesty Queen Elizabeth II and former Councillor Brian Stead.

21. APOLOGIES FOR ABSENCE (Agenda Item 1)

Apologies for absence had been received from Councillors Bianco, Chapman and Nelson.

22. MINUTES (Agenda Item 2)

RESOLVED: That the minutes of the meeting held on 14 July 2022 be agreed as a correct record.

23. DECLARATIONS OF INTEREST (Agenda Item 3)

There were no declarations of interest in matters coming before this meeting.

24.	<p>MAYOR'S ANNOUNCEMENTS (Agenda Item 4)</p> <p>The Mayor expressed her deepest condolences to the Royal Family following the passing of Her Majesty Queen Elizabeth II. Many staff and residents had been involved in attending and / or organising a range of events during the period of mourning and she thanked them for the role that they had played. The Mayor stated that she had been honoured to represent Hillingdon on numerous occasions during the mourning period including being present at RAF Northolt when the Queen's coffin had arrived in London.</p> <p>The Bollywood night, the Mayor's first fundraising event, had sold out and had raised £2,800. She thanked those who had attended for their support (including five London mayors, past mayors, Councillors, staff and residents) and thanked those businesses that had sponsored the event.</p>
25.	<p>PUBLIC QUESTION TIME (Agenda Item 5)</p> <p>5.1 QUESTION FROM MR STEVE GARELICK OF STOWE CRESCENT, RUISLIP TO THE CABINET MEMBER FOR RESIDENTS' SERVICES - COUNCILLOR LAVERY:</p> <p><i>"In a question to the previous administration, I asked why pay-by-phone parking had not been implemented, despite the ease at which a Hillingdon resident's card could be linked to an on-line account or 'phone number. I was advised that new parking machines were being installed and, as these would take credit card there was no reason to add this system (which has been adopted by the majority of councils over the years).</i></p> <p><i>"Given the fact the parking system suggested by myself in my earlier communication would have saved residents' time (the palaver alone of trying to solicit a ticket from a machine is reason enough) I would like to ask:</i></p> <ul style="list-style-type: none"> a) <i>why did the Council not implement this years ago when the opportunity existed?</i> b) <i>why have the Council been so luddite in their approach?</i> c) <i>what is the banking cost for the loose change collected from the Council's machines? and</i> d) <i>does Hillingdon receive a preferential rate for cash deposits and how much has this cost residents?"</i> <p>Councillor Lavery advised that the administration would always put residents first. When looking at the parking machines, it was important that they were compatible with the Hillingdon First card to ensure that residents received a preferential parking rate. However, during initial investigations into mobile phone parking, suppliers had seemed unable to enable preferential parking rates for residents. However, a contractor had now been appointed and officers were testing the system and software. Once in place, motorists would be able to choose whether to get their car parking ticket using their mobile phones or using the machines.</p> <p>The Cabinet Member advised that the administration would not take knee jerk action and would only implement new systems if there were benefits for residents.</p> <p>It was noted that, as they were related, Councillor O'Brien would provide a single comprehensive response on behalf of herself and the Cabinet Member for Finance in relation to public questions 5.2, 5.4, 5.5 and 5.6.</p>

5.2 QUESTION FROM OREST BAKHOVSKI OF MYDDLETON ROAD, UXBRIDGE TO THE CABINET MEMBER FOR FINANCE - COUNCILLOR GODDARD:

"What options were considered in trying to reduce the deficit for the early years? The report shared publicly seems very light on this."

5.4 QUESTION FROM CHARLOTTE DOLAN-BAKHOVSKI OF MYDDLETON ROAD, UXBRIDGE TO THE CABINET MEMBER FOR CHILDREN, FAMILIES AND EDUCATION - COUNCILLOR O'BRIEN:

"Please can you confirm what the average standard private nursery day rate is in the Borough? For both under 2s and over 2-year-olds."

5.5 QUESTION FROM AMIR CHAUMOO OF QUEENS WALK, SOUTH RUISLIP TO THE CABINET MEMBER FOR CHILDREN, FAMILIES AND EDUCATION - COUNCILLOR O'BRIEN:

"Our extensive survey of parents affected by the closures of early years nurseries shows that only 30% have been able to relocate their children to alternative nurseries. Can you expand on the details of the assessment that was done which concluded that there was ample availability in neighbouring nurseries to cover the affected children?"

5.6 QUESTION FROM MICHAEL SHARKEY OF NORTH WAY, UXBRIDGE TO THE CABINET MEMBER FOR CHILDREN, FAMILIES AND EDUCATION - COUNCILLOR O'BRIEN:

"Where in Hillingdon do children with Education Healthcare Plans go if they have complex physical health needs or learning disabilities if not to the uniquely resourced Early Years settings?"

Councillor O'Brien noted that there had been a deficit in the budget to support Council run early years centres (EYC) in the Borough for many years. In 2015/16, this deficit had reached £334k but had been subsidised by the Schools' Forum. In 2016/17, this subsidy had been removed and, since then, the deficit had grown to £532k in 2021/22 and had had to be met by the Council (a subsidy of around £6k per child using the Hillingdon EYCs).

The deficit had arisen partly as a result of underutilisation because, although use of the centres had increased from 61% to 87%, the service needed to run at 100% capacity to break even. Consideration had been given to how the service could break even, including staffing structures, contracts, outsourcing (there had been no interested parties) and increasing the unit price (this would increase fees by around £6k per child per year if the service was at capacity).

The Cabinet Member advised that EYC was not a core function of the Council and there had been no statutory requirement for the authority to consult on its decision to close them. It was thought important to make the decision quickly to prevent new children starting at these EYC as some of the older children moved on to schools and left vacancies. The decision had been based on the financial implications of continuing to operate a service in deficit.

Councillor O'Brien advised that there was capacity in the wider childcare market and

that the Council met only 1% of the demand in the Borough. Officers had contacted the 75 day nurseries in the Borough and established from the 56 responses that the average day rate for a child over 2 was £64.66. The minimum was £42 per day and the maximum was £100.22 per day. It was recognised that the fees varied and that the day rate for children under 2 was more expensive. However, providers were unwilling to share these costs as the information was deemed to be more commercially sensitive.

Although the Council was required to ensure that there was sufficient childcare availability in the Borough, the local authority was not required to provide it. Calculations had been undertaken using information such as the number of working households in the Borough as well as the number of children under 2, aged 2 and aged 3-4, to determine the demand.

Insofar as the children who currently used the EYCs in Hillingdon were concerned, Councillor O'Brien was aware that over half had already made alternative arrangements (7 had found alternative settings and had left already, 41 had found alternative settings and would be leaving between October and December and officers were working with 4 families to find alternative provision).

Officers were available to help families find alternative provision including those with children with Special Educational Needs (SEN). They were also available to help the providers, many of whom were already equipped and able to support SEN.

The Cabinet Member recognised that the EYC staff did a superb job in looking after the children in their care. Managers were working with these staff to achieve a good outcome.

It was important for families to be involved in shaping services and this had taken place with regard to the development of the Family Hubs which provided support to a large number of families for a range of needs. Public funds could not be expected to fill a £532k annual funding gap for a non-statutory service that supported only 100 children.

5.3 QUESTION FROM ALEXANDER SIM OF VICTORIA ROAD, RUISLIP MANOR TO THE LEADER OF THE COUNCIL – COUNCILLOR EDWARDS:

"In July 2022 you stated in a report hosted by London Councils that "having families involved in shaping services to better meet their needs is crucial". How do you reconcile that statement with an autocratic announcement only a month later on 4th August 2022 to close all Council run nurseries in this borough without any prior consultation period with the families affected? There was ample opportunity to do so, as in your report it states these nurseries have been under review since autumn 2020 and Consultation periods are recommended best practice by the very London Councils forum of your quote in July."

Councillor Edwards advised that the London Councils report referred to in the question was titled "Beyond Boundaries" and looked at the integration of services between the health, public and voluntary sectors and other partners. It was about ensuring that the right support and access was provided at the right time. As such, the Leader stood by the statement that had been quoted in the question. He stated that the decision to close EYC in Hillingdon had been based on financial issues and had had nothing to do with shaping services.

26.	<p>REPORT OF THE HEAD OF DEMOCRATIC SERVICES (<i>Agenda Item 6</i>)</p> <p>6.1 URGENT IMPLEMENTATION OF DECISIONS</p> <p>The recent urgent decisions taken were noted.</p>
27.	<p>MEMBERS' QUESTIONS (<i>Agenda Item 7</i>)</p> <p>7.2 QUESTION SUBMITTED BY COUNCILLOR BENNETT TO THE CABINET MEMBER FOR FINANCE - COUNCILLOR GODDARD:</p> <p><i>"It is clear that, just like all local authorities in the United Kingdom, the London Borough of Hillingdon is currently experiencing and will continue to suffer substantial financial pressures, brought on by the COVID-19 legacy and rising inflation. Can the Cabinet Member please advise what measures are being taken to address these issues?"</i></p> <p>Councillor Goddard advised that the Council's Medium-Term Financial Forecast (MTFF) had recognised the financial pressure that had started to build. On 31 March 2022, Government funding in relation to Covid had ended, despite costs to the Council associated with the pandemic continuing. Although back-office functions had already been streamlined, the advent of the conflict between Ukraine and Russia had started on the same day that the Council's 2022/2023 budget had been agreed in February 2022. This conflict had had a global economic impact, so officers had had to look at issues such as external contracts, fuel, staffing, etc. There had been increased costs associated with services such as social care and leisure centres and officers had had to work with Cabinet Members to monitor and reduce the funding gap that had opened up.</p> <p>Consideration had been given to reducing non-essential costs in the delivery of front-line services and a moratorium would be put on discretionary items to try to reduce costs. Whilst the Council did need to ensure that it was receiving best value for money, it also needed to ensure fairness so that contractors stayed in business.</p> <p>A forward purchasing contract was being investigated which, if agreed, would take effect from April 2023 and consideration was being given to outsourcing contracts. Fees and charges and the dedicated schools grant were also being rebased to reflect inflation.</p> <p>Councillor Goddard was in little doubt that difficult decisions would need to be made and that the administration would not shy away from making these decisions. Hillingdon was not unique in dealing with these financial challenges, with the LGA noting that there would be a £3.6bn pressure on local authorities from the pay award alone and a number of councils had stated that they would struggle to balance their budgets in 2023/24.</p> <p>The Cabinet Member thanked the finance team for their continued efforts.</p> <p>By way of a supplementary question, Councillor Bennett asked whether, in light of the extensive work that had been undertaken, the Council would be able to produce a balanced budget in 2023/24.</p> <p>Councillor Goddard advised that the Council was awaiting the Government announcement on financing. However, the authority had not relied heavily on this</p>

announcement and had instead looked to its earmarked reserves which were designed for this purpose. He noted that the Council would not have been in as good a position if it had agreed to the budget amendments proposed by the Labour Group in February 2022. Consultation on the 2023/24 budget would start in December 2022 and the Cabinet Member was confident that the Council would deliver a balanced budget and would look to expand earmarked reserves.

7.3 QUESTION SUBMITTED BY COUNCILLOR REETA CHAMDAL TO THE CABINET MEMBER FOR CHILDREN, FAMILIES AND EDUCATION - COUNCILLOR O'BRIEN:

"Would the Cabinet Member please provide an update on the number of school places offered to primary and secondary pupils in Hillingdon for the academic year 2022-2023?"

Councillor O'Brien advised that the Council had prioritised school places and had offered 3,603 primary reception school places this year, which had been around 300 less than 2020/2021. This equated to a 1.7% reduction in demand in Hillingdon compared to the 1.31% reduction across London, with 99.5% being offered one of their preferred primary school places and 94.3% being offered their first preference (compared to the London average of 87.9%). Hillingdon had received the 9th highest number of applications in London (down from 6th during the previous year).

This year, 3,659 secondary transition to Year 7 school applications had been processed in Hillingdon, an increase of 1.4% (there had been 0.4% average increase across London). In Hillingdon, 94% had been offered one of their preferred secondary school places, compared to the London average of 93%. 71% of children were offered their first preference, compared to the London average of 69.95%. Hillingdon had had the 9th highest number of applications in London (which had been the same as the previous year).

There had been 664 late applications processed this year and a total of 3,988 in-year applications processed. The Cabinet Member thanked the admissions team for their hard work.

The forecast for school place planning continued and the Council remained committed to ensuring that there was a school place available for every child in the Borough.

There was no supplementary question.

7.1 QUESTION SUBMITTED BY COUNCILLOR BHATT TO THE CABINET MEMBER FOR HEALTH AND SOCIAL CARE - COUNCILLOR PALMER:

"Could the Cabinet Member please advise if there are any plans to help alleviate the pressures that some of our residents are likely to face this winter?"

Councillor Palmer advised that it was likely that there would be an increase in the number of cases of Covid and flu as winter approached and that this would be exacerbated by the issues that financially vulnerable residents would be facing with regard to the rising cost of food and fuel. Cold and hunger would likely affect some residents' physical and mental health and, as such, a whole system approach was required between the Council, NHS, community groups and residents. The good partnership working already underway was recognised with plans being scaled up in anticipation of the increase in demand. Residents would be encouraged to get their

	<p>winter vaccinations and would be directed to the right support at the right time. 'Warm Banks' would be set up across the Borough to provide residents with somewhere warm to go and they would also be provided with advice and information in a single point of contact.</p> <p>The Cabinet Member noted that prevention was key and that enabling access to GPs, pharmacies and NHS111 would help prevent ill health. Support had been provided to around 12k children who had already benefitted from food vouchers via the Household Support Fund delivered by the Council this year and assistance had been given with the cost of utility bills (it was anticipated that the Government would continue with this programme this winter to help with food and utility costs). The Council had issued the £150 Council Tax energy rebate to more than 77k households in the Borough and continued to put its residents first.</p> <p>These were difficult and anxious times but the Council would support residents through the winter and help them to weather the storm.</p> <p>There was no supplementary question.</p>
28.	<p>MOTIONS (Agenda Item 8)</p> <p>8.1 MOTION FROM COUNCILLOR EDWARDS</p> <p>Councillor Edwards moved, and Councillor Curling seconded, the motion as set out on the Order of Business.</p> <p>It was noted that, whilst the country had lost its sovereign, the Royal Family had lost its matriarch. The Queen had provided the country with reassurance, stability and comfort and had set an example to the world. She had possessed an unwavering sense of duty and dedication to her role, undertaking a number of visits to the Borough during her reign. She had displayed a great sense of humour, had been interested in what others had had to say and had made them feel important. It had been estimated that 4.1 billion people had watched the Queen's funeral on television which had been testament to her impartiality and leadership.</p> <p>Members thanked the Mayor for the role that she had played over the last few weeks with regard to things such as the arrival of the Queen's coffin at RAF Northolt and the proclamation of the new King on the steps of the Civic Centre. She had conducted herself with great dignity and had been a credit to the Borough.</p> <p>May Her Majesty Queen Elizabeth II rest in peace. Long live the King.</p> <p>RESOLVED: That this Council wishes to express its deepest sympathy to the Royal Family upon the death of our Sovereign, Her Majesty Queen Elizabeth II.</p> <p>This Council acknowledges and gives thanks for Her Majesty's long service of over 70 years, her complete dedication to our country, overseas territories and Commonwealth throughout her life and her embodiment of all aspects of our British way of life. This service to our country is something none of us will ever see again in our lifetimes.</p> <p>This Council also takes this opportunity to pledge its loyalty and allegiance to our new King Charles III and look forward to the new era that his reign brings.</p>

8.2 MOTION FROM COUNCILLOR CURLING

Councillor Curling moved, and Councillor Kaur seconded, the following motion:

“That this Council recognises the importance of play and pre-school education for the development of our children, and to give them the best start in life, as well as the need for parents to have access to local, affordable and reliable childcare.

“This Council also recognises the excellence and professionalism of our staff at the three, council-run early years centres, in South Ruislip, Uxbridge and Hayes.

“This Council therefore regrets the decision of the Cabinet to close these nurseries and calls for the Cabinet to urgently review their decision and to explore alternative ways of tackling the budget deficit and keeping the nurseries open.”

Those speaking in support of the motion hoped that Cabinet would rethink the decision that had been made to close the three Early Years Centres (EYCs) in the Borough as it had done when there had been opposition to the changes proposed to the Hillingdon Music Service some years previously. It was suggested that these EYCs provided a service for vulnerable children that other nurseries did not cater for and that local schools used to contribute towards their running costs.

The use of special urgency powers to make the decision during the school holidays was disputed, as was the Select Committee Chairman's waiver of the associated call-in period. Members in support of the motion stated that it had been unethical to close the EYCs without first undertaking a consultation exercise or seeking a second opinion on options, especially when this issue had seemingly been under review since January 2020.

It was suggested that the childcare market was on the brink of collapse and that the closure of EYCs in Hillingdon was not a wise decision. The EYCs were thought to be a unique provision with links to relevant Council departments and their closure in Hillingdon would affect over 100 real lives. It was questioned how much publicity had been given to the availability of places in other nurseries and why Councillors had not been advised of the proposal beforehand. The Council was advised that the parent-led campaign against the closures would continue.

Those speaking against the motion acknowledged the importance of play and early years development but recognised that Council resources needed to be spent on delivering statutory services. Closing a service was never going to be an easy decision and closure of EYCs in Hillingdon had been motivated by a loss of £532k per year, not profit. It was suggested that those in favour of the motion needed to identify which service the Council should take £500k from each year in order to maintain the EYC service and whether that would be a fair way forward.

The motion was put to a recorded vote.

Those voting for: Councillors Basit, Burles, Curling, Dhot, Farley, Gardner, Garellick, Garg, Gill, Islam, Judge, Kaur, Lakhmana, Mand, Mathers, Money, Nelson-West, Punja, Sansarpuri, Singh and Sweeting.

	<p>Those voting against: The Mayor (Councillor Haggar), the Deputy Mayor (Councillor Ahmad-Wallana), Councillors Banerjee, Bennett, Bhatt, Bridges, Burrows, Reeta Chamdal, Roy Chamdal, Choubedar, Corthorne, Davies, Denys, Edwards, Goddard, Gohil, Higgins, Lavery, Lewis, Makwana, D Mills, R Mills, O'Brien, Palmer, Riley, Smallwood, Sullivan and Tuckwell.</p> <p>The motion was lost.</p>
	<p>The meeting, which commenced at 7.30 pm, closed at 9.10 pm.</p>

These are the minutes of the above meeting. For more information on any of the resolutions please contact Lloyd White, Head of Democratic Services on 01895 556743. Circulation of these minutes is to Councillors, Officers, the Press and Members of the Public.

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REPORT OF THE HEAD OF DEMOCRATIC SERVICES

Reporting Officer: Head of Democratic Services

5.1 REVIEW OF COUNCIL CONSTITUTION – MEMBER / OFFICER PROTOCOL

1. Background

- 1.1 The Constitution of the London Borough of Hillingdon sets out how the Council is governed and operates, the various roles of the elected Members, how decisions are made and the procedures which are followed to ensure that everything the Council does is efficient, transparent, accountable, done with integrity and engages residents in the way it does business.
- 1.2 Chapter 22 of the Constitution, as adopted at the annual Council meeting held on 12 May 2022, contains the **Protocol on good Member and officer relations**.
- 1.3 Part of the Protocol governs the use of the Member Enquiry (ME) system advising how Members can easily and swiftly get assistance with their, and their residents', queries.

RECOMMENDATION: That the proposed amendment to Chapter 22 of the Constitution regarding the Member / Officer Protocol, as detailed below, be approved.

2. Background and Proposed Amendment

- 2.1 Currently, Members submit enquiries which are processed by the Members Enquiry Team. There is no distinction made between the enquiries that are received or prioritised, but each enquiry is treated in the same way.

- 2.2 Following the introduction of a new and improved ME system, ME's have now been defined as

*'a clear question has been asked that requires **investigation** by Council Officers, or the supply of **information** from a Council department'. A Members Enquiry may include requests for general policy and performance information, and/or the investigation of ongoing or persistent issues including persistent fly tipping.*

- 2.3 Whereas a Service Request from a Member is defined as:

*'a request for a **one-off action** to be taken, that requires action by an officer and not investigative activities or supply of information'. Examples of a Service Request include collection of fly tipping, removal of graffiti, street lighting issues, tree problem etc. Service Requests are **location-specific**.*

- 2.4 A new ME portal has been developed which will:

- use structured forms that will support efficient and effective response and closure,

- allow Members to receive an immediate acknowledgment upon submission of an enquiry or request;
 - allow Members to track enquiries and requests, view updates and responses;
 - allow the chasing of responses and enquiries to be automated and completed by or within the Portal, relieving Members of the need to devise their own monitoring system(s);
 - give Members the ability to submit a Members Enquiry or Service Request at any time of their choosing
- 2.5 The new process requires Members to use the portal to submit ME's and/or service requests (using structured forms). This will mean Members will no longer be able to submit a ME or service request by any other means such as telephone or email.
- 2.6 It is proposed that this change be reflected in the Protocol contained within Chapter 22 of the Constitution to ensure there is clear guidance for Members on how to access the new ME system.
- 2.7 Although the proposed change below will come into effect immediately, there will be a 'staggered' implementation programme for Members to start using the new portal. For a number of weeks, therefore, there will be a dual running of the current system and the new one as Members are gradually transferred to using the portal. This is expected to be completed by 31 December 2022.
- 2.8 Proposed changes to **Chapter 22 of the Constitution regarding the Member / Officer Protocol:**

Members' Enquiries and Service Requests

A Member is free to *submit a Member's Enquiry or service request to approach any Council Department, via the Members' Enquiry portal only, to provide such information, explanation and advice about the Department's functions as may reasonably be required in order to assist with discharging his/her role.*

A Members' Enquiry is defined as:

'a clear question has been asked that requires investigation by Council Officers, or the supply of information from a Council department'. A Members Enquiry may include requests for general policy and performance information, and/or the investigation of ongoing or persistent issues including persistent fly tipping.

A Members' Service Request is defined as:

'a request for a one-off action to be taken, that requires action by an officer and not investigative activities or supply of information'. Examples of a Service Request include collection of fly tipping, removal of graffiti, street lighting issues, tree problem etc. Service Requests are location-specific.

Such All enquiries and requests must be reasonable and will be met subject to any overriding legal considerations (determined by the Monitoring Officer). If the recipient of any request considers the cost of providing the information requested or the nature of the request to be unreasonable, they will raise the matter with the relevant Corporate / Executive Director who will discuss the issue with the relevant Group Leader or, in the absence of a Group Leader, with the Member concerned.

Should a Member wish for information that is not specific to their own Ward (e.g. is regarding matters affecting the whole Borough or is cross-cutting for a part of the Borough wider than a single Ward) then such a request must be made through the Group Leader with an explanation as to why such information is required.

Should a Member wish to raise, or be asked to raise by a member of the public, a matter in another Member's Ward there is an expectation that they will refer the matter to the appropriate Ward Member(s), unless a valid reason why this would not be appropriate is provided by the Group Leader.

Where a Member requests such factual information, that information will also be supplied to the relevant Cabinet Member, Chairman of the appropriate Committee or relevant officers.

To assist Members in this matter, the Council operates a Members' Enquiries portal, and all such requests must be made via this route. procedure of which Members are encouraged to make use. Details can be found on Horizon.

FINANCIAL AND LEGAL IMPLICATIONS

There are no specific financial implications arising from this report. Changes to the Constitution require approval from Full Council.

Background Papers: None

5.2 REVIEW OF COUNCIL CONSTITUTION – APPOINTMENTS COMMITTEE

1. Background

- 1.1 The Constitution of the London Borough of Hillingdon sets out how the Council is governed and operates, the various roles of the elected Members, how decisions are made and the procedures which are followed to ensure that everything the Council does is efficient, transparent, accountable, done with integrity and engages residents in the way it does business.
- 1.2 Chapter 10 of the Constitution, as adopted at the annual Council meeting held on 12 May 2022, contains, inter-alia, the terms of reference for the Appointments Committee (5 Members) and the Appointments Sub-Committee (3 Members).
- 1.3 This report proposes deleting the Appointments-Sub Committee and rationalising the Terms of Reference of the two bodies into one Appointments Committee.

RECOMMENDATION: That the proposed amendment to Chapter 10 of the Constitution regarding the deletion of the Appointments-Sub Committee and the merging of its role into the Appointments Committee (with membership of 3 Members), as shown below, be approved and the Head of Democratic Services be authorised to make any other consequential text changes to the Constitution, as appropriate.

2. Proposed Amendment

- 2.1 Given that the roles of the Appointments Committee and the Appointments Sub-Committee are similar, and the membership likewise, it will streamline the administration of the bodies if the Sub-Committee were deleted and all appointments and interviews etc conducted by the Appointments Committee whose Membership would be reduced to three Members (2 Con & 1 Lab).
- 2.2 It is, therefore, proposed to amend the terms of reference of the Appointments Committee as follows:

Appointments Committee

Membership

The Appointments Committee will be politically balanced, and membership determined by the Full Council. Membership shall include at least one member of the Cabinet. The Committee will determine employment matters in respect of Chief Officers. It may establish a sub-committee for the appointment of Deputy Chief Officers or other relevant officers for the discharge of functions set out below.

Quorum

No business shall be transacted at a meeting of an Appointments Committee unless there is present at least ~~one third of the whole number of Members of the body concerned or 2~~ 3 Members of the Committee. ~~whichever is the greater.~~

Terms of Reference

- 1) To determine all matters (including interviewing, salaries and service conditions) in the recruitment, selection and appointment of the Chief Executive, Corporate & Executive Directors **and those Chief Officers on JNC National Conditions of Service, and any other appointments as deemed necessary**, subject to the financial implications being within approved budgets. Full Council approval is required for the Chief Executive's appointment.
- 2) To establish and implement an annual appraisal and remuneration review process for the Chief Executive, Corporate & Executive Directors, based on clear performance targets and objectives.
- 3) To authorise a compensation package for the Council's Chief Executive on or before the termination of his/her employment with the Council.

Appointments Sub-Committee

Membership

~~The Appointments Committee has established an Appointments Sub-Committee comprising Councillors and will be politically balanced.~~

Quorum

No business shall be transacted at a meeting of an Appointments Sub-Committee unless there is present at least ~~one third of the whole number of Members of the body concerned or 3~~ Members of the Committee whichever is the greater.

Terms of Reference

~~To interview and appoint Directors, other Chief Officer, Statutory or Deputy Chief Officer posts. Additionally, upon referral by the Leader of the Council, in conjunction with the Chief Executive and in accordance with the Officer Employment Procedure Rules, to interview and appoint any other Chief Officer on JNC National Conditions of Service and any other appointments as deemed necessary.~~

- 2.3 It is proposed that the membership of the Appointments Committee will be as follows:

- **(nominated by the Conservative Group)** Councillors Edwards and Bianco as Chairman and Vice-Chairman – substitutes to be the other

- Members of the Cabinet who will be appointed dependent on the Cabinet portfolio into which the post(s) being interviewed falls.
- **(nominated by the Labour Group)** Councillor Curling – substitutes Councillors Farley, Mathers, Money and Sweeting.

FINANCIAL AND LEGAL IMPLICATIONS

There are no specific financial implications arising from this report. Changes to the Constitution require approval from Full Council.

BACKGROUND PAPERS: None

5.3 REVIEW OF COUNCIL CONSTITUTION – HEALTH AND WELLBEING BOARD MEMBERSHIP

Background

At the meeting of Council on 9 May 2013, the new Health and Wellbeing Board was formally approved as a Committee of the Council. The Board's Standing Orders specify that changes to its membership must be approved by full Council.

RECOMMENDATION: That the Health and Wellbeing Board membership be amended to include the LBH Executive Director, Children and Young People's Services and the NWL CCG be replaced with NWL ICS.

Proposed Amendment

The Health and Social Care Act 2012 specifies that Health and Wellbeing Boards must include the Director of Adult Social Services and the Director of Children's Services of the local authority. As the former Corporate Director, Social Care and Health covered both of these roles, the Health and Wellbeing Board membership cited them as one member in the Council's Constitution. Following his move to the post of LBH Interim Chief Executive, the two roles have been separated and this now needs to be reflected in the Constitution to ensure that representation on the Board meets the requirements of the Act.

The membership also needs to be updated to reflect the move from the North West London Clinical Commissioning Group (NWL CCG) to the North West London Integrated Care System (NWL ICS).

It is, therefore, proposed that the Health and Wellbeing Board Membership be amended as follows:

Membership

The membership of the Board shall comprise:

- 1) Cabinet Member for Health and Social Care (Co-Chairman)
- 2) Hillingdon Health and Care Partners Managing Director (Co-Chairman)
- 3) Cabinet Member for Children, Families & Education (Vice-Chairman)
- 4) LBH Chief Executive
- 5) LBH Executive Director, Adult Services & Health
- 6) *LBH Executive Director, Children and Young People's Services*
- 7) LBH Director, Public Health
- 8) NWL CCG-ICS - Hillingdon Board representative
- 9) NWL CCG-ICS - nominated lead
- 10) Central and North West London NHS Foundation Trust - nominated lead
- 11) The Hillingdon Hospitals NHS Foundation Trust Chief Executive
- 12) Healthwatch Hillingdon - nominated lead
- 13) Royal Brompton and Harefield NHS Foundation Trust - nominated lead
- 14) Hillingdon GP Confederation - nominated lead

FINANCIAL AND LEGAL IMPLICATIONS

There are no specific financial implications arising from this report. Changes to the Constitution require approval from Full Council.

BACKGROUND PAPERS: None

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Agenda Item 6

ADOPTION OF THE COUNCIL STRATEGY 2022 – 2026

Reporting Officer: Head of Democratic Services

1. SUMMARY

- 1.1 Cabinet, at its meeting on 13 October 2022, approved, for recommendation to Council, the final draft of the Council Strategy. Members are, accordingly, asked to consider its formal adoption as a policy framework document.
- 1.2 The report to Cabinet is attached as an appendix and the Strategy is set out in Appendix 1 to that report. The Strategy has been developed and consulted on in accordance with Chapter 4 of the Council's Constitution and the Budget and the Policy Framework Procedure Rules therein.

RECOMMENDATION: That the Council Strategy 2022-2026, be adopted as part of the Council's policy framework.

2. INFORMATION

- 2.1 The Council Strategy is the overarching policy framework document of the Council, setting the Administration's vision and ambition for the Council and residents over the next four years. It also sets out important commitments to residents as follows:
 - Safe and Strong Communities
 - Thriving, Healthy Households
 - A Green and Sustainable Borough
 - A Thriving Economy
 - A Digital-Enabled, Modern, Well-Run Council
- 2.2 These commitments build on the Council's successes to date and present a bold agenda for the Council and Borough for the years ahead, one that can positively respond to a changing world, local needs and aspirations.
- 2.3 Aligned to and underpinning the delivery of the Strategy is continued strong leadership, sound financial management and transformation, so that residents can continue to expect high-quality services and facilities provided in the most efficient way. Internally, the Strategy will ensure a strong performance management framework for the delivery of local services.

Consultation carried out

- 2.4 The draft Strategy has been through a period of extensive public consultation following publication by the Cabinet in July 2022 and this is set out in the attached report. The consultation responses have been positive and supportive. Select Committees, as statutory consultees, have also provided welcome feedback. This has all been taken into account in the final version, now presented to full Council.

3. Financial implications

The Strategy will provide the overarching policy framework within which the Council will deliver for residents, with development of the Council's Medium Term Financial Forecast and Budget Strategy to be undertaken in pursuit of these ambitions and commitments.

4. Legal Implications

There are no legal impediments to the Council adopting the proposed Strategy which is in accordance with the outcome of the consultation and Council Constitution.

Background papers: None

COUNCIL STRATEGY 2022-2026

Cabinet Member(s)	Cllr Ian Edwards
Cabinet Portfolio(s)	Leader of the Council
Officer Contact(s)	Dan Kennedy, Central Services
Papers with report	Appendix 1 - Hillingdon Council Strategy 2022-2026 Appendix 2 - Comments from Select Committees Appendix 3 - Consultation findings Appendix 4 - Consultation questions

HEADLINES

Summary	<p>Hillingdon Council is committed to putting its residents first. Through strong leadership, sound financial management and transforming how it works, the Council will ensure it provides high-quality services residents expect in the most efficient way.</p> <p>At the Cabinet meeting in July 2022, it was agreed to commence a public consultation on the draft four-year council strategy. The strategy sets out a clear vision and a comprehensive framework of commitments to residents which continue to enhance the Borough, continuously improve council services, represent value for money and meet residents' needs. The consultation ran continuously for the period 8 July 2022 to 9 September 2022 inclusive.</p> <p>This report to Cabinet presents the findings of the consultation. Cabinet is asked to note and consider the consultation responses, the recommended changes and approve the strategy for adoption by full council.</p>
Putting our Residents First	This report presents the four-year strategy for the council with clear commitments to put our residents first. The strategy recommended to Cabinet has been informed by resident feedback.
Financial Cost	There are no direct financial implications arising from the recommendations set out in this report, with ongoing development of the Council's Medium Term Financial Forecast and Budget Strategy being aligned to the Council Strategy.
Relevant Select Committee	All Select Committees
Wards	All

RECOMMENDATIONS

That the Cabinet:

- 1. Notes the findings and overall positive response from a comprehensive consultation exercise, which has informed the proposed final Council Strategy 2022-2026;**
- 2. Recommends Hillingdon's proposed Council Strategy 2022-26 in Appendix 1 for adoption by Council on 17 November 2022.**

Reasons for recommendation

Hillingdon's Council strategy sets out a clear vision for the Borough and the Council, for the next four years and forms a key element of the policy framework. Approval is sought from Cabinet to approve the strategy for adoption by full council, following the conclusion of a public consultation process.

Alternative options considered / risk management

No alternative options were considered. The strategy sets out the vision and priorities for the council over the next four years. Consideration of resident and partner feedback arising from the consultation has informed the strategy and ensures the Council continues to put residents first.

Democratic compliance

The Council Strategy is a policy framework document as set out in Chapter 4 of the Council's Constitution. Consideration of this strategy is, therefore, being undertaken in accordance with the Budget and Policy Framework Procedure Rules and these required the Cabinet to set out a timetable for the Strategy's adoption, to include a minimum 6-week consultation period and consideration by the relevant select committees. The following timetable is being adhered to:

1. Consultation draft to Cabinet – 7 July 2022
2. Minimum 6-week public consultation period and select committees (July / September 2022)
 - a. Finance & Corporate Services Select Committee – 13 July 2022
 - b. Property, Highways & Transport Select Committee – 13 July 2022
 - c. Health & Social Care Select Committee – 19 July 2022
 - d. Children, Families & Education Select Committee – 20 July 2022
 - e. Residents' Services Select Committee – 21 July 2022
 - f. Public consultation period – 8 July to 9 September 2022 inclusive
3. Cabinet consideration of final draft, consultation and select committee responses – 13 October 2022
4. Council adoption of Council Strategy – 17 November 2022

Select Committee Comments

Each of the Council's five Select Committees considered the draft Council Strategy at their meetings in July 2022, which were helpfully attended by the Chief Executive and Corporate Director of Central Services who introduced the document and answered questions from Members. Details of the formal comments submitted to Cabinet and/or the general discussion that took place is set out in Appendix 2. Cabinet is requested to duly consider these, along with the other responses from the broader public consultation.

SUPPORTING INFORMATION

1. Hillingdon Council continues to put residents first in everything it does. This includes excellent waste and recycling services, investing in footpaths and roads, providing high quality leisure facilities and award-winning green spaces, building new affordable homes, enhancing schools, supporting local high streets, tackling the effects of climate change, protecting residents from harm and supporting residents to live independent and healthy lives. The council is committed to making a difference.
2. The Council's approach of strong leadership, sound financial management and transforming how it works will continue to ensure high-quality services and facilities residents expect are provided in the most efficient way.
3. The proposed Council Strategy 2022-2026 presented to Cabinet builds on the successes of the council to date and sets a clear vision, the ambition for residents and the council, and commitments to residents over the next four years to continue to respond positively to changing demands and requirements. The strategy provides a broad, overarching framework for effective business planning and strong performance management within the council to drive the transformation of services to continue to meet the changing needs and expectations of residents.
4. Cabinet approved in July 2022 a public consultation about the details of the council strategy which ran for the period 8 July 2022 to 9 September 2022 inclusive. The consultation sought the views of residents, businesses, community groups, public sector organisations and local partners on the proposed vision, ambitions and five commitments to residents.
5. The findings from the consultation can be found at appendix 3.
6. The consultation survey received 350 responses and four responses by email. The headlines of who responded and the summary feedback is set out below, with further details in appendix 3.
 - The majority of responses (325, 92.9%) were from residents (or on their behalf), followed by community groups (12) and local businesses (3). One response was from an organisation representing businesses. The remaining responses were from a range of groups, with one response not confirming which responding group they represent.
 - Of the responses that provided a postcode – 46% were from wards in the north of the Borough and 52% from wards in the south of the Borough. The remaining responses either did not provide a post code or were based outside the Borough boundary.
 - The majority of responses are from those aged 55-64, followed by 45-54; there is a good response rate for most age groups when compared to the borough profile. The response

rate was slightly lower for those aged 18-34. The majority of responders represented those from a White British heritage.

Response rates were monitored closely throughout the consultation and additional targeted action taken to increase take up to encourage representation in the survey.

Vision

Most responding to the consultation were pleased with the vision and felt it was important to make the statement to put residents first. Some responders felt there needed to be more information about the actions the council will take to deliver the vision (this is responded to below).

Ambition for residents

There was strong support for the ambition statement for residents in the strategy; 88% of those responding felt the ambition statement for residents was clear.

Five commitments to residents

The vast majority of respondents felt that the five commitments that comprise the Council Strategy were important. Overall, there was strong support for the five commitments.

Commitment	Response*		
	Important or Very Important	Neither Important or Not Important	Not Important/Not at all Important
<i>Safe and Strong Communities</i>	94.2%	3.4%	1.2%
<i>Thriving, Healthy Households</i>	96.0%	2.6%	0.0%
<i>A Green and Sustainable Borough</i>	91.1%	4.9%	2.9%
<i>A Thriving Economy</i>	93.1%	4.9%	1.2%
<i>A Digital-Enabled, Modern, Well- Run Council</i>	86.8%	10.0%	1.7%

*Please note that the responses will not add up to 100% because of non response to this question by some respondents

Most respondents also felt that the commitments were clear and easily understood.

Commitments	Response*			
	Was the commitment clear?		Anything that was missed?	
	Yes	No	Yes	No
Safe and Strong Communities	86.6% (303)	12.2% (43)	36.6% (128)	2.6% (9)
Thriving, Healthy Households	86.6% (303)	12.9% (45)	28% (98)	68.9% (241)
A Green and Sustainable Borough	88.9% (311)	9.7% (34)	34% (119)	62.6% (219)
A Thriving Economy	88.6% (310)	9.7% (34)	24.9% (87)	71.1% (249)
A Digital-enabled, Modern, well-run Council	86.6% (303)	12.6% (44)	24.6% (86)	71.4% (250)

*number of responses in brackets

Whilst the consultation responses indicated an overall positive agreement that the priorities proposed in the strategy addressed the key issues important to local residents, the written comments did helpfully raise areas where residents felt more emphasis was needed or where it was felt the strategy could be extended.

The full set of results can be found in Appendix 3 with the headline themes and a response to each set out below.

- Details on targets and actions – There were comments received that the strategy document should include further information about how the strategy will be achieved, especially in the current challenging economic climate. There were also comments that targets and measured outcomes for residents should be included in the published strategy.

Response: The strategy is a high-level statement setting out a clear forward-looking vision, ambition, commitments and outcomes for residents over the next four years. The strategy, therefore, has not been designed to include the details of how the commitments will be delivered and measured. The strategy provides a strong framework for business planning and performance management for the full range of council operations. There are and will continue to be regular updates publicly available on key council-wide plans in papers presented to Cabinet (e.g. Climate Action Plan, Housing Strategy etc.) to deliver the overarching Council Strategy.

- More emphasis on affordable housing and Town & Country planning is needed - There were some comments made by those taking part in the survey about the need for more housing, especially more affordable housing and housing of a good quality (e.g. housing standards in the private rented sector). Some felt the reference in the strategy to homelessness should be more focused on prevention. There were also comments made that the Council should do more to reduce the level of new developments, such as new housing, in the Borough.

Response: The Council recognises the challenge residents face to secure affordable housing when demand is high and continues to rise. This need is reflected in the council's approved Housing Strategy as well as the draft Council Strategy, including a range of ambitious measures to prevent homelessness and increase access to and the supply of affordable rented housing and home ownership options. Given the draft strategy includes a commitment to increase the provision of affordable housing it is felt no further additions to the strategy are required in this respect. However, the comments about positioning the council strategy to emphasise more clearly the need to prevent homelessness are noted and amendments have been made to the wording of the council strategy in response. Finally, in respect of the Council exercising its full powers to prevent unnecessary or inappropriate development in the Borough, this is clearly referenced as a commitment in the draft council strategy and evidenced in existing Planning Policy, and therefore no further amendments are proposed.

- Climate Action / Carbon Neutral – Some people who took part in the consultation commented that the council strategy should be more specific about the action the Council is taking on climate related initiatives and the priority to reduce carbon emissions.

Response: The draft Council Strategy is a high-level document and includes a range of commitments to reduce carbon emissions in the Borough. The details of how this will be achieved are included in the separately published Council's Climate Action Plan.

- Acting as a champion for residents – Comments were received that the strategy needs to be clearer that the council has an important active role to challenge on behalf of residents on important matters such as the London Mayor's proposed extension of the Ultra Low

Emission Zone (ULEZ), the development of HS2 and the expansion of Heathrow Airport etc..

Response: The Council has and continues to advocate robustly on a range of issues to protect the interests and day to day lives of Hillingdon residents and businesses against developments such as ULEZ, HS2 and the expansion of Heathrow Airport. The council has advocated on behalf of residents and local businesses for many years and will continue to do so. This has been made clearer in the proposed Council Strategy.

- Regeneration - Some respondents to the consultation asked for a clearer focus on regeneration in the strategy, especially in the south of the Borough.

Response: The council, working closely with local residents and local businesses has and continues to deliver a number of exciting and impressive programmes to improve the borough and provide new opportunities for residents. This includes the ambitious regeneration programme in the Hayes area, the long-standing town centre improvements programme across the Borough and more recently, master planning for the Uxbridge area. To ensure this existing commitment is sufficiently clear, amendments to the strategy have been proposed.

- Arts and culture – Some comments received in response to the consultation felt there needed to be a stronger reference in the strategy to developing the offer for arts and culture in the Borough, including the provision of multi-use spaces to facilitate this.

Response: The Council recognises the value of arts and culture, and this is reflected in the council's ambition and commitments to residents set out in the draft Council Strategy. After careful consideration, it is therefore felt that this commitment has been sufficiently reflected in the draft strategy and therefore no further changes are proposed.

- Improving the lives of all residents – Some responders to the consultation felt the strategy should be clearer in setting out the commitment and role of the Council in promoting equal access to information, advice and services in all parts of the Borough, and being able to have a say, to improve outcomes for all residents. This included promoting opportunities for older people and younger people; and setting out the role of the voluntary sector.

Response: Hillingdon Council is committed to improving the lives of its residents. The draft council strategy presented commitments to work with residents and partner organisations to achieve this in a number of ways. This includes supporting older people and vulnerable adults to live independent lives in the community, working closely with education providers to ensure all children and young people get the best start in life, preventing homelessness, supporting communities to be resilient and working together to tackle low pay. To ensure this commitment from the Council is clear, some additional amendments to the wording of the strategy have been proposed, including a specific reference to the voluntary sector.

- Digital council - The value of moving to a more digital, efficient council was recognised as important by many people taking part in the consultation. Some comments received asked for consideration to ensure support is available for those to use digital services. One select

committee requested that greater emphasis is given to customer service in the strategy to reflect the outcomes the Council is striving to achieve.

Response: The Council recognises the important contribution digital ways of working can bring to improve service delivery to residents. This includes the benefits of services being available at times and days to meet the needs and preferences of residents. For those that require assistance to access information and services or who are unable to access digital services, support will continue to be available to residents. This has been made clearer in the proposed council strategy. There is also an amendment to ensure the commitment from the Council to high quality customer service is clear.

In addition, it was requested through the consultation that reference was made to the role of RAF Northolt. The proposed strategy has been amended to reflect this.

Financial Implications

There are no direct financial implications associated within the recommendations for approval by Cabinet of the draft strategy. As outlined above the strategy will provide the overarching framework within which the Council will deliver for residents, with development of the Council's Medium Term Financial Forecast and Budget Strategy to be undertaken in pursuit of these ambitions and commitments.

RESIDENT BENEFIT & CONSULTATION

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

The four-year Council Strategy presented in this report provides the vision and a comprehensive framework of commitments to residents which seek to continue to enhance the Borough and continuously improve Council services to be modern, represent value for money and meet residents' needs. The four-year Council Strategy has been informed by a wide range of views from residents, partner organisations and businesses.

Consultation carried out or required

Following approval at the July 2022 Cabinet meeting, a public consultation was undertaken with residents, partner organisations and businesses to seek views on the proposed four-year strategy to inform the final strategy to be presented to Cabinet.

The consultation involved a structured survey available to all residents which was available continuously for the period 8 July 2022 to 9 September 2022 inclusive.

The consultation was publicly available and actively promoted through a wide range of communication channels during the consultation period, including;

Website

The on-line survey was publicly available on the Council website for the duration of the consultation period and promoted on the front / home page.

Press Release

The press release was published on 8 July - [Residents encouraged to have say on draft council strategy - Hillingdon Council](#). This was shared to local media outlets the same day.

Social Media

Social media was actively used to promote social media posts as per the link below which was shared four times across Twitter and Facebook, on July 8 & 27 and August 5 & 14. This linked back to the above press release.

<https://twitter.com/Hillingdon/status/1558741472878501888>

This was also shared on Instagram on 8 July.

A promotional advert was running on Facebook concurrently, which has had a reach of 8,996 people, with 762 engagements and 705 people clicking the link.

E-Newsletter

The strategy was also publicised to residents via our e-newsletter to residents in July. Circa. 40,000 residents subscribe to this regular e-newsletter.

Proactive Promotion to Partner Organisations and Residents' Associations

The survey was pro-actively promoted to over 350 partner organisations operating in the Borough, including faith organisations, voluntary sector organisations, local businesses and all schools, inviting comments.

Internal Staff

The strategy was publicised to staff via the Intranet, and through the all-staff emails six times.

Select Committees

A presentation and discussion on the draft strategy at all five Select Committees to invite comments.

CORPORATE CONSIDERATIONS

Corporate Finance

Corporate Finance has reviewed this report and the draft Council Strategy, noting that the ambitions set out for both Residents and the Council will inform ongoing development of the Medium-Term Financial Forecast and Budget Strategy. As noted above, there are no direct financial implications arising from the development of and consultation on the draft Council Strategy.

Legal

Legal Services confirm that there are no legal impediments to the Council adopting the proposed Strategy which is in accordance with the outcome of the consultation.

BACKGROUND PAPERS

Cabinet Report July 2022 – Draft Council Strategy 2022-2026 (item 5)

[London Borough of Hillingdon - Agenda for CABINET on Thursday, 7th July, 2022, 7.00 pm](#)

Appendix 1 – Council Strategy 2022-2026

Hillingdon Council

Our Borough

Hillingdon is a prosperous, modern, diverse and connected London Borough. It is the westernmost borough in Greater London with a population of just over 309,000. Hillingdon has outstanding facilities and opportunities that position the borough to be a great place to live, work, study and do business.

- Hillingdon is the second largest of London's 32 boroughs, covering an area of 42 square miles (11,571 hectares) and located just 14 miles from central London.
- A diverse and vibrant population, with 92 spoken languages in the Borough.
- Home to Heathrow Airport, historically the region's biggest employment site supporting the economy, jobs and local services. Hillingdon is also home to 1,400 military, civil servant and contracted personnel based at RAF Northolt, supporting UK defence.
- An excellent strategic location for business, with good transport connections including the London Underground Metropolitan, Piccadilly and Central lines, the Elizabeth Line, the national rail network and air, as well as major UK motorways (M4, M25 and M40).
- A Borough with more than 16,000 businesses. As well as a vibrant local business sector, Hillingdon has one of the highest concentrations of major international and European headquarters outside of the City of London and the West End.
- A green borough where town meets country - with 800 acres of woodland, country parks, fields and farms, several rivers and the Grand Union Canal. The borough maintains more than 200 green spaces, totalling around 1,800 acres (730 hectares).
- A place for learning - home to more than 100 schools, Uxbridge College, Brunel University and a campus for Buckinghamshire New University.
- Three hospitals – The Hillingdon Hospital, Mount Vernon and the Harefield Hospital.
- Cultural and art offers – local theatres, visitor attractions and heritage trails.

Our Vision

Putting Our Residents First

Our Ambition for Residents

Hillingdon is a safe, inclusive, green, more digital borough with a strong economy. We want all our residents to:

- Live active and healthy lives.
- Enjoy access to green spaces, leisure activities, culture and arts.
- Live in a sustainable borough that is carbon neutral.
- Be / feel safe from harm.
- Live in good quality, affordable homes in connected communities.
- Stay living independently for as long as they are able.
- Achieve well in education, with opportunities for learning at all ages.
- Have opportunities to earn an income that supports their families.

Our Ambition for the Council

We will strive to be an efficient, well-run, digital-enabled council working with partners to deliver services to improve the lives of all our residents.

Our Commitments to Residents

1. Safe and Strong Communities

Hillingdon is a safe place with resilient, strong communities with access to good quality, affordable housing. We will;

- Work to keep residents safe from harm.
- Actively work in partnership with the Police, other partners and communities to prevent and tackle crime, including anti-social behaviour and drug-related crime.
- Support all residents across the Borough in their ability to have equal access to information, advice and services and to play an active role in resilient and respectful communities.
- Take enforcement action to protect residents and the environment.
- Enable more new homes to be available, in the appropriate places.
- Increase the number of affordable homes available each year.
- Work to prevent homelessness, including rough sleeping.

2. Thriving, Healthy Households

Children, young people, their families and vulnerable adults and older people live healthy, active and independent lives. We will;

- Work with partners, including schools and the voluntary sector, to deliver a range of innovative programmes that help improve the health of our residents and tackle differences in health outcomes.
- Support the most vulnerable residents in our communities to live independently.
- Develop housing options for vulnerable adults and older people that promotes active independent living.
- Develop innovative ways for residents to access early advice and support when they need it, to help prevent needs escalating.
- Work with the NHS and other partners to continue to develop joined-up services to meet the health, care and support needs of residents in the community, including the development of a new Hillingdon Hospital.
- Work with partners to ensure better access to healthcare in the community.
- Explore ways to work innovatively with the voluntary sector to help improve health and wellbeing outcomes for residents.
- Ensure every Hillingdon child has access to a school place, including children with additional needs.
- Improve educational outcomes with partners and work to reduce the achievement gaps for children, including those with vulnerabilities and special educational needs and/or

- disabilities (SEND) in a ‘Good’ and ‘Outstanding’ local education setting.
- Increasing supported employment and apprenticeships for vulnerable people.
 - Develop opportunities to support children with social, emotional and mental health and wellbeing at an early stage.
 - Improving digital access for all.
 - Develop programmes that enrich the lives of young people and support them to move successfully into adulthood and be ready for work.

3. A Green and Sustainable Borough

Hillingdon will be a sustainable, carbon-neutral borough, protecting Hillingdon’s heritage, built environment and valued green spaces. Residents will live in pleasant neighbourhoods with access to sustainable waste management and transport. We will;

- Work towards being a carbon-neutral organisation by delivering Hillingdon’s Climate Action Plan with partners, including planting more trees and enabling investment in new sustainable infrastructure. Create opportunities to increase biodiversity across the Borough.
- Protect the heritage, built environment, green belt, parks and open spaces.
- Promote sustainable transportation, including walking, cycling, the use of public transport and electric vehicles.
- Help residents and businesses to reduce waste and increase recycling.
- Help to improve the energy efficiency of homes.

4. A Thriving Economy

We are actively working with local businesses and partners to create a borough where businesses grow within a strong economy and local people can improve their skills and enjoy good quality jobs. We will;

- Work with partners and local businesses to promote investment and business growth, including attracting new companies to the Borough.
- Procure services that supports local businesses and adds social value.
- Work in partnership with local employers and other stakeholders to provide opportunities for residents to learn new skills, to find local jobs and progress into better-quality jobs.
- Strengthen the digital infrastructure in the Borough.
- Create opportunities for investment in sustainable local infrastructure to support economic growth.
- Work with partners to help tackle low pay.
- Support thriving multi-purpose, viable town centres, including estate regeneration, creating a new master plan for Uxbridge and exploring similar opportunities for other areas of the Borough.
- Target support to help residents out of financial hardship.

5. A Digital-Enabled, Modern, Well-Run Council

We are a well-run, sustainable council with sound financial management, achieving positive outcomes for residents. We will;

- Be a strong leader of joined-up public services for Hillingdon residents.
- Continue to advocate on behalf of residents and businesses to promote and protect the best interests of the Borough.
- Promote resident engagement across all communities.
- Embrace technology to be efficient and make it easier for residents to use council services, including supporting those who are unable to use technology.
- Continue to deliver a modern, responsive customer service.
- Make the best use of our land and buildings.
- Ensure value for money in the procurement and delivery of services.
- Continue to review and develop services to achieve the best possible outcomes for residents and communities.
- Develop a diverse, committed and skilled workforce in the Borough.

Appendix 2 – Comments from Select Committees

Finance & Corporate Services Select Committee – 13 July 2022

The Finance and Corporate Services Select Committee has made the following formal comments, following agreement with the Chairman and Opposition Lead:

“The Committee is supportive of what is a clear strategy and direction for Hillingdon over the coming years. The Committee is particularly enthused by the public nature of the Strategy, as it is felt that this will provide the opportunity for Hillingdon residents and political opposition to scrutinise its delivery, ensuring a greater degree of accountability from the Council.

The Committee suggests amending the Strategy to include a greater emphasis on the aim of achieving excellence in customer services, together with a focus on increased partnership working, (including working with the voluntary sector), to achieve timely and effective outcomes for residents.

Additionally, while the Strategy’s focus on securing value for money is laudable, it is felt that the Strategy should also focus on ensuring continued delivery of quality services to residents. The need for the Strategy to retain sufficient flexibility to respond to changing pressures, such as rising inflation, is also highlighted.”

Property, Highways & Transport Select Committee – 13 July 2022

The following matters were discussed at the meeting in respect of the draft Strategy going forward and are reflected in the minutes:

- The Committee supported the move to adopt a Council Strategy as an encompassing vision statement for the Council, specifically in the wake of the recent emergence from a global pandemic and the current national, and international, financial context;
- Members particularly welcomed commitments to digital development, which would ensure efficiencies were achieved across the Council; and
- An emphasis was placed on the importance of sustainability, specifically in facilitating a sustainable transportation environment for residents and those working in the Borough.

Health & Social Care Select Committee – 19 July 2022

The Health and Social Care Select Committee has made the following formal comments, following agreement with the Chairman and Opposition Lead:

“The Committee welcomes the ambition and aims set out in the draft Council Strategy 2022-2026. Members are keen to have sight of relevant service plans once developed to see the links between the high-level aspirations for the authority and how these are translated into actual performance. This would enable Members to see the impact of actions taken to achieve outcomes. It will be important to have strong plans in place with real markers of progress to ensure that there is an accountable link between the high-level objectives contained in the strategy and ground-level performance.

Whilst Members applaud visionary thinking and recognise that the digitisation agenda will provide opportunities, they are also aware that some residents will not be able to engage for various reasons. As such, it will be essential that the Council does not assume complete change and

provides alternative options for engagement to ensure that these individuals are not disenfranchised.”

Children, Families & Education Select Committee – 20 July 2022

The Committee has made the following formal comments, following agreement with the Chairman and Opposition Lead:

“The Children, Families and Education Select Committee welcomes the aspirations and commitments laid out in the Council Strategy 2022-26 and its aim to regularly assess the quality of its services to its residents in order to seek to deliver constant improvement and value for money.

In particular, the Committee welcomes the Council's commitment to continually focus on improving educational outcomes and achievements of our children and young people, including those with vulnerabilities and special educational needs and/or disabilities, and delivering the vision that every child should have access to a good school place.”

Residents' Services Select Committee – 21 July 2022

The following matters were discussed at the meeting in respect of the draft Strategy going forward and are reflected in the minutes:

- The importance of interaction with hard-to-reach communities, noting that some residents may be reluctant or unable to use digital platforms;
- The importance of continued collaboration with local partners to support residents who lack the resources / skills to access technology;
- The challenges involved in achieving a rough sleeping target of zero given that Heathrow Airport is situated within the Borough; and
- A request for tree maintenance to be included in the Strategy under section 3 (A Green and Sustainable Borough).

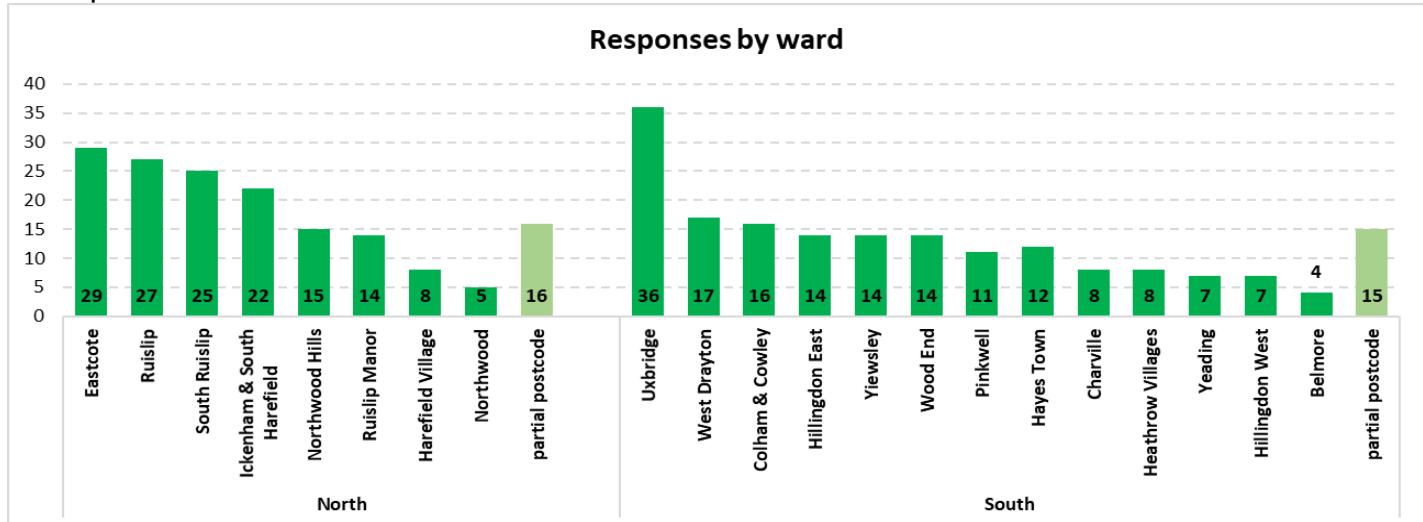
Appendix 3 – Consultation findings

Who Responded?

350 responses were received to the on-line, structured survey, with an additional 4 responses submitted by email with written comments. From the responses received from the on-line survey:

- 46.0% of responses were from residents in northern wards (161)
- 52.3% of responses were from residents in southern wards (183)
- 2 responses were from out of borough and 4 have no postcode

Responses by ward can be seen here; within Uxbridge (the Civic Centre) three council staff responded:



The majority of responses are from those aged 55-64, followed by 45-54; there is a good response rate for most age groups when compared to the borough profile, with a slightly lower number from those aged 18-34:

Age	Responses	%	Borough profile*
85+	6	1.7%	2.0%
75-84	28	8.0%	4.5%
65-74	69	19.7%	7.2%
55-64	89	25.4%	10.6%
45-54	72	20.6%	12.8%
35-44	53	15.1%	15.3%
25-34	20	5.7%	14.9%
Under 25	9	1.7%	8.6% (18-24)
not answered	4	1.1%	n/a
Total	350		

(*source: ONS Small Area Population Estimates, mid-2020)

The vast majority of responders are from White ethnicity group; this is higher response rate of this group when compared to the borough profile overall.

Ethnicity	Responses	%	Borough profile**
Asian or Asian British	30	8.6%	32.5%

Black, Black British, Caribbean, or African	14	4.0%	9.2%
Mixed or multiple ethnic group	9	2.6%	5.2%
Other ethnic group	8	2.3%	4.4%
White	271	77.4%	48.7%
not answered	18	5.1%	
Total	350		

(**source: GLA Ethnic Group Population Projections, 2016 based)

Slightly more females than males responded to the survey.

Gender	Responses	%
Female	177	50.6%
Male	148	42.3%
Prefer not to say	16	4.6%
You should not be asking this as it may offend	1	0.3%
not answered	8	2.3%
Total	350	

Finally, the majority of responders state they do not have a *disability*:

Disability	responses	%
No	284	81.1%
Yes	58	16.6%
not answered	8	2.3%
Total	350	

The majority of responses (92.9%) were from residents (or on their behalf):

Who	Responses	%
As a local resident	322	92.0%
Employee of private firm	3	0.9%
Organisation representing small businesses London	1	0.3%
On behalf of a community group	12	3.4%
On behalf of a local business	3	0.9%
On behalf of a local resident	3	0.9%
School Principal	1	0.3%
Council staff	3	0.9%
Voluntary Arts sector	1	0.3%
Not answered	1	0.3%
Grand Total	350	

Responding to the Commitments

The vast majority of respondents felt that the five commitments that comprise the Council Strategy were important or very important.

Commitment	Response*		
	Important or Very Important	Neither Important or Not Important	Not Important/Not at all Important
<i>Safe and Strong Communities</i>	94.2%	3.4%	1.2%
<i>Thriving, Healthy Households</i>	96.0%	2.6%	0.0%
<i>A Green and Sustainable Borough</i>	91.1%	4.9%	2.9%
<i>A Thriving Economy</i>	93.1%	4.9%	1.2%
<i>A Digital-Enabled, Modern, Well- Run Council</i>	86.8%	10.0%	1.7%

*Please note that the responses will not add up to 100% because of non response to this question by some respondents

In a similar vein, most respondents also felt that the commitments were clear and easily understood.

Commitments	Response*			
	Was the commitment clear?		Anything that was missed?	
	Yes	No	Yes	No
Safe and Strong Communities	86.6% (303)	12.2% (43)	36.6% (128)	2.6% (9)
Thriving, Healthy Households	86.6% (303)	12.9% (45)	28% (98)	68.9% (241)
A Green and Sustainable Borough	88.9% (311)	9.7% (34)	34% (119)	62.6% (219)
A Thriving Economy	88.6% (310)	9.7% (34)	24.9% (87)	71.1% (249)
A Digital-enabled, Modern, well-run Council	86.6% (303)	12.6% (44)	24.6% (86)	71.4% (250)

*number of responses in brackets

Picking up on the comments on what is missing from the Council Strategy – the following comments were received – the following are a selection of the comments received, to illustrate the themes set out above in this report.

Vision – Putting Our Residents First	<p>I believe you always had and just want you to continue on doing more of the same as you have over the past 15 years.</p> <p>It is a good vision for a local council to look after its residents.</p> <p>It's an excellent vision, and your current policies seem to support it very well.</p> <p>There are no real targets in the strategy, which means there are no metrics against which we can assess, as residents and voters, whether the Council has performed well according to its own standards.</p> <p>The strategy needs to be clearer on how it will be delivered, measured and monitored especially in the current economic climate</p> <p>The Council's forward thinking and decision to base your vision on residents is commendable, and it's a vision many if not all residents will welcome. My</p>
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	<p>comments are that mechanisms are in place to ensure that your operational leadership teams are behind and supportive of this vision. This ensures that every layer within the organization talks consistently about the promised vision to the tenants and is not afraid to hide any failures.</p>
Commitment 1 - Safe and Strong Communities	<p>Not enough houses being built in north of Hillingdon, (Ruislip, Eastcote, Northwood area) not flats but houses for families</p> <p>I would like to know what is considered to be affordable housing, and who it is aimed at, surely more social housing would benefit the local people both young and vulnerable more.</p> <p>All excellent proposals, but how can we ensure that existing properties are not blighted by overdevelopment of existing estates, unsuitable extensions and overbuilding on existing properties?</p> <p>I think crime needs to be addressed quickly and seriously.</p>
Commitment 2 - Thriving, Healthy Households	<p>Low income families need more support</p> <p>If putting our residents first is the agenda then you should be investing in the structure of healthcare in the borough.</p> <p>It would also be a good idea to do some levelling up in this borough as well.</p>
Commitment 3 - A Green and Sustainable Borough	<p>Climate change is not taken sufficiently seriously. We may only have less than 10 years to deal with climate change before we reach serious tipping points</p> <p>My comment is regarding the net zero Borough plans. It is important you take into consideration that we need cars for a variety of reasons...Please continue to support the rejection of extending the ULEZ as it will kill us as a Borough not to mention our local businesses.</p> <p>I do not agree that the vision should be putting residents first... Given the crucial importance of taking the best actions to tackle the climate emergency, the vision should therefore be focused on this</p> <p>There is no evidence that residents want a borough that is carbon neutral. This 'goal' in fact often damages the economy and wellbeing of locals.</p>

Commitment 4 - A Thriving Economy	<p>Welcome the vision, would like to see more in the borough to support safe cycling routes (other local boroughs have better infrastructure for ex Barnet), welcome master plan for Uxbridge but would like to see clear vision to supporting all high streets in the borough</p> <p>X notes that one of the 'supporting commitments' relates to 'A Thriving Economy' and we hope that Hillingdon Council will draw upon the experience and insight that X can offer in the Council's onward commitment to its business community and small businesses to ensure residents can benefit from being put first over the next four years.</p> <p>Vision is great, but [more needed to] serve the business community as well</p>
Commitment 5 - A Digital-Enabled, Modern, Well- Run Council	<p>The idea of a digital vision does not suit all people especially those of a certain age and people with no access to the required technology. More and more certain vulnerable people seem to be becoming isolated through the digital age. People need to be able to speak with people.</p> <p>It all sounds wonderful so long as we don't take it too far with regard to technology, sometimes residents would like to talk to a human being, especially if you can't find an exact match to a question and it should be made easy to do this.</p>

Finally, respondents were offered the opportunity to add any other comments they felt appropriate. There were several comments made about the Council's approach to arts and culture as well as the Council's approach to access for all communities in different parts of the Borough to information and services, and the Council's response to national priorities;

- A laudable ambition, but there is no strategy for the arts and culture and we urgently need one.
- I would have appreciated an explicit mention of libraries, as multi functional community centres.
- Inclusivity requires the acknowledgement and celebration of diversity in all forms
- Specifically there is nothing in relation to building more integrated communities.
- Connected communities is mentioned but given the amount of new homes being built means there will be greater diversity within the borough. Therefore high levels of integration are required.

Appendix 4 – Consultation questions

COUNCIL STRATEGY 2022-2026 DRAFT CONSULTATION QUESTIONNAIRE (V3.1)

Introduction

At Hillingdon Council we are committed to 'Putting Our Residents First' in everything we do.

Our draft council strategy 2022-2026 sets out what we will focus on and how we will work over the next four years.

The strategy sets out ambitions and priority commitments to help us ensure our resources and efforts are focused on the areas which will make the biggest difference for our residents. These have been based on a range of information, including assessments of need. We want to ensure that we have not missed anything, so we are keen to hear from residents, community groups, partners and businesses.

The full, draft council strategy 2022-2026 document is available on the Council website.

The survey will take about 5 minutes to complete and is anonymous. No individual can be identified from the information provided. The consultation will close on 9th September 2022.

1. In what capacity do you wish to respond to this consultation:

	As a local resident
	On behalf of a local resident
	On behalf of a local business
	On behalf of a community or voluntary group (please specify)
	Other (please specify)

2. What is your postcode where you live? (or work if you do not live in the borough):

3. Our Vision is "Putting Our Residents First".

Please provide any comments you have about the vision.

4. Our Ambition for Residents

Hillingdon is a safe, inclusive, green, more digital borough with a strong economy. We want all our residents to:

- Live active and healthy lives.
- Enjoy access to green spaces, leisure activities, culture and arts.
- Live in a sustainable borough that is carbon neutral.
- Be / feel safe from harm.
- Live in good quality, affordable homes in connected communities.
- Stay living independently for as long as they are able.
- Achieve well in education, with opportunities for learning at all ages.
- Have opportunities to earn an income that supports their families.

a.	Is the ambition for residents clear to you?	Yes	No
b.	Have we missed anything you expected to see?	Yes	No
c.	Do you have any comments or suggestions for the council?	Yes	No
Free text comments			

5. Your Views on our Commitments

Underpinning each commitment, we have developed a set of priorities. We want to hear about your views on these priorities.

Commitment 1 - Safe and Strong Communities

Hillingdon is a safe place with resilient, strong communities with access to good quality, affordable housing. We will;

- Work to keep residents safe from harm.
- Actively work in partnership with the Police, other partners and communities to prevent and tackle crime, including anti-social behaviour and drug-related crime.
- Support residents to play an active role in resilient and respectful communities.
- Take enforcement action to protect residents and the environment.
- Enable more new homes to be available, in the appropriate places.
- Increase the number of affordable homes available each year.
- Prevent and tackle homelessness, including rough sleeping.

a.	Is our approach to this commitment clear to you?	Yes	No
b.	Have we missed anything you expected to see?	Yes	No
c.	Do you have any comments or suggestions for the council?	Yes	No
Free text comments			

Commitment 2 - Thriving, Healthy Households

Children, young people, their families and vulnerable adults and older people live healthy, active and independent lives. We will;

- Work with partners, including schools, to deliver a range of innovative programmes that help improve the health of our residents and tackle differences in health outcomes.
- Support the most vulnerable residents in our communities to live independently.
- Develop housing options for vulnerable adults and older people that promotes active independent living.
- Develop innovative ways for residents to access early advice and support when they need it, to help prevent needs escalating.
- Work with the NHS and other partners to continue to develop joined-up services to meet the health, care and support needs of residents in the community, including the development of a new Hillingdon Hospital.
- Work with partners to ensure better access to healthcare in the community
- Explore ways to work innovatively with the voluntary sector to help improve health and wellbeing outcomes for residents.
- Ensure every Hillingdon child has access to a school place, including children with additional needs.
- Improve educational outcomes with partners and work to reduce the achievement gaps for children, including those with vulnerabilities and special educational needs and/or disabilities (SEND).
- Have access to 'Good' and 'Outstanding' local education settings.
- Increasing supported employment and apprenticeships for vulnerable people.
- Develop opportunities to support children with social, emotional and mental health and wellbeing at an early stage.
- Improving digital access for all.
- Develop programmes that enrich the lives of young people and support them to move successfully into adulthood and be ready for work.

a.	Is our approach to this commitment clear to you?	Yes	No
b.	Have we missed anything you expected to see?	Yes	No
c.	Do you have any comments or suggestions for the council?	Yes	No
Free text comments			

Commitment 3 - A Green and Sustainable Borough

Hillingdon will be a sustainable, carbon-neutral borough, protecting Hillingdon's heritage, built environment and valued green spaces. Residents will live in pleasant neighbourhoods with access to sustainable waste management and transport. We will;

- Work towards being a carbon-neutral organisation by delivering Hillingdon's Climate Action Plan with partners, including planting more trees and enabling investment in new sustainable infrastructure. Create opportunities to increase biodiversity across the Borough.
- Protect the heritage, built environment, green belt, parks and open spaces.
- Promote sustainable transportation, including walking, cycling, the use of public transport and electric vehicles.
- Help residents and businesses to reduce waste and increase recycling.
- Help to improve the energy efficiency of homes.

a.	Is our approach to this commitment clear to you?	Yes	No
b.	Have we missed anything you expected to see?	Yes	No

c.	Do you have any comments or suggestions for the council?	Yes	No
	Free text comments		

Commitment 4 - A Thriving Economy

We are actively working with local businesses and partners to create a borough where businesses grow within a strong economy and local people can improve their skills and enjoy good quality jobs. We will;

- Work with partners and local businesses to promote investment and business growth, including attracting new companies to the Borough.
- Procure services that supports local businesses and adds social value.
- Work in partnership with local employers and other stakeholders to provide opportunities for residents to learn new skills, to find local jobs and progress into better-quality jobs.
- Strengthen the digital infrastructure in the Borough.
- Create opportunities for investment in sustainable local infrastructure to support economic growth.
- Work with partners to help tackle low pay.
- Support thriving multi-purpose, viable town centres, including creating a new master plan for Uxbridge.
- Target support to help residents out of financial hardship.

a.	Is our approach to this commitment clear to you?	Yes	No
b.	Have we missed anything you expected to see?	Yes	No
c.	Do you have any comments or suggestions for the council?	Yes	No
	Free text comments		

Commitment 5 - A Digital-Enabled, Modern, Well-Run Council

We are a well-run, sustainable council with sound financial management, achieving positive outcomes for residents. We will;

- Be a strong leader of joined-up public services for Hillingdon residents.
- Promote resident engagement in connected communities.
- Embrace technology to be efficient and make it easier for residents to use council services.
- Make the best use of our land and buildings.
- Ensure value for money in the procurement and delivery of services.
- Continue to review and develop services to achieve the best possible outcomes for residents and communities.
- Develop a diverse, committed and skilled workforce in the Borough.

a.	Is our approach to this commitment clear to you?	Yes	No
b.	Have we missed anything you expected to see?	Yes	No
c.	Do you have any comments or suggestions for the council?	Yes	No
	Free text comments		

6. Our Commitments to Residents

Our council strategy sets out 5 commitments to residents. Please tell us how important these are to you.

	Very Important	Important	Neither important or not important	Not important	Not at all important
Safe and Strong Communities Hillingdon is a safe place with resilient, strong communities with access to good quality, affordable housing.					
Thriving, Healthy Households Children, young people, their families and vulnerable adults and older people live healthy, active and independent lives.					
A Green and Sustainable Borough Hillingdon will be a sustainable, carbon-neutral borough, protecting Hillingdon's heritage, built environment and valued green spaces. Residents will live in pleasant neighbourhoods with access to sustainable waste management and transport.					
A Thriving Economy We are actively working with local businesses and partners to create a borough where businesses grow within a strong economy and local people can improve their skills and enjoy good quality jobs.					
A Digital-Enabled, Modern, Well-Run Council We are a well-run, sustainable council with sound financial management, achieving positive outcomes for residents.					

7. Please provide any further comments that you think we should take into consideration.

the comments you provide are anonymous and confidential. The information you provide will be used only for monitoring purposes.

Age

What is your age?

Under 25

25-34

35-44

45-54

55-64

65-74

75-84

85+

Disability

Do you have a disability? A physical or mental illness or condition that has a substantial and long-term effect on your ability to carry out normal day to day activities.

Yes

No

Ethnic background

Which group best describes your ethnic background?

Asian or Asian British ethnic group or background

Indian

Pakistani

Bangladeshi

Chinese

Any other Asian background

Black, Black British, Caribbean, or African ethnic group or background

Caribbean

African

Any other Black, Black British, Caribbean, or African background

Mixed or multiple ethnic group or background

White and Black Caribbean

White and Black African

White and Asian

Any other Mixed or multiple background

White group or background

English, Welsh, Scottish, Northern Irish or British

Irish

Gypsy

Irish Traveller

Roma

Any other Traveller background

Any other White background

Other ethnic group or background

Arab

Any other ethnic group

Religion or belief*

What is your religion?

No religion

Buddhist

Christian (Catholic, Church of England, Protestant, and all other Christian denominations)

Hindu

Jewish

Muslim

Sikh

Any other religion

Sex

What is your sex?

Female

Male

Gender identity*

Is your gender the same as the sex you were registered at birth?

Yes

No

Self-describe

Sexual orientation*

Which of the following best describes your sexual orientation?

Bisexual

Gay

Lesbian

Straight/heterosexual

Other

* Voluntary questions

Survey End Message

Thank you for taking the time to complete our survey.

The findings from the survey will inform the final version of the Council Strategy to be reported to Cabinet and Council in the Autumn.

QUESTIONS FROM MEMBERS

7.1 QUESTION SUBMITTED BY COUNCILLOR GOHIL TO THE CABINET MEMBER FOR RESIDENTS' SERVICES – COUNCILLOR LAVERY:

Could the Cabinet Member please update the Council on the progress of the Hayes Regeneration project?

7.2 QUESTION SUBMITTED BY COUNCILLOR MAKWANA TO THE CABINET MEMBER FOR RESIDENTS' SERVICES – COUNCILLOR LAVERY:

What success has the Council had using Natural Flood Prevention to protect residents from flooding?

7.3 QUESTION SUBMITTED BY COUNCILLOR BENNETT TO THE CABINET MEMBER FOR RESIDENTS' SERVICES – COUNCILLOR LAVERY:

Could the Cabinet Member please update the Council on the outcome of the 2022 Green Flag awards?

7.4 QUESTION SUBMITTED BY COUNCILLOR LEWIS TO THE CABINET MEMBER FOR FINANCE - COUNCILLOR GODDARD:

Could the Cabinet Member please provide an update as to the work and results of Hillingdon's Counter Fraud Team?

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MOTIONS

8.1 MOTION FROM COUNCILLOR BIANCO

That this Council notes the Mayor of London's ULEZ consultation has concluded with the majority of responses opposing the idea of the boundary being extended into the outer Boroughs.

This Council further notes that the most important TfL connection the Mayor could deliver to assist the residents of Hillingdon, whilst also reducing emissions across the borough, is an express bus service from Uxbridge to the Elizabeth line stations at Hayes and Harlington and West Drayton, providing a fast route into and out of Central London.

This Council instructs the Cabinet Member for Property, Highways and Transport and the Chief Executive to write to the Greater London Assembly Member for Ealing and Hillingdon asking him to support the proposal and also to The Mayor of London encouraging him to implement the express bus service.

8.2 MOTION FROM COUNCILLOR FARLEY

That this Council recognises the severe financial impact that energy costs are having on local schools, placing many of them in a position of budget deficits.

This Council therefore calls on the Cabinet to consider the allocation of Community Infrastructure Levy funding to a programme of renewable energy installation, such as solar panels, on school buildings, in order to make future energy costs less of a drain to school budgets, as well as making a positive contribution towards the reduction of the borough's carbon footprint.

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