



HILLINGDON
LONDON



Residents' Services Select Committee

Councillors on the Committee

Councillor Wayne Bridges (Chairman)
Councillor Colleen Sullivan (Vice-Chairman)
Councillor Scott Farley (Opposition Lead)
Councillor Janet Gardner
Councillor Ekta Gohil
Councillor Sital Punja
Councillor Peter Smallwood

Date: THURSDAY, 19 JANUARY
2023

Time: 7.00 PM

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

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

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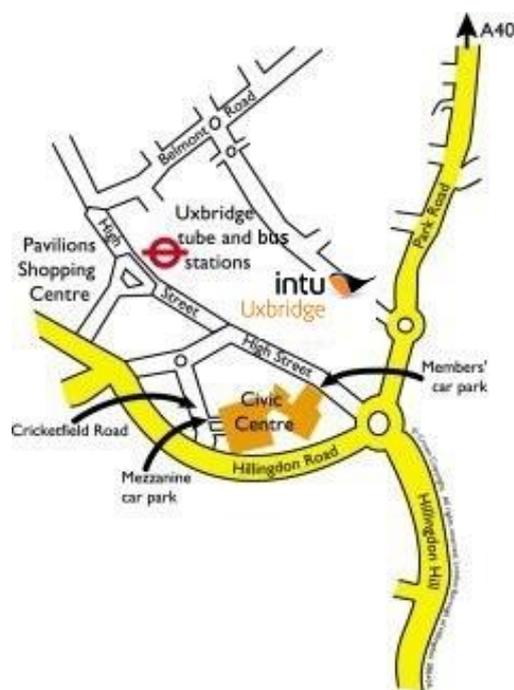
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Terms of Reference

Residents' Services Select Committee

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

Cabinet Member Portfolio	Cabinet Member for Residents' Services (Cllr Eddie Lavery)
Relevant service areas	<ol style="list-style-type: none">1) Community Safety, Licensing, Standards and Enforcement2) Planning & Regeneration3) Housing policy, homelessness & tenancy management4) Green Spaces, Sport & Culture5) Waste Services

Statutory Crime and Disorder Scrutiny

This Committee will act as a Crime and Disorder Committee as defined in the Crime and Disorder (Overview and Scrutiny) Regulations 2009 and carry out the bi-annual scrutiny of decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions. In practice, this is undertaken currently by a bi-annual review of the Safer Hillingdon Partnership, which includes senior officers from the Metropolitan Police, London Fire Brigade and Probation Service attending to answer questions from Councillors. More guidance on this important aspect of external scrutiny will be provided to the Committee.

Cross-cutting topics

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

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

Agenda

- 1 Apologies for Absence
- 2 Declarations of interest in matters coming before this meeting
- 3 To receive the minutes of the previous meeting 1 - 10
- 4 To confirm that the items of business marked as Part I will be considered in public and those marked Part II will be considered in private

Part I - Members, Public and Press

- 5 2023/24 Budget Proposals for Services within the Remit of the Residents' Services Select Committee 11 - 26
- 6 Tree Strategy 27 - 48
- 7 Housing Transformation Project 49 - 56
- 8 Select Committee Review: Alley Gating - Scoping Report 57 - 68
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Minutes

RESIDENTS' SERVICES SELECT COMMITTEE

24 November 2022



Meeting held at Committee Room 5 - Civic Centre

	<p>Committee Members Present: Councillors Wayne Bridges (Chairman) Colleen Sullivan (Vice-Chairman) Scott Farley (Opposition Lead) Janet Gardner Ekta Gohil Sital Punja Peter Smallwood</p> <p>LBH Officers Present: Fiona Gibbs, Stronger Communities Manager Stuart Hunt, Head of Green Spaces Liz Penny, Democratic Services Officer</p> <p>Also Present: Chief Inspector James Herring, Metropolitan Police Inspector Dan Lipinski, Metropolitan Police Ayodeji Ogunyemi, Head of Service - Ealing and Hillingdon</p>
30.	<p>APOLOGIES FOR ABSENCE (<i>Agenda Item 1</i>)</p> <p>There were no apologies for absence.</p>
31.	<p>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING (<i>Agenda Item 2</i>)</p> <p>None.</p>
32.	<p>TO RECEIVE THE MINUTES OF THE PREVIOUS MEETING (<i>Agenda Item 3</i>)</p> <p>RESOLVED: That the minutes of the meeting dated 19 October 2022 be agreed as an accurate record.</p>
33.	<p>TO CONFIRM THAT THE ITEMS OF BUSINESS MARKED AS PART I WILL BE CONSIDERED IN PUBLIC AND THOSE MARKED PART II WILL BE CONSIDERED IN PRIVATE (<i>Agenda Item 4</i>)</p> <p>It was confirmed that all items of business were marked Part I and would be considered in public.</p>
34.	<p>CRIME AND DISORDER SCRUTINY - POLICE AND PROBATION SERVICE (<i>Agenda Item 5</i>)</p> <p>Ayodeji Ogunyemi, Head of Service – Ealing and Hillingdon Probation Service, presented the Committee with information regarding the Probation Service. Key points</p>

highlighted included:

- In October 2022, the Probation Service in Hillingdon was managing 589 males in the community, 341 in custody and 63 females in the community, 10 in custody. In terms of ethnicity, the highest proportion was white British, followed by 'not recorded' and black;
- In terms of criminogenic needs, key factors associated with offence-related behaviours in Hillingdon were lifestyle and associates, thinking and behaviour, attitudes and employment, training and education;
- To assist in addressing these offence-related behaviours and reducing the risk to the public, a number of service providers attended the Probation offices. The Probation Service had its own internally accredited 'Thinking Skills Programme' to assist with improving attitudes, thinking and behaviour. This would include those who felt their offending was warranted;
- Commissioned service providers included employment support (Maximus, Advance Minerva); ARCH to assist those with substance issues; HAWK, St Mungo's and Trinity to assist with accommodation needs both for those in custody and in the community; SGO (Serious Gangs and Organised Crime) - an internal department to assist in addressing violence and gang-related behaviours focus which was a significant factor in Hillingdon; CF03 to assist with employment, training, education, finances and obtaining ID and benefits;
- Hillingdon Probation Service had an office based in Uxbridge - support services were in attendance at set times each week to ensure a collaborative approach, offer support and assess risk;
- Enforcement action – failure to engage with Probation Services could result in offenders being taken to Court or returned to custody if the risk was deemed to be unmanageable in the Community;
- Re. Uxbridge Magistrates, regular bi-monthly meetings were held with the sentencers to discuss concerns and provide updates. Meetings were also held with the District Judge;
- Probation services attempted to complete quality reports swiftly and made recommendations to sentencers as to the appropriate course of action for each individual on probation;
- Sentencers were invited to provide feedback re. how probation services engaged with them. A float Probation practitioner was available to pick up cases on the day to aid swift justice. An additional external regional resource was also available to assist in writing pre-sentence reports to free up Hillingdon staff to complete on the day reports;
- Ealing and Hillingdon Probation Services had been inspected by His Majesty's Inspectorate of Probation in October 2022 and had received an 'inadequate' score of 3 out of 27 - this was a very disappointing score. The report highlighted the impact of the pandemic, unification and staff shortages but the service had been judged on the expectations of the Inspectorate;
- The Quality Improvement Delivery Plan included adoption of the Prioritising Probation Framework (PPF) – due to staff shortages, there was a need to focus on high-risk cases and senior probation officers had oversight of this risk. The Inspectorate report had noted that support services were well used in Hillingdon and staff made significant referrals to the services available to them.

In response to their requests for clarification, the Committee heard that the figures set out in the inspection report were publicly available on the HM Prison & Probation Service website. It was confirmed that there were no probation services nationwide rated 'good' or 'outstanding' at present.

Members requested further clarification as to the improvements planned to address the concerns raised in the inspection report. The Committee was advised that a regional action plan for London was being produced. In Ealing & Hillingdon, there was a focus on court work and engagement with sentencers; staff were being moved around to aid swift justice; practitioners had been asked to highlight the work required / outstanding for each case in their workloads and senior practitioners had oversight of this.

In response to their queries, Members were informed that the next inspection was likely to take place in 2025. By that time the impact of the pandemic would be significantly reduced. Unification of the National Probation service and Community Rehabilitation Companies had taken place in June 2021 and had had a dramatic impact on the Probation Service - this unification task was ongoing and the required changes were still being implemented. The situation would be far improved by the time of the next inspection in 2025. In respect of staffing, there was a 40% deficit in staff numbers within Hillingdon Probation Service at present. Work arounds were in place to manage the risk and attempts were being made to recruit and retain more staff. Approximately 600 probation trainees were due to join the Probation Service in London hence it was anticipated that the staffing situation would be far improved by 2025. It was confirmed that, to address the concerns raised in the report, better processes would be in place by the time of the next inspection. It was recognised that, in terms of rehabilitation, there was a lot more work to do and the Probation Service was working hard to achieve this - at present there was a primary focus on riskier individuals, but it was noted that rehabilitation was also key.

Noting the staffing deficit of 40%, as a result of which the Probation Service was currently operating at 60% delivery, Members requested further clarification regarding benchmarks and best practice. It was confirmed that the Prioritising Probation Framework (PPF) allowed local Probation Services to temporarily move away from the National Standards in order to allocate resources to the most high-risk cases. The most pressing cases would be prioritised over lower risk cases where individuals did not currently present a serious risk of harm to the public. Once the staffing situation improved, Ealing and Hillingdon Probation Service would once again be managed in accordance with the PPF National Standards.

In response to further questions from Members, it was confirmed that, in order to address the concerns raised by HM Prison and Probation Service, 96.5% of cases in Ealing and Hillingdon had now been reviewed – there were 50 cases left to work on and this piece of work would be completed by the end of the following week. Senior managers had oversight of all cases and decisions were reached based on the current level of risk.

Members noted that training was an issue highlighted in the inspection report. The Committee was reassured that a regional plan was in place to ensure all practitioners completed their mandatory training by the end of March 2023. Additional local and national bespoke training would follow for practitioners and senior managers to ensure robust oversight of all cases.

At the request of the Committee, it was agreed that Democratic Services would investigate why the Probation Service had not replicated the Metropolitan Police's tri-Borough format.

Chief Inspector James Herring of the Metropolitan Police addressed the Committee to

present an overview of Hillingdon's Crime Performance. The Committee heard that the Borough priorities were to counter violence, particularly Violence Against Women and Girls, and increase trust and confidence in the Police. It was confirmed that the new Commissioner, Mark Rowley, was now in post. His tag line was "More Trust, Less Crime" and "Higher Professional Standards."

Chief Inspector Herring was in charge of neighbourhood policing covering the boroughs of Ealing, Hillingdon and Hounslow. He worked closely with independent advisory groups across all three boroughs and a recent meeting for Hillingdon had been very successful – new members had been recruited and younger members were acting as a critical friend to the police. There had recently been issues with resourcing linked to "Operation Bridges" (following the passing of Queen Elizabeth II), Just Stop Oil and a recent state visit, whereby police officers had been asked to work in other boroughs; particularly in central London. Concerns raised in a recent report by Baroness Casey regarding behaviour and conduct had led to self-reflection and steps were being taken to increase trust and confidence in the police. The Commissioner had taken part in interviews to promote the way forward. On 21 October 2022, the Commissioner had visited the Borough to meet team officers, local authority chief executives, community and faith leaders and senior managers.

Members heard that, since 7 November 2022, changes had been introduced across the Metropolitan Police with more resources allocated to immediate response teams, a reduction in 'aid' (help for other boroughs) and the recruitment of 1600 new PCSOs. More changes were to follow across all the boroughs. It was reported that the Hillingdon funded team was doing an excellent job and liaised regularly with Jacqui Robertson in community safety. There had been no critical incidents since the last reporting. Ways in which to serve the community better were being explored with an increase in walks and talks, positive activity initiatives and the street safe system.

Inspector Dan Lipinski of the Metropolitan Police addressed the Committee. Members heard that there was a focus on intelligence-led policing. Weekly intelligence-led meetings were held to address issues related to Violence against Women and Girls (VAWG), community safety, robbery, burglary, violence etc. Each matter was allocated an owner to ensure it was dealt with efficiently. Focussed patrols took place in problem areas identified by analytics.

A significant period of change was under way and confidence and trust were key areas of focus. Training and one-to-ones with staff were paramount to achieve this. The senior leadership team engaged heavily with officers and a new scheme called 'Connect' was being rolled out to streamline policing. The scheme would finish on 29 November and it was hoped it would yield good results going forward.

In relation to drug convictions and charges between 2019-2022, Members heard that Hillingdon West Area had been the top achiever across the Metropolitan Police. Regular meetings were held with Central London and in relation to critical staffing levels. The last Independent Advisory Group meeting had been a great success and partnership working was paramount. It was confirmed that a number of projects were in progress. The Mutual Gain Project had recently been completed; this was a Metropolitan Police funded project enabling local communities to support vulnerable members of the community and had been useful in establishing links between the Police and gatekeepers of local vulnerable groups. External funding was also being sought to support these groups, for example from Brentford Football Club.

The Committee was informed that social media was a very useful platform. Information was collated across the entire West Area to keep the public informed of the good work being carried out by the Police on the ground. Members heard that attempts were being made to get Safer Neighbourhood Boards up and running. Measures were being put in place to reach out to and support local communities in the Borough including the Somali, Muslim, Sikh and Christian communities. This was a slow process but it was very important to build trust.

Members heard that the Police worked closely with the Council on "Street Safe" which was a scheme encouraging residents to report areas where they did not feel safe. The Police also worked closely with partners using CCTV to reduce crime in the Borough. Other ongoing projects to address VAWG included Operation Confidence and Operation Onyx – these were Met-funded free self-defence exercise and empowerment projects which had been extremely successful and were being rolled out across the West Area.

It was acknowledged that there had recently been an increase in crime linked to socio-economic issues. The Police were working with the Business Improvement Group and local companies to educate and raise awareness in relation this. With regards to VAWG, hospitality staff were being trained on how to recognise someone who may be in need of help. Other local initiatives included 'Coffee with a Copper', knife arch operations to discourage crime in the area and walk and talks to engage with the public. With regard to OWL (Online Watch Link) the local police were tripling the inputs; however, there was always room for improvement and local communities were encouraged to engage with the police and take part in safer neighbourhood boards.

The Committee was advised that, in terms of stop and search monitoring, Hillingdon was consistently in the top three in relation to supervision thereby ensuring best practice. Members of the public were also invited to view and give feedback on body-worn footage. Members heard that the Hillingdon Partnership Tasking Team was at the beck and call of the Council - every request raised by Hillingdon's tasking groups had been addressed with impressive results.

In response to Members' requests for clarification, it was confirmed that Extinction Rebellion and Just Stop Oil protests had had a significant impact on policing across London. It had been necessary to move officers around to deal with the protests. Despite their frustration, members of the public were not encouraged to take matters into their own hands.

At the request of Members, it was agreed that Inspector Lipinski would bring some bells and alarms to the upcoming White Ribbon Day event. It was noted that the police wished to engage more with local communities, but this was often challenging due to a lack of trust. Positive initiatives were being introduced such as Walk and Talks and police hubs in an attempt to address this. It was agreed that flyers promoting the Safer Neighbourhood Teams would be provided by Chief Inspector Herring for display in the Civic Centre reception.

In response to Members' queries, it was confirmed that officers had a very good working relationship with the Council and weekly Friday meetings were held with the Community Safety Lead. A new initiative had been developed whereby a Councillor would be asked to attend Ward Panel meetings to ascertain whether something was a Council or Police matter.

Members observed that 'Coffee with a Copper' events were to be welcomed; however, more notice would be beneficial. Councillors Farley and Punja reported that they had recently been on a ride-along in Yiewsley with Officer Khan which had been very informative. In response to further questions, it was confirmed that the Met aspired to recruit 1600 new PCSOs across London - the target for Hillingdon had yet to be confirmed.

Members noted that the figures for pedal cycle enabled and moped enabled crime were low and enquired why this was the case as the problem appeared to be quite prevalent. The Committee heard that at present violence was being prioritised over low-level ASB. However, officers were aware of the issue and were working to address it. In respect of drug crime, Members welcomed the drop of 45% year on year – in respect of this, it was confirmed that officers were working to tackle specific county lines at present.

RESOLVED:

- 1. That the Residents' Services Select Committee noted the contents of the reports and asked questions in order to clarify matters of concern or interest in the Borough; and**
- 2. That Democratic Services investigate why the Probation Service had not replicated the Metropolitan Police's tri-Borough format.**

35. **COMMUNITY COHESION AND PREVENT** (*Agenda Item 6*)

Fiona Gibbs, Stronger Communities Manager, addressed the Committee informing Members of the work being undertaken to build stronger communities, promote community cohesion and manage the risk relating to extremism.

Members heard that health inequalities had been highlighted by the pandemic, particularly within certain communities. The team had led on reaching out to those communities across the Borough and established an action plan in partnership with health colleagues and H4All.

Members were informed that the Council had a statutory duty to deliver against Prevent in order to safeguard and support those vulnerable to radicalisation and keep communities safe. In respect of Protect duty, there was currently no legislative requirement for organisations to consider; however, the proposed Protect duty legislation was due to be presented to Parliament imminently and would have implications for partnership working in the future. It was confirmed that Central Government would also be reviewing the whole of its Contest strategy which would include Prevent and Protect - the changes would be published next year.

In response to questions from the Committee, it was confirmed that there were no education or religious settings of particular concern in Hillingdon at present. Referrals were spread across the Borough and were increasingly of an extreme right-wing nature. The situation was becoming more complex with a mix of people vulnerable to radicalisation. Isolation during lockdown had also had a significant impact. In terms of support for referrers, a website and dedicated reporting line were available to enable people to make referrals anonymously. Referrals from professionals were treated with care and details of referees would not automatically be shared. Members were informed that training was provided to communities and professionals to raise awareness of radicalisation / extremism and how to report concerns. It was noted that

not all unpalatable views constituted extremism, but views and behaviours could still be concerning; this was a complex area which needed to be managed and the team was available to assist and give advice. It was important that the response was proportionate.

In response to further questioning, the Committee heard that the Hate Crime Upstanders Programme was a training programme originally aimed at staff and volunteers within voluntary or community groups. It had since been expanded to include some Council services such as libraries. The training raised awareness of hate crime, how to report it and how to support people who needed help. The aim was to encourage local communities and groups to speak up and assist the Council in better understanding what was going on in the community. Those who had undertaken the training had an opportunity to meet on a monthly basis to share issues and give feedback. To reach into communities, it was acknowledged that it was easier to engage with known community leaders of local community groups rather than with every individual. However, the Team, in working collaboratively with those community leaders and active community members, alongside a wide range of partners, aimed to reach out as widely as possible. It was acknowledged that more could always be done. Engagement with Ward Councillors would be welcomed and encouraged in the future.

Members requested further clarification regarding the use of the term 'radicalisation' and enquired how the rise in right-wing extremism was being addressed. It was confirmed that radicalisation covered all aspects of extremism and was an overarching term which included different ideologies, including the extreme right wing. It was acknowledged that most people associated the concept of radicalisation to Islamist inspired ideologies and this was how people tended to view Prevent. However, this was misleading and Prevent aimed to support anyone who was vulnerable to radicalisation no matter what the ideology. Ideologies were emerging and changing and becoming more complex all the time. It was confirmed that Hillingdon was a non-priority Borough at present but had a safeguarding duty to provide support to all individuals that were vulnerable to radicalisation.

RESOLVED: That the Select Committee:

- 1. Noted activity undertaken to build stronger communities and promote community cohesion particularly in light of the needs emerging from the pandemic and current cost of living challenges;**
- 2. Noted the activity that had been undertaken during the past year in relation to delivering against the Prevent duty; and**
- 3. Noted the implications of the impending Protect Duty.**

36. ALLOTMENTS UPDATE (*Agenda Item 7*)

Stuart Hunt, Head of Green Spaces, provided the Committee Members with an update on allotments sites in the Borough. The Committee was advised that the Terms and Conditions were currently being overhauled. An Allotments Officer had been recruited and plots were being allocated to ensure parity and fairness.

In response to Members' questions, the Committee was informed that there was no evidence to suggest that cannabis was being grown at allotment sites. Sites were checked regularly to ensure they were being used appropriately.

Councillors requested clarification regarding security and safety at allotment sites in the

	<p>Borough. It was confirmed that sites were secured using a standard padlock which was readily available. This rarely presented any issues; however, a combination padlock could be provided if necessary.</p> <p>Members heard that self-managed sites could make some decisions independently – other matters required Council input. It was confirmed that those aged 65 and over were required to provide proof of age in order to secure a plot free of charge. All allotment plot holders were contacted annually to ensure they were cultivating their plots appropriately; a non-cultivation notice would be issued if they were not. The Team was considering reducing the size of plots in the future, especially for new starters, to make them more manageable.</p> <p>In response to further questions from the Committee, it was confirmed that younger people were becoming more interested in allotments. Diversity was also increasing across the sites in the Borough. In terms of administration, the allotments system had not yet been linked to ‘My Account’ but this could be reviewed in the future.</p> <p>RESOLVED: That the Committee noted the update set out in the report.</p>
37.	<p>EMPTY HOMES COUNCIL TAX PREMIUM MINOR REVIEW - DRAFT FINAL REPORT (<i>Agenda Item 8</i>)</p> <p>The Committee welcomed the report and noted the inclusion of a short section in relation to publicity of the proposed changes to the Council Tax Premium policy if agreed by Cabinet.</p> <p>RESOLVED: That the Residents’ Services Select Committee agreed the draft report and updated recommendations to Cabinet and delegated any minor amendments to Democratic Services, in consultation with the Chairman and Labour Lead, prior to submission to Cabinet.</p>
38.	<p>EMPTY HOMES PREMIUM - DRAFT CABINET REPORT (<i>Agenda Item 8a</i>)</p> <p>The discussion of this item was included within agenda item 8.</p>
39.	<p>FORWARD PLAN (<i>Agenda Item 9</i>)</p> <p>RESOLVED: That the Forward Plan be noted.</p>
40.	<p>WORK PROGRAMME (<i>Agenda Item 10</i>)</p> <p>Members requested that the following items be included in the 2023/24 Work Programme – Strategic Climate Action Plan Annual Update and an Annual Update on Engagement with Tenants and Leaseholders. In response to Members’ requests for clarification, it was confirmed that the Strategic Climate Action Plan had been postponed twice; once due to changes to the work programme following the death of Queen Elizabeth and once due to staff changes - a new officer had been recruited very recently and needed to gain a better understanding of the role prior to addressing the Scrutiny Committee.</p> <p>RESOLVED: That the Residents’ Services Select Committee considered the Work Programme report and agreed to the suggested amendments.</p>

	The meeting, which commenced at 7.00 pm, closed at 9.08 pm.
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These are the minutes of the above meeting. For more information on any of the resolutions please contact Liz Penny on 01895 250185 or epenny@hillington.gov.uk
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2023/24 BUDGET PROPOSALS FOR SERVICES WITHIN THE REMIT OF THE RESIDENTS' SERVICES SELECT COMMITTEE

Committee name	Residents' Services Select Committee
Officers reporting	Gemma McNamara / Ceri Lamoureux, Finance
Papers with report	N/A
Ward	All

HEADLINES

1. To comply with the Budget and Policy Framework procedure rules as part of the agreed consultation process for the General Fund and Housing Revenue Account budgets, alongside the Council's Capital Programme, this report sets out the draft revenue budget and Capital Programme for the services within the remit of the Residents' Services Select Committee. Following consideration by Cabinet on 15 December 2022, these proposals are now under consultation, and the relevant proposals being discussed at the January cycle of the Select Committees.
2. Cabinet will next consider the budget proposals on 16 February 2023, and the report will include comments received from Select Committees. At the meeting on 16 February 2023 Cabinet will make recommendations to full Council regarding the budget and Council Tax levels for 2023/24. Subsequently, Council will then meet to agree the budgets and Council Tax for 2023/24 on 23 February 2023.
3. The Committee needs to consider the budget proposals as they relate to the relevant service areas within the Residents' Services Cabinet Portfolio, but within the corporate context and the constraints applying as a result of the aggregate financial position of the authority.

RECOMMENDATIONS

That the Committee notes the budget projections contained in the report and comments as appropriate on the combined budget proposals affecting the relevant service areas within the Residents' Services Cabinet Portfolio, within the context of the corporate budgetary position; and

That, if required, authority be delegated to the Democratic Services Officer, in conjunction with the Chairman (and in consultation with the Opposition Lead), to finalise the wording of the Committee's comments on the budget proposals.

General Fund Budget

Budget Strategy

4. Budget proposals for 2023/24 have been prepared in the context of a wider strategy addressing the five-year MTFP period through which service expenditure is to be managed within available resources in the context of a challenging economic environment both in terms of an exceptional inflationary pressures and legacy COVID-19 impacts, with further impacts resulting from the cost-of-living crisis and the impact on residents' financial standing. This balanced budget is to be achieved through a combination of delivering efficiency savings, increases in the Council Tax, and Fees and Charges, while maintaining General Balances at forecast 2022/23 levels.
5. This budget strategy is based upon the principle of sound financial management set against the backdrop of these challenging economic conditions, with the latest monitoring position for the 2022/23 financial year reporting a net underspend of £61k which will leave uncommitted General Balances at £26,780k entering the 2023/24 financial year. However, included in the 2022/23 position is a significant use of Earmarked Reserves to fund £5,307k of exceptional inflationary pressures on service budgets experienced to date, with much of this reserve created from favourable movements during outturn 2021/22. Furthermore, the Council budgeted to drawdown £5,913k to fund COVID-19 pressures included in the February 2022 budget strategy with a further £3,431k being drawn down above this and the inflation drawdown to fund pressures within service operating budgets, the majority of which are covering new and emerging COVID-19 pressures.
6. The Month 7 monitoring position for the services within this select committee present a net variance of £277k as presented in the table below:

Table 1: Service Operating Budgets

Cabinet Member Portfolio		Approved Budget	Forecast Outturn	Variance (As at Month 7)	Variance (As at Month 6)	Movement from Month 6
		£'000	£'000	£'000	£'000	£'000
Residents' Services	Expenditure	63,220	65,229	2,009	1,840	169
	Income	(35,051)	(36,783)	(1,732)	(1,614)	(118)
	Sub-Total	28,169	28,446	277	226	51

7. With the following narrative setting out the variances and movement from Month 6 on an exception basis:
 - a. **Residents' Services** – a net overspend of £277k is forecast representing an adverse movement of £51k from Month 6, with the large subjective variances largely being driven by the Housing service where high levels of demand are being mitigated through a combination of increased rental income and Government support targeting homelessness and rough sleeping, with the adverse movement being driven by a growing demand for homeless services outstripping the increased Government funding. At the time of writing, newly announced in-year grant support for Homelessness and implementation of mitigations is expected to allow for improvement

in this position in future months. The net overspend is being driven by two key drivers, housing demand outstripping Government funding, alongside a reduction in parking income in the early part of the financial year. The movement in Month 7 is largely driven by the continuation of increased demand in Housing alongside additional funding, with this funding improvement being netted down by a reduction in Building Control income.

8. Of the £13,346k savings within the 2022/23 budget, 92% are banked or on track for delivery in full, with potential risks on 7% (£986k) - relating to the Leisure Centre management fee and reflects the particular impact of the COVID-19 pandemic on this sector and the ongoing challenges facing this service. Further information on this position is set out in the budget monitoring report also presented to Cabinet on this agenda, but it is expected that all 2022/23 savings will ultimately be banked in full.
9. The position on the savings included in the 2022/23 budget within the remit of this Select Committee is as follows:

Table 2: Savings Tracker

Cabinet Member Portfolio	Blue Banked £'000	Green Delivery in progress £'000	Amber I Early stages of delivery £'000	Amber II Potential problems in delivery £'000	Red Serious problems in delivery £'000	Total £'000
Cabinet Member for Residents' Services	(1,161)	(1,889)	(1,224)	(986)	0	(5,260)

10. Based on 2.99% per annum increases in the core Council Tax and 2% per annum increases in the Social Care Precept, funding available to support service expenditure is projected to grow by £39,475k to £290,522k between 2022/23 and 2027/28. A combination of inflation and demand-led pressures (including legacy impacts of the COVID-19 pandemic), together with capital investment plans is projected to generate a £49,017k uplift in service expenditure. In order to address this differential, to date, a savings programme of £45,683k has been developed, leaving a residual budget gap of £9,542k in later years of the MTFP period.

Table 3: Budget Strategy

	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Total Resources	251,047	264,763	271,475	277,868	284,082	290,522
Total Service Expenditure	251,047	264,763	271,475	281,886	290,046	300,064
Cumulative Budget Gap	0	0	0	(4,018)	(5,964)	(9,542)
<u>Of which, Service Expenditure in the remit of this committee:</u>						
Residents' Services	28,169	22,591	22,972	24,491	26,167	27,869

11. As is the case for the vast majority of local authorities, the Council has experienced exceptional economic factors that are driving a material inflationary requirement, which is having a significant impact on the cost of providing services to residents. The generally

accepted measure of inflation, the Consumer Price Index (CPI) reached 10.1% in September 2022 and has yielded a forecast inflationary requirement of £21,877k in 2023/24, rising to £62,047k by 2027/28. This compares to a forecast of £6,430k for 2023/24 when the Council set out the previous iteration of the budget strategy in February 2022, with this latest refresh presenting a three-and-a-half-fold increase from these projections. Inflation, along with other updates on demand-led growth and corporate items has generated the need for a major savings programme, which stands at £20,791k in 2023/24, a significant increase from the £9,630k which was identified in February 2022.

12. The adverse economic conditions and particularly the sudden onset of a recession and inflationary pressures represent the main cause of the current cost-of-living crisis, with the impact from increasing costs and declining revenues having negative impacts on local residents and businesses, creating a challenging economic environment. It should be recognised that this in turn creates an element of risk on the Council's funding, with circa 75% of the Council's funding now being derived from local taxation.
13. Furthermore, COVID-19 legacy issues continue to impact on Council services and finances, with pandemic related pressures in 2022/23 of £14,722 at Month 7, with £11,291k of this having been factored into the previous budget strategy in February 2022 and £3,431k of new and emerging issues. While these extraordinary costs have been financed from specific central government grants up to 31 March 2022, it is not expected that any further funding will be forthcoming and ongoing structural pressures emerging from the pandemic will continue to cause cost pressures. This is largely driven by the unwinding of £4,406k of reserve balances used in 2022/23 to cover part of the budgeted pressure for the year and the £3,431k of new and emerging issues.
14. Notwithstanding the additional challenges presented by economic turmoil and the legacy impacts from the pandemic, this budget strategy does not rely upon use of General Balances to support service expenditure and therefore maintains these at £26,780k over the five-year MTF period. A review of the range of general risks affecting the Council indicates that the recommended level of uncommitted reserves should be between £20,000k and £39,000k, meaning that £6,780k remains available to the Council to deploy, should it be required.
15. In addition to General Balances, the Council holds Earmarked Reserves to manage specific risks, projects and cyclical expenditure commitments. At 31 March 2023, these are projected to total £18,641k, with £2,149 k of this sum being the remaining balance held to manage COVID-19 costs and a further £4,297k being the remaining balance of identified funding to meet exceptional inflationary pressures. This strategy includes budgeted releases from Earmarked Reserves of £6,791k, with a drawdown of £3,834k being included to bridge the gap between funding and expenditure in 2023/24, with a further £1,535k of previously planned releases from COVID-19 funding and the continuation of the funding for the Older Peoples Discount for a further year, leaving a forecast £10,328k of Earmarked Reserves on the balance sheet at the end of the five-year budget strategy.

16. Savings proposals totalling £45,683k have been developed towards mitigating the emerging expenditure pressures as funding levels are projected to grow at a slower rate than demand for Council Services, with a residual £9,542k budget gap to be mitigated over the period from 2025/26 to 2027/28 should this programme of savings be realised in full. As in previous years, savings proposals for the forthcoming financial year are specific in nature, with medium-term plans structured around wider strategic approaches to transformation of local services. Proposals have been developed within the themes of Service Transformation, Effective Procurement, Managing Demand and Income Generation & Commercialisation, with an overview of specific measures set out within this report.
17. Whilst the Local Authority settlement is still awaited, it is clear that Government Grants and Business Rates income will fail to match prevailing levels of inflation currently and in the medium term and that demand levels for Adult and Children's Social Care provision have shown and will continue to show unrelenting growth. It has therefore proved necessary for the Council to propose a step change increase in Fees & Charges. These have historically been the lowest in London. The proposed increases will narrow the gap with other authorities and will still leave Hillingdon with the one of the lowest levels of Fees & Charges per capita in London.
18. Within Income Generation & Commercialisation savings are a range of proposals relating to levels of income raised from Fees & Charges, which are levied to support a number of specific services rather than the cost of these measures falling wholly on the local Council Taxpayer. The Council has sought to maintain lower levels of charges as part of the broader approach of delivering Sound Financial Management for residents, a strategy which has succeeded with charges per household being amongst the very lowest across London. As a result of the broad range of competing demands on limiting funding, a strategy of moving towards full cost recovery on these charges is set out within this budget.
19. This draft budget outlines £340,003k of proposed capital expenditure – including substantial investment in local infrastructure, a new leisure centre and delivery of significant additional SEND capacity in the borough's schools – of which £59,405k is to be financed through borrowing. Taken together with historic capital spending, this investment will result in the Capital Financing Requirement peaking at £273,015k in 2024/25 and declining thereafter. Of this peak borrowing requirement, £232,870k is expected to necessitate external borrowing, with £40,145k being financed through General Fund reserves and working capital.

Risk Management

20. A fundamental context to the Council's budget strategy are its levels of reserves. The Council holds a combination of General and Earmarked Reserves in order to mitigate the Council's financial position against the risk of unforeseen or exceptional financial shocks, with General Balances held to cover a broad range of risks as set out in the Council's Balances & Reserve Policy that was approved in February 2022 (along with the Council's current budget strategy) which set a range of balances between £20m and £39m, and Earmarked Reserves being

held to mitigate specific risks, or to fund project and cyclical expenditure (where the cycle is something other than a financial year).

21. The rationale for holding General Balances is set out in the Balances & Reserves Policy, and covers impacts from the general financial climate, including the Council’s own financial standing and that of its residents and local businesses, the risk of inflation and/or interest rate shocks, demography and contact management, the timing of capital receipts and availability of reserve levels. These General Reserves represent a mechanism for the Council to manage shocks, and with the reserve balance forecast to be £26,780k by 31 March 2023 these are within the approved range. For 2022/23, General Reserves stand at 13% of the Council’s budgeted Net Revenue Expenditure, which represents the cost of running Council services before taxation income and Government grants.
22. Earmarked Reserves are held for a number of reasons but are more specific in nature than the risks that General Balances cover, with the Council forecast to hold £18,641k by 31 March 2023. The Council holds Earmarked Reserves for a variety of purposes which include the mitigation of inflation and price risk, smoothing the impact of project related and cyclical commitments spanning financial years, managing expenditure associated with transformation and holding ringfenced/specific funding streams.
23. Based on the approach adopted to generating the Council’s budget strategy, the procedures it follows, and the assumptions included in this report, the budget strategy is deemed to be based on sound forecasting and realistic assumptions that enable the Cabinet to present this position to the public, local businesses and Council members for consideration.
24. As part of the Cabinet’s final budget proposals to Council presented in February 2022, the Corporate Director of Finance will provide assurances around robustness of estimates and adequacy of reserves as part of the statutory framework for local authority budget setting. These assurances will be framed with reference to principles and standards included within CIPFA’s Financial Management Code.

Budget Proposals for the Residents’ Services Select Committee

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

Table 4: Service Expenditure Budget Proposals

	2022/23	Inflation	Demand-led Growth	Corporate Items	Savings Proposals	2023/24
	£'000	£'000	£'000	£'000	£'000	£'000
Residents' Services	28,169	3,159	3,194	0	(11,931)	22,591

26. Inflation: Cost pressures of £3,159k are projected against 2022/23 expenditure going into 2023/24, with material uplifts in relation to workforce budgets, contracted expenditure and energy costs. In line with wider MTFF modelling, inflation projections are predicated on CPI being 10% during 2022/23 and 2023/24 before returning to 4% over the remainder of the Council's budget strategy. The exceptional inflationary environment within the national, and global, economy is the largest driving force behind the Council's saving requirement in the short-term, with 2022/23 CPI running above the Council's assumptions at the time of setting the 2022/23 budget, leading to the 2023/24 budget proposals including an element of funding for the 2022/23 uplifts above the budgeted level which are currently being funded from Earmarked Reserves.
27. Demand-Led Growth: items within the remit of this Select Committee account for £3,194k of the £23,081k increase across the Council over the life of the budget strategy to 2027/28, with a breakdown of these items presented below.
28. An uplift of £2,874k is projected on waste disposal costs, with an average of 1.7% per annum growth in waste tonnages over the five-year period and 4% per annum disposal costs in 2023/24, reducing to 2% per annum thereafter, driving this sustained increase in costs, although there remains scope for volatility in both demand and price. The Council continues to monitor demand and the effectiveness of the collection operation in an attempt to maximise efficiencies and reduce the environmental impact, with the Council required to use the West London Waste Authority for disposals and therefore unable to directly influence unit costs.
29. Homelessness continues to see additional demand presenting to the service, however, up until recently this has been met by additional Government funding following the introduction of the Homelessness Reduction Act in 2017 and ongoing central government measures to specifically address the Rough Sleeping cohort. Based on the Council's current demand and levels of Government funding, it is forecast that this service area will require additional demand funding of £2,111k in 2023/24, driven by additional numbers being placed in high-cost nightly accommodation. This service area is particularly volatile and is being impacted by pandemic legacy demand, the cost-of-living crisis and an increase in private sector evictions, all in the context of consultation on the Government funding allocations, for this reason, this area will continue to be kept under review, with any further changes to the Council's Service Expenditure to be presented in future refreshes of the Council's budget strategy.
30. Following on from the pandemic, the Council continues to see legacy impacts in demand for leisure services, creating a challenging environment for the Council's leisure. In recognition of the ongoing impact of the pandemic on demand, the Council is close to finalising a review of its contract for delivery of leisure services with a £1,600k increase in service expenditure reflecting unwinding the existing contract, while the Savings Programme in this report including £1,300k of ongoing income which is expected to be more reflective of current market conditions, therefore representing a £300k net adverse movement overall.
31. Corporate Items: There are no Corporate Items within the remit of this Select Committee.

Savings Proposals

32. As mentioned above, £20,971k of savings proposals have been incorporated into the draft budget for 2023/24, with £11,931k falling within the remit of this Select Committee. Included within this savings programme are proposals to increase Fees & Charges at a general increase of 30%, representing the unprecedented inflation rates for 2022/23 and 2023/24 and an accelerated catch up of historically low fees and charges compared to neighbouring authorities, with Hillingdon generating £108.61 per resident from this funding stream compared to the Council's three immediate neighbours in West London raising £209.02 per resident.
33. Broader reviews have been undertaken of the following areas within the remit of this Select Committee, with recommendations to increase fees at a slightly differing levels to contribute to the full cost recovery of providing the service, minimising the subsidy currently borne by the wider Council Taxpayer:
 - a. Cemeteries – Uplifts of 25% are required across fees to recover the full cost of providing the service
 - b. Crematorium – Uplifts of 25% are proposed to reflect the full cost of the service and reflect volatility around energy prices
 - c. Local Land Charges – It is proposed to increase fees to recover the full cost of providing the service. The cost for a search of an additional parcel of land on an LLC1 form is recommended to increase to £45.00 from £15.00.
 - d. Development Control – Pre-Application Fees – The revised charges ensure the Council recovers the full cost of providing the service, with an average increase of 20% across the fees.
 - e. Food Health & Safety - This follows changes arising from Brexit. VAT should be levied at standard rate on fees raised for the issue of export certificates relating to animal and fishery products (as the work can now be undertaken by non-local authority organisations, such as vets, rendering the service open to competition). Accordingly, the Products of Animal Origin lines are recommended to increase by 30% to accommodate both the VAT element and CPI general uplift.
 - f. Parking – The Council continues to offer some of the lowest parking rates across London. Uplifts proposed for pay and display parking range from 10p – 50p per chargeable period, with preferential rates and free parking to remain in place for Hillingdon First card holders. Refreshed pay & display parking charges now make parking for On-Street more expensive than Off-Street for all equivalent parking periods, to increase vehicle turnover outside shops, improve the flow of traffic and encourage alternative means of transport.
 - g. Residents Permits – To recover the cost of administration and enforcement of controlled resident parking areas, it is proposed to introduce a new charge of £75 for a first Resident parking permit and uplift additional permits by an average of 9%.
 - h. Visitor Vouchers – It is proposed to increase 10 Visitor Vouchers / Sessions from £10.50 to £13.00

- i. Special Collections – Bulky Waste – To recover the cost of service, it is proposed to increase the special collections fee from £30 to £48, and to introduce a new charge for Over 65's at a discounted rate of £35.
 - j. Golf – introduction of new discounted rates for 3-ball and 4-ball groups
- 34. Details of the savings programme propels within the remit of this Select Committee are discussed below.
- 35. Residents Services: A series of restructures will be undertaken across the teams within Residents Service, following reviews of processes, ensuring that robust and efficient structures are in place to ensure efficient delivery of front-line services. These restructures include reviews within the following areas: Community Safety (£72k), Graffiti (£85k), Out of hours teams including merging Park locking duties (£240k), Parking (£45k), Projects and Events (£70k), and a wider review of management tiers across the Place Group (£200k).
- 36. Within Green Spaces, extensive transformation is underway, reviewing the service offer to ensure efficient functioning of parks and green spaces maintenance across the Borough in a sustainable way. Replacing bedding plants with perennials results in lower maintenance and is anticipated to save £50k, removing the Council subsidy at the Rural Activities Garden Centre of £150k and reviewing hanging baskets (£50k) will all contribute to ensuring a cost-effective service. A wider Service redesign of Green Spaces will be undertaken, reviewing structures, operating models and funding strategies and aims to deliver a further £615k.
- 37. As part of wider Service redesign work, the operating model of several service areas will be undertaken to minimise Council subsidy where appropriate and ensure cost effective service delivery. A review of street cleaning to align more closely to the rerouted waste rounds is anticipated to deliver £400k, a full redesign of the Housing service, using technology and efficient ways of working to mitigate costs (£300k), investigating the creation of a charitable trust for heritage assets within the Borough (£115k), installation of LED lights within Cedars and Grainges car parks to reduce energy costs (£110k), rightsizing the active operations of the CCTV room to focus on peak activity times (£160k) and the creation of a locality needs based approach to libraries (£350k), will all be implemented over the course of 2023/24.
- 38. Within Waste Services, a series of projects are underway focusing on increasing levels of recycling and reducing contamination to ensure waste can be disposed of in the most cost-effective manner. The projects include; the re-routing of waste rounds, which was implemented on the 31st October, with a full year effect saving of £250k, further work to improve capacity at the Household recycling centre (£100k), continued management of demographic growth through effective recycling and disposal (£75k), reviewing food waste, compost and bottle bank options (£84k), implementing changes to the distribution of recycling bags (£200k) and increasing levels of recycling within Schools to cut down on residual waste costs (£70k).

39. The review of the Leisure contract following the significant impact of pandemic on this industry, which is close to being finalised, will secure a saving of £1,300k as part of a broader programme of procurement and commissioning activities including a review of additional grant monies to fund Police activities (£500k).
40. A number of zero-based review savings are included within this portfolio, ensuring value for money and maximising alternative funding streams. These total £674k in 2023/24 and includes an increase in application of S106 monies (£300k), alternative funding for events (£24k) and capitalisation of appropriate works and equipment within Green Spaces (£350k).
41. Within Residents Services, there are a number of opportunities to generate further income and a variety of proposals will be considered including increased parking charges (£3,470k) and in particular the implementation of a charge of £75 for the first parking permit within parking management schemes, removing the Council subsidy of the golf offer across the Borough (£100k) and increasing income from filming within the Borough (£50k). The broader review of Fees & Charges outlined within Appendix C is projected to generate an additional £5,516k income to support services within the Residents Services portfolio.

Capital Proposals

42. Capital investment of £340,003k over the period 2022/23 to 2027/28 has been incorporated into the wider General Fund budget strategy set out within this report, with £193,865k investment in major projects, primarily delivering new or expanded infrastructure, and £137,358k investment in recurrent programme of works, ensuring that existing infrastructure is maintained and improved, with a contingency of £8,780k being set against this programme. An overview of these investment plans is detailed in appendix A8 that accompanied the Consultation Budget Report presented at December Cabinet.

Table 5: General Fund Capital Programme by Cabinet Portfolio

	Major Projects	Programme of Works	General Contingency	Total
	£'000	£'000	£'000	£'000
Total Capital Programme	193,865	137,358	8,780	340,003
<u>Of which, Service Expenditure in the remit of this committee:</u>				
Residents' Services	2,914	8,259	0	11,173

43. Further to the overview presented above, the below section sets out the Capital Proposals within the remit of this Select Committee.
44. **Residents' Services** – the draft budget of £11,173k includes £6,274k for the Chrysalis and playground replacement programmes, providing various facilities to residents, and £2,605k for various shopping parades initiatives to improve local high streets.

Housing Revenue Account

Background

45. The HRA is a ringfenced, self-financing account whereby rental income from the Council's 10,222 social housing units are reinvested in the management, maintenance and expansion of stock for the benefit for tenants. Underlying detailed budget proposals for the 2023/24 financial year and the period to 2027/28 is a 30 Year Business Plan, which demonstrates that over the longer term the HRA is financially sustainable and that proposed capital investment will maintain this position.
46. The HRA budget strategy over the Council's five-year budget strategy period is structured around three key work programmes:
 - a. Housing Supply – delivering more than 100 new homes per annum to support increasing demand for social housing in a growing borough.
 - b. Estate Regeneration – delivery of 370 new homes across the Avondale and Hayes Town Centre estates, a net increase of 72 during the MTFF period on the current configuration.
 - c. Works to Stock – an enhanced programme of works to ensure that properties are refreshed on a rolling programme.
47. Development of HRA budgets over the five-year has been undertaken in the context of significant inflationary pressures, with CPI currently running in excess of 10%, which is being exacerbated by the inherent focus on construction and building-related expenditure which has been particularly affected during this period of high inflation. In order to manage this inflation in the context of Government capping rent increases below the prevailing rate of inflation at 7%, a programme of efficiency savings will be required over the MTFF period.
48. Forward looking financial plans are based on solid foundations, with a forecast balanced budget for 2022/23 and unallocated reserves projected to total £15,068k at 31 March 2023. Given that £15,000k reserves are judged to provide sufficient capacity for risk management purposes, the budget strategy maintains unallocated reserves at the target level.
49. Capital investment plans will result in the HRA Capital Financing Requirement reaching £344,273k in 2027/28, with both the budget strategy and 30 Year Business Plan demonstrating that the ongoing servicing and repayment of this level of borrowing is sustainable.

Rental Income

50. HRA Dwelling Rental Income is projected to grow from £61,689k in 2022/23 to £85,005k by 2027/28, with this £23,316k increase in funding driven by a combination of inflationary rent increases and net growth of 486 dwellings as investment in delivery of new stock outstrips projected losses through Right to Buy sales and the Hayes Estates Regeneration Scheme.

Within this projections, levels of void losses are projected to decline from 1.20% to 1.00% as a result of investment in service capacity to bring these properties back into use.

51. As part of the November 2022 Autumn Statement, the Government established a 7% cap on rent increases within the sector, which has been reflected in this draft budget for the 2023/24 and 2024/25 years. Thereafter, rental uplifts are assumed to return to the previous national formula of CPI+1%. With CPI currently running in excess of 10%, the 7% rent cap will necessitate delivery of efficiency savings within the HRA in the medium term.
52. The table below provides an overview of projected changes in stock numbers, with new units being delivered through the capital investment plans expanded upon later in this report while units are sold under Right to Buy.

Table 6: HRA Stock Numbers

Tenanted Stock	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Change
Projected Opening Stock	10,222	10,239	10,285	10,487	10,541	10,713	N/A
Forecast Right-to-Buy Sales	(50)	(40)	(40)	(40)	(25)	(25)	(220)
New Units	107	93	100	100	100	20	520
Housing Regeneration voids	(40)	(7)	(65)	(6)	(66)	0	(184)
Housing Regeneration new build	0	0	207	0	163	0	370
Projected Closing Stock	10,239	10,285	10,487	10,541	10,713	10,708	486
Projected Average Stock	10,230	10,262	10,386	10,514	10,627	10,710	

Inflation

53. Inflationary cost pressures of £8,806k are projected within the HRA, with material uplifts relating to workforce costs, materials in relation to repairs and maintenance works and energy inflation, with an element of this cost pressure being required to provide permanent funding for 2022/23 inflationary pressures which are forecast to be greater than budgeted for in February 2022. Further analysis of the inflation requirement is presented in Appendix B2.
54. Workforce costs reflect anticipated pay awards of 17.1% over the budget strategy period, with 2023/24 including an element of 'catch up' inflation following a higher than budgeted pay award in 2022/23. The Council's overarching inflation assumptions are for CPI to continue to track at 10% per annum for 2022/23 and 2023/24, before returning to 4% thereafter, with elements of the Council's expenditure and income being driven by alternative indices. Material costs are projected to grow by RPI+2% in light of ongoing supply chain issues and energy budgets are projected to require exceptional uplifts of 214% for gas and 69% for electricity in 2022/23 to reflect current market volatility before returning to 5% in the medium term.

Capital Charges

55. Capital investment plans expanded upon later in this report necessitate £242,257k of new borrowing over the period to 2027/28, the ongoing servicing and repayment of which will add £10,496k to HRA service expenditure over the MTF period. These financing charges reflect the step change in borrowing costs in recent months, with underlying investment continuing to meet the thresholds for affordability, sustainability and prudence.

Growth

56. Specific uplifts of £306k in planned service expenditure have been incorporated into this draft budget to ensure that sufficient organisational capacity is in place to deliver on local and national priorities. £190k of growth has been included to bolster capacity to meet expectations of the Social Housing Regulator and consumer standards charter, with a further

£116k building capacity within the repairs service to accelerate turnaround of void units and facilitate investment in existing stock, including in relation to decarbonisation.

SAVINGS

57. With the HRA operating as a ringfenced self-financing account, it is incumbent upon the Council to match expenditure to available resources. In the context of rental increases being capped at below the prevailing rate of inflation, it is therefore necessary to identify cost reductions to ensure the HRA remains financially sustainable. In order to ensure that capacity exists to continue to invest in existing and new housing stock, these cost reductions will be secured through identification of efficiency savings.
58. In line with the approach taken to managing service transformation on General Fund services through the BID Programme, a range of initiatives will be undertaken with a view to securing £1,690k of efficiency savings over the period from 2023/24 to 2024/25. These initiatives will include:
 - a. Leveraging substantial programme of planned capital investment to minimise the requirement for higher cost reactive repairs;
 - b. Review of contracted expenditure to ensure that arrangements continue to meet service requirements and deliver Value for Money to rent payers, and;
59. Reflecting the benefits of broader efficiency programmes in back-office services shared between General Fund and HRA including implementation of the Perform Plus programme across the service, with £406k expected to be delivered during 2023/24.

Capital Programme

60. Capital investment of £621,109k in expansion and enhancement of the housing stock over the period 2022/23 to 2027/28 has been fully reflected within this draft budget, including £369,522k funding to deliver 890 new dwellings gross and £195,120k investment in existing housing stock. Further detail on these investment plans can be found in Appendix B3, with a brief overview set out below.
61. Investment in new housing includes £160,982k budgets for the flagship regeneration projects on the Avondale and Hayes Town Centre estates which are expected to deliver 370 new homes, a net increase of 185 on the current configuration. A further £208,540k has been allocated to deliver 520 units through internal development and acquisitions, with project timelines set out to maximise use of retained Right to Buy receipts over the MTFP period.
62. £195,120k has been budgeted for an enhanced programme of works to stock, based around a five-year cycle and including renewal of key components such as kitchens, bathrooms, roofs, windows and boilers. Through these works and further investment in insulation measures, this programme of investment is intended to increase energy efficiency and thereby contribute towards tackling fuel poverty. Additionally, investment in major adaptations

to properties will continue, ensuring that wider needs of HRA tenants can be supported in their own homes where appropriate.

Table 7: HRA Capital Programme

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	£'000	£'000	£'000	£'000	£'000	£'000
Major Projects	45,263	42,508	24,235	44,209	45,325	7,000
Housing Regeneration Programme	14,700	38,231	29,744	34,994	28,302	15,012
Programmes of Work	30,511	34,444	36,166	37,251	37,640	30,511
Total	79,071	111,249	88,423	115,369	110,878	59,652

BACKGROUND PAPERS

THE COUNCIL'S BUDGET: MEDIUM TERM FINANCIAL FOECAST 2023/24 - 2027/28, presented to 15 December 2022 Cabinet Meeting

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TREE STRATEGY

Committee name	Residents' Services Select Committee
Officer reporting	Stuart Hunt – Head of Green Spaces, Place Directorate
Papers with report	Appendix 1 – Tree Strategy
Ward	All

HEADLINES

The purpose of this report is to enable Members to comment on the draft of a new Tree Strategy, which will in due course go to the Cabinet Member for Residents' Services for formal democratic approval. The Cabinet Member has agreed that the Select Committee should have early sight of the proposed strategy before it is considered by him.

RECOMMENDATIONS

That the Residents' Service Select Committee provides any comments on the draft Tree Strategy prior to formal submission to the Cabinet Member.

SUPPORTING INFORMATION

This report is accompanied by:

Appendix 1 – Tree Strategy

Currently our tree stock is mainly managed on a reactive basis with best arboricultural practice in mind but no set guidelines as to our criteria for completing tree work. The Tree Strategy includes clear and unambiguous policy information and guidance on how officers will manage the Borough's trees to ensure that the Council meets its duty of care and legal and health and safety obligations. It also provides key information for residents and other stakeholders including contractors.

Inspection cycles

The Council aims to undertake walk-over inspections of trees in parks and open spaces every five years, noting works required in line with Green Flag management plans (for both Green Flag and non-Green Flag locations).

Highways trees will be inspected via a road hierarchy-based cycle.

Inspections of trees on housing estates are undertaken on a three-year cyclical basis; this inspection cycle has been in place for a number of years and is working well, with less resident enquiries, insurance claims and tree failure occurring within these areas.

With a set inspection cycle followed by work raised with our contractors in localised batches it will be easier for our contractors to stick to the priority levels set within their contract:

Category	Response time	Notes
Priority 1	7 days	
Priority 2	1 month	
Priority 3	2 months	
Emergency works	45 minutes	Office hours
Emergency works	90 minutes	Out of hours

Select Committee options

1. Any formal comments from the Select Committee on the proposed strategy can be agreed by the Committee (or delegated) and then incorporated into the Cabinet Member report when it goes up for decision in the usual way.
2. The Select Committee may also wish to suggest to officers any proposals to improve or enhance the strategy document itself, subject to Cabinet Member endorsement.

RESIDENT BENEFIT

The Tree Strategy has been written with the purpose of providing a clear guide of how we aim to manage our tree stock increasing the transparency of our service. It is also anticipated that a well-managed tree stock will result in a reduction in insurance claims and emergency tree work.

FINANCIAL IMPLICATIONS

None at this stage. Implementation of an inspection cycle will likely unearth a high volume of required tree work in the short term but with proactive management of the tree stock saving money and officers time in the future.

BACKGROUND PAPERS

Nil.

APPENDICES

Tree Strategy.



HILLINGDON

LONDON

TREE STRATEGY 2023

INTRODUCTION

The London Borough of Hillingdon is the second largest borough in Greater London and is responsible for over 24,000 trees on our streets and in parks, open spaces and woodlands. As one of London's greenest boroughs, Hillingdon currently holds 67 Green Flag awards, an illustration of the council's focus on excellence within its green spaces.

The council recognises the value of its tree resource and understands that there are social, economic and environmental benefits to residents and visitors. See Appendix A for a summary of the key benefits of the borough's trees. The council works to safeguard and maximise the many social, economic and environmental benefits that trees provide.

In 2021 the council adopted its Strategic Climate Action Plan where the maintenance of existing and the planting of new trees is key to enhancing biodiversity across the borough, particularly in urban environments and in offsetting carbon emissions. The council recognises that the tree canopy coverage across London is continually under threat and initiatives are already underway to address this across the borough.

This strategy includes clear and unambiguous policy information and guidance on how officers will manage the borough's trees to ensure that the council meets its duty of care and legal and health and safety obligations. It also provides key information for residents and other stakeholders including contractors.

This strategy has been informed by the following to reflect the councils' legal and statutory obligations in relation to managing trees which are in its area of control:

- The Highways Act 1980
- The Owners and Occupiers Liability Act 1957 & 1984.
- Environment Bill 2020
- Statutes such as The New Roads and Streetworks Act 1991, Health and Safety at Work Act 1974 and the Wildlife and Countryside Act 1981
- The Forestry Act (1967)
- Biodiversity Duty: public authority duty to have regard to conserving biodiversity (2014)
- BS 3998 (2010) *Recommendations for Tree Work*
- The Town and Country Planning Act 1990

- Conservation of Habitats and Species Regulations 2010 and the Wildlife & Countryside Act 1981 (as amended). Causing damage to a roosting / nesting site is a criminal offence which can lead to imprisonment.
- The Hedgerow Regulations (1997)
- BS 5837 (2012): *Trees in relation to design, demolition and construction – Recommendations*
- The National Tree Safety Group (NTSG) Guidance
- Local Government (Miscellaneous Provisions) Act 1976

This strategy links to other council, national, regional and local policies and guidance including but not limited to:

- LBH Domestic Vehicle Footway Crossover Policy
- The England Trees Action Plan 2021-2024
- The National Planning Policy Framework and The London Plan
- The borough's Local Plan
- Air Quality Action Plan
- LBH Strategic Climate Action Plan
- National Joint Utilities Group Guidelines for the Planning, Installation and Maintenance of Utility Apparatus in Proximity to Trees – Issue 2
- The National Planning Policy Framework (Planning Practice Guidance)

This strategy has been developed in consultation with the council's Arboricultural team and other relevant council departments including Highways and Planning and Insurance.

RESPONSIBILITY

The council will ensure that its trees are managed in accordance with this strategy to ensure it meets its legal and statutory responsibilities.

All officers, agents, partners and contractors of the council will be required to comply with this strategy and any associated guidance issued.

IMPLEMENTATION

All decisions and actions relating to the management of the borough's tree stock should be underpinned by this strategy.

This strategy will inform any relevant operational and delivery plans within the council.

This tree strategy will be referenced during the process of all planning applications, enquiries, full planning appeals, dropped kerb applications, subsidence claims, TPO compensation claims and the TPO appeals process.

The council's Highways team will contribute to the implementation of this strategy through its Highways operations, identifying and reporting empty tree pits or paving issues where they are unable to ramp over raised roots.

The Trees team will work collaboratively with Highways on any maintenance works or relevant projects where there is an overlap including dropped kerb works and roads

resurfacing to ensure that any necessary tree inspections are undertaken in advance of works and that any resulting tree works are fully co-ordinated.

When undertaking Highway works near to trees, all operatives must adhere to the guidelines as set out in the New Roads and Street Works Act 1991 or subsequent legislation.

The Tenancy Management team will work closely with the Trees team when necessary to ensure effective tree management within the council's housing estates.

The Grounds Maintenance team and other teams such as Street Cleansing will report any tree concerns observed during their day-to-day activities around the borough.

Any deviation from this strategy must be approved in advance by the Corporate Director of Place.

POLICY STATEMENTS

The borough's trees will be maintained in accordance with the *British Standards for Tree Work BS 3998 (2010)* and other relevant legislation, statutory requirements and national, regional and local policies and guidance as set out in this document.

The maintenance of the borough's trees will be undertaken by suitably trained/experienced council officers and through the use of approved arboricultural term contractors.

The council will manage its trees to ensure it meets its legal responsibilities, including duty of care, and health and safety.

Historic vistas across the borough will be maintained through appropriate tree management and consideration.

The council and its contractors will leave tidy sites after any tree works have been undertaken.

The council will use its own policies and national/local guidance where appropriate to protect trees from unnecessary felling or disfigurement.

The council will only fell trees for sound arboriculture and will consult where required in accordance with Environment Bill (2021) once this has been updated to include consultation guidance (currently expected in 2023).

The council will seek to increase tree cover across the borough, by annually planting more trees than are felled.

The council will take account of the predicted impacts of climate change to ensure a continuation of large-scale canopy cover with a diverse species and age range throughout the borough.

The council will seek to identify new locations where tree planting would be particularly beneficial to the environment.

The council will promote the provision of space for planting trees on development and privately owned sites, selecting a range of species in line with the above policy statements.

The council will inspect its trees on a cyclical basis to meet its duty of care and to ensure the highway remains unobstructed.

Inspection cycles for trees will be published on the council's website.

The council will manage and process tree-related subsidence claims in accordance with the *London Tree Officers Risk Mitigation Strategy* along with the *Joint Mitigation Protocol* where appropriate.

The council will enforce and prosecute where appropriate any tree related contraventions, applying the maximum penalty possible.

On construction sites, all work must be in accordance with BS 5837 (2012) *Trees in relation to Construction* and the *National House Building Council's Practice Note 3 Building Near Trees*.

In the processing of planning applications, the council will aim to retain trees of high amenity/environmental value.

When the council intends to make a new tree preservation order (TPO) on a site, it will endeavour to include all the trees that are worthy of protection within the specific land parcel.

TREE MANAGEMENT

The borough's tree management regime will be driven by the need to maximise the benefits provided by trees and to maintain the council's tree population.

The council's approach to the maintenance of its tree stock has three key elements:

- zoning: appreciating tree stock locations in relation to people or property
- tree inspection: assessing obvious tree defects
- managing risk at an acceptable level: identifying, prioritising and undertaking safety work according to level of risk.

Zoning

The areas where trees grow within the borough can be characterised according to the level of pedestrian, vehicle or other use – and 'zoned' in terms of its level of usage.

Zoning will be undertaken where necessary to reflect the higher risk tree locations where prioritised tree management may be required. This includes the hierarchy of roads used by the council's Highways team to prioritise inspection and maintenance.

Tree inspection

Tree surveys and inspections will accord to the principles of the NTSG guidance. Inspection schedules will be risk-based and supplemented by additional inspections as required.

The council's inspections are categorised as full inspections, walk-over inspections or ad hoc inspections. Each of these categories of inspection looks for and considers the following:

- Pollarding cycle (if a Lime or Plane)
- If previously reduced in the past (all others) and any potential resulting defects or weaknesses
- Location and proximity to property, street furniture etc.
- Footpath disturbance caused by the tree or its roots
- Deadwood
- Cavities
- Fungal bodies

Full inspections - record whether or not any work is required under the above headings.

Walk-over inspections – are usually undertaken in larger areas such as parks and open spaces where the same issues are looked for as with full inspections but only when works are required are these noted and reported, i.e. where no works are required this is not reported to allow for a larger quantity of trees to be inspected/larger area to be covered during an inspection, where the risk category allows.

Ad hoc inspections – follow the full inspection process and works required or not required are recorded.

Inspections are generally visual checks but where further examination is required to identify some conditions indicated by a visual inspection the council uses a Resitograph tool to assess potential interior decay.

If following a report from a resident, an ad hoc inspection is necessary on the highway in a public domain, it is not necessary for the resident to be present for the inspection unless access to a back garden is required.

Inspection cycles

The council aims to undertake walk-over inspections of trees in parks and open spaces every five years, noting works required in line with Green Flag management plans (for both Green Flag and non-Green Flag locations).

Highways trees are inspected via a road hierarchy-based cycle, an example of a proposed highways inspection cycle can be found at Appendix B.

Inspections of trees on housing estates are undertaken on at least a three-year cyclical basis. An example of a housing inspection cycle can be found at Appendix C.

Inspections of trees on corporate sites are undertaken on at least a three-year cyclical basis.

The council will make finalised inspection cycles available for viewing on its website.

Ad hoc inspections will also be carried out at any location in response to assessed and prioritised reports of concern, hazard or damage. These inspections may be prompted by extreme weather and reports from residents, colleagues, contractors or Members. Ad hoc inspections contribute significantly to public safety and help with identifying when action is needed and when a more formal assessment is required.

Trees in tenants' back gardens will not be routinely inspected as they are the responsibility of the tenant as stated in all tenancies. However, ad hoc inspections will be carried out if required and authorised by the Tenancy Management team. Tree works will only be undertaken on trees in tenants' back gardens in exceptional circumstances after agreement between Tenancy Management and the Arboricultural Manager.

Trees may also be identified for inspection by Highways officers as part of their day-to-day operations. Where identified, the following defects will be passed to the Trees team to consider remedial works in line with this strategy:

- Root growth causing surface irregularity
- Trees or hedges overgrowing the footway or carriageway such that a hazard is presented
- Basal growth causing obstruction
- Unstable trees or branches
- Overgrown hedges, grass or vegetation causing inadequate visibility, particularly at junctions or pedestrian crossings
- Trees and vegetation obscuring signs or streetlights constituting a hazard to users

Some issues relating to overgrown trees or hedges on private land may be referred to the Anti-Social Behaviour team to follow up.

Managing risk

Risk is the probability of harm and severity of consequences from a particular hazard.

Although all trees are potentially hazardous, the level of risk is relative to the number of people and the presence of valuable property that could be harmed or damaged in the event of root, branch or trunk failure.

The borough's trees will be assessed as part of a risk-based inspection survey and the council will follow the National Tree Safety Group Guidance (NTSG) "Common sense risk management of trees" flowchart for risk management for its trees as set out at Appendix D.

Risk acceptability and prioritising treatment and inspection frequency

When inspecting trees for public safety, the inspection primarily looks for external features indicating mechanical (structural) defects that pose a significant risk to public safety, concentrating on risks that are either immediate or reasonably foreseeable in

the near future. the inspection will not normally identify trees that fall outside these categories for action.

Immediate risk to public safety

Immediate risk of serious harm is a risk of such immediacy and consequence that urgent action is required. in most cases, immediate risks are likely to be clearly observable in the course of informal or formal inspection and must be dealt with immediately, whether by means of tree work, e.g. felling, or through site management. for example, where a large tree is found with an obviously lifting root plate or actively separating heavy branch within falling distance of a busy road, this may involve stopping or diverting traffic or felling, crown weight reduction or branch removal. most immediate risks have a reasonable likelihood of being identified by non-specialists and specialists.

Non-immediate risks posed by trees to public safety

Risk of serious harm in the near future is non-immediate and can be reasonably managed at an acceptable level by a planned, cost-effective response. action will be needed when inspections identify trees posing risks in the near future. Once identified, the response may involve prioritised treatment of the tree or site to manage the risk within the near future at an acceptable level, or further specialist assessment to clarify the extent of risk and treatment.

Risks not requiring a response in the near future

Where trees are identified as not posing a risk in the near future, there is no specific requirement for additional management. In these circumstances the existing inspection cycle should be sufficient to manage the risk.

Categories of defects

The NTSG states that “*A defect in the context of the growing environment of a tree is a structural, health or environmental condition that could predispose a tree to failure*”.

Defects pose risks only where there is a likelihood of harm.

Obvious defects – these are likely to be so apparent that most people, whether specialist or not, would recognise them. Obvious defects take many forms such a broken branches and some diseases but not all present significant hazards.

Hazards - these situations or conditions have the potential to cause harm. With regard to trees, this means that any part of the tree – its trunk, branches or crown – that might fail structurally, collapse and fall onto a person or property, causing injury or damage, is a hazard. As all trees have this potential, they and their components are hazards.

Remedial works

Following the council's inspection regime and ad hoc reports of defects, approved maintenance and remedial works will be categorised in line with risk priorities and works will then be prioritised for action as set out in the table below.

Categories and turnaround targets

Category	Response time	Notes
Priority 1	7 days	
Priority 2	1 month	
Priority 3	2 months	
Emergency works	45 minutes	Office hours
Emergency works	90 minutes	Out of hours

High volumes of emergency work may impact on other response times.

The above categorisation and response times will be reflected in any tree maintenance contracts and relevant KPIs linking to these targets will be included in performance reporting mechanisms for contractors.

Felling and Pruning

The council will only fell trees for sound arboriculture, such as where trees are:

- Dead, dying or dangerous
- Proven by technical evidence to be causing significant structural damage
- Considered by the Trees and Woodlands Service to be inappropriate for the location

Or:

- When removal is required as part of a council agreed management programme or where removal is essential as part of an improvement project where removal has been agreed by the council.

Where possible, the council will aim to retain mature trees by reducing rather than felling as a mitigating measure.

The council will prune trees:

- To eliminate any unreasonable obstruction of the public highway, footways and other areas of public access
- To ensure that established essential fixtures and services situated within the public highway are fit for purpose
- Where they cause an unreasonable obstruction of access to private property
- Where legitimate instructions have been received by a utility provider
- For arboricultural reasons such as formative pruning, for pollard cycles and to extend the trees' safe and useful life.

Judicious light pruning may also be undertaken by the council on the following grounds:

- Lifting of lateral branches where trees are obstructing vehicular and pedestrian access.

- Overhanging neighbours' land where it touches roof or building of property.
- To facilitate CCTV cameras
- To allow streetlights to shine effectively and to keep clear of traffic lights and road signs.

Pruning is a frequent request from residents and councillors when trees appear to be too large or are blocking light from homes/gardens. As trees are such a valuable resource to the environment the council does not support the pruning or removal of healthy trees for purely aesthetic reasons. The pruning of trees can also encourage faster and/or more dense growth and increases the risk of disease by creating cuts to the branches and encouraging new young growth. Therefore, the following reasons **will not** constitute grounds for the pruning or removal of trees by the council:

- The creation or extension of a dropped kerb/crossover (as set out in the council's dropped kerb policy)
- Where the tree is perceived to be too large
- Excessive leaf, blossom or seed fall
- Problems associated with fruit
- Interference with satellite dish/TV reception/solar panels, private CCTV operations or overhead telephone lines (if there is excessive pressure on telephone lines phone companies have a statutory right to prune to alleviate the pressure).
- Obstruction of view/blocking daylight
- Mess caused by insects or birds
- Problems associated with pollen
- Healthy mature trees will not be removed to create space to plant new trees
- The perceived risk that it will cause subsidence in the future
- Causing disruption to pavements, kerbs, garden paths and walls. In these cases engineering solutions will be sought in liaison with our Highways and Insurance teams before pruning or removal are considered.
- Someone is willing to pay for the removal and replacement of a tree.

Where appropriate, residents will be informed that it is their common law right to prune overhanging branches and roots back to a shared boundary line.

Where an identified problem cannot be remedied by pruning or a suitable engineering solution, the council will remove trees which pose an unacceptable risk of injury or damage or those which cause an unacceptable obstruction of the public highway and footpaths. Where trees are proven (beyond reasonable doubt) to be the cause of significant structural damage, removal will be considered. The council will consider the removal (or thinning) of trees where it will benefit adjacent specimens, for example in overpopulated formal avenues.

Where the removal of trees is likely to have a significant impact upon the landscape and therefore generate public interest, the council's arboriculturists will give advance notice to the Ward Councillors and the relevant Cabinet Member. New consultation requirements will be confirmed by the Environment Bill guidance expected in 2023.

Root ingress

The council is unable to prevent root ingress to adjacent gardens and will not therefore undertake root removal where this has occurred. The council will not accept responsibility for tree roots that have gained access to drains or services as a consequence of those services being unfit for purpose.

Subsidence

The council will manage and process subsidence claims for trees in accordance with the *London Tree Officers Risk Limitation Strategy*, as well as the Joint Mitigation Protocol where appropriate.

The council advises residents that if they believe a council owned tree has caused subsidence related issues to their property, they should notify their building insurers and obtain relevant monitoring evidence before formally presenting a claim.

Planting and biodiversity

The Forestry Commission's research agency Forest Research states: *Urban trees are being increasingly recognised for the many benefits they provide, such as removing carbon dioxide and pollutants from the air, providing habitats for wildlife, and making our urban areas more attractive, enjoyable and healthy places to live and spend time in.*

The council will reflect its planting targets and canopy cover percentage increase within its Strategic Climate Action Plan and the operating plans that flow from this.

The borough's tree stock will be increased through an annual programme of tree planting, particularly in urban areas to complement objectives to improve air quality and promote urban wildlife.

The council will plant the right tree in the right place for the right purpose and where possible and it will aim to plant within the location of any tree that has been removed. Where existing site constraints mean that this is not possible, a tree will be planted in the nearest suitable location. The council aims to plant more trees than it removes annually and has committed to ensuring that each tree lost is replaced by the planting of at least one additional tree.

Council initiated planting will prioritise larger growing shade providing trees, scaling down to smaller ornamental trees where larger trees are not suitable as outlined in *Right Tree Right Place - London Trees and Woodland Framework*. The council will establish a diversity of species to mitigate against pests and disease and to address the effects of climate change that can threaten entire species.

The council will work in partnership with Trees for Cities, Trees for Streets and other council approved charities and schemes to increase the supply and installation of trees across the borough.

The council will encourage species and genetic diversity amongst its tree population, to avoid risk of disease having widespread and damaging effects and to provide variety to those living in or visiting the borough.

The council will encourage biodiversity amongst its tree stock and within the planting environment, appreciating the benefits of trees at various stages of their life cycle providing different habitats and other benefits to wildlife.

The council will promote the provision of space for planting trees on council and private development sites through its planning processes, considering the suitability of design and species proposed. Every effort will be made to retain existing trees from development areas but where this is not possible, new tree will be planted in a suitable location in place of any removed tree.

The council's Highways and Capital Works teams will work closely with the Arboricultural team to ensure that opportunities are explored to include additional tree planting as part of their planned works programmes.

Where possible and appropriate, after tree maintenance works are completed, habitat piles and standing deadwood may be left to support the natural habitat.

PROTECTION

The council will enforce and prosecute where appropriate tree related contraventions and where appropriate apply the maximum penalty possible.

The council will seek compensation from any external organisation or individual responsible for significant damage to, or removal of, any council owned tree(s) to the value calculated by the Capital Asset Value of Trees (CAVAT).

On construction sites all work must be in accordance with BS 5837 2012 "Trees in relation to Construction" and that foundation details follow the recommendations of the National House Building Council's Practice Note 3 "Building Near Trees"

In the processing of planning applications the council will aim to retain trees of high amenity/environmental value, taking consideration of both their individual merit and their interaction as part of a group or broader landscape feature.

When the council intends to make a new tree preservation order (TPO) on a site it will endeavour to make a TPO incorporating all the trees that are worthy of protection within the specific land parcel.

Inappropriate tree work operations

Third parties are not permitted to access council land in order to carry out works to trees that are within its control.

Utility Services and Crossovers

The council will not remove or reposition trees to facilitate the implementation of non-essential underground or over-ground services and signs or the construction of drop kerbs or crossovers. Where new essential services are proposed the council's arboriculturists will provide advice during the design stage in order to minimise the impact upon trees.

Affixing to trees

The council does not encourage the affixing of items to trees. However, the council recognises that trees can be chosen as memorial sites following loss of life due to a crime or accident close to the tree's location. The council will seek to find an appropriate balance between catering for the needs of a victim's family and friends, but also the wider community by allowing the temporary laying/affixing of floral or other tributes on the understanding they are removed within a fixed period. Items should be placed away from locations that are hazardous to access or considered to have an adverse effect on road safety, otherwise they will be removed immediately.

The council does not allow for anniversary tributes to be affixed to trees at the site of a fatality.

Items such as decorative lights may only be attached to the borough's trees where a suitable methodology has been submitted to and approved by the council's arboriculturists.

Any unauthorised attachments such as decorative lights and signs will be removed; the council will seek remedial action and compensation where irreversible tree damage or destruction has been caused.

Development and private trees

The council will serve Tree Preservation Orders in accordance with the Department for Communities and Local Government Planning Practice Guidance (Tree Preservation Orders and trees in Conservation Areas). Where tree loss occurs through development replacement trees will be sought either to be planted within the site or within the public realm through the Section 106 agreement and CIL process.

Tree work notifications and applications

The council will only validate Section 211 Notifications and Tree Work Applications that conform to the requirements outlined within Government guidance as provided by the Planning Portal and add that the council then has six weeks to make a decision on a section 211 notice and eight weeks for a TPO application.

When a TPO application is for felling the council will consult local neighbours.

Section 211 notices are sent to the local Conservation Area Advisory Panel (CAAP) when there is one.

All TPO applications are available to view via the Planning search on the council website.

Trees and private property

Where necessary the council will use their powers under the Local Government (Miscellaneous Provisions) Act 1976 in relation to imminently dangerous private trees, where under Section 23, the council has discretionary powers.

The council is unable to assist in civil disputes regarding privately owned trees. The council is only able to become involved with a high hedges dispute via the Anti-Social Behaviour and Environment Team upon receipt of a complaint that conforms to the requirements outlined within the *High Hedges: complaining to the council* guidance issued by the Office for the Deputy Prime Minister.

The council can also protect private trees via conditions in a planning application.

Pests and Diseases

The council will take a responsible management approach towards established pests and diseases and will be proactive in planning for any new threats that are posed to the borough's tree population. The council will follow statutory plant health notices when served by the Forestry Commission along with any guidance provided.

Natural occurrences

The council's street cleansing team will clear debris deposited as part of a tree's natural cycle (e.g. leaves, seeds, fruit etc.) on public footpaths and highways but not on private land.

Severe weather

When windspeeds reach or are expected to reach 50mph parks with lockable gates are locked to reduce the risk of damage caused by falling branches or trees.

The council's tree maintenance contractors are informed of any weather warnings that could result in additional tree works including emergency works.

Parks are unlocked once severe weather has subsided and a basic visual inspection of the trees has been undertaken.

Reports of emergency and non-emergency works required as a result of severe weather are reported and actioned in line with normal procedures.

QUALITY ASSURANCE

The council and contractors working on its behalf will work in accordance with this policy and current industry best practice. Where work is not carried out to the required standard the council will seek remedial action and compensation where irreversible tree damage or destruction has been caused.

MONITORING AND REVIEW

An analysis of tree removals and tree planting undertaken will be carried out annually to reconcile the numbers and types of species felled and the numbers and types planted across the land types.

Key performance indicators for tree maintenance are included within the maintenance contract and these are reviewed regularly as part of the contract management process.

This policy will be reviewed every three years or sooner if necessary.

6 October 2022

Due for review October 2025

Updated 20/12/22 - SH

THE VALUE OF OUR TREES

Social value

Trees provide:

- A sense of place and community
- Seasonal interest, flowers, fruit, autumn colour, dormancy
- Welcoming areas within our town centres, encouraging people to live, visit and stay for prolonged periods, using local shops and restaurants
- An educational resource
- A cultural and historic link to many areas
- A tool for reducing crime levels
- An aesthetically pleasing addition to streets, parks and other green spaces, attracting prospective property purchasers and increasing property values

Environmental value

- Trees reduce the 'Urban Heat Island Effect' by absorbing radiation which would otherwise be stored and emitted by urban infrastructure increasing local temperatures
- Trees absorb and store greenhouse gases such as carbon dioxide, helping to combat Climate Change
- Trees offer shade as protection from the sun, within our parks and open spaces they provide cool places for people to enjoy during periods of high temperature
- Trees intercept rainwater helping to prevent localised flooding
- Trees are an essential element of biodiversity: supporting wildlife throughout all areas of the borough
- Trees help to reduce noise pollution within our busy environment

Health value

- Trees help to improve air quality as they remove pollutants helping to minimise associated health risks to our population
- Trees have a positive effect upon our mental health and sense of wellbeing
- Trees provide inviting areas for us to exercise
- Trees provide shade therefore reducing the risk of skin cancer
- Trees reduce the urban heat island effect, helping to cool local areas and therefore preventing heat associated injury/ailment
- A green environment makes for a better working environment; workers who have views of trees feel happier which can lead to better performance
- Trees help to regulate local temperature extremes therefore reducing the costs of heating and cooling buildings
- The presence of trees makes for a healthier population, therefore reducing the burden upon the health services

PROPOSED HIGHWAYS INSPECTION CYCLE FOR TREES

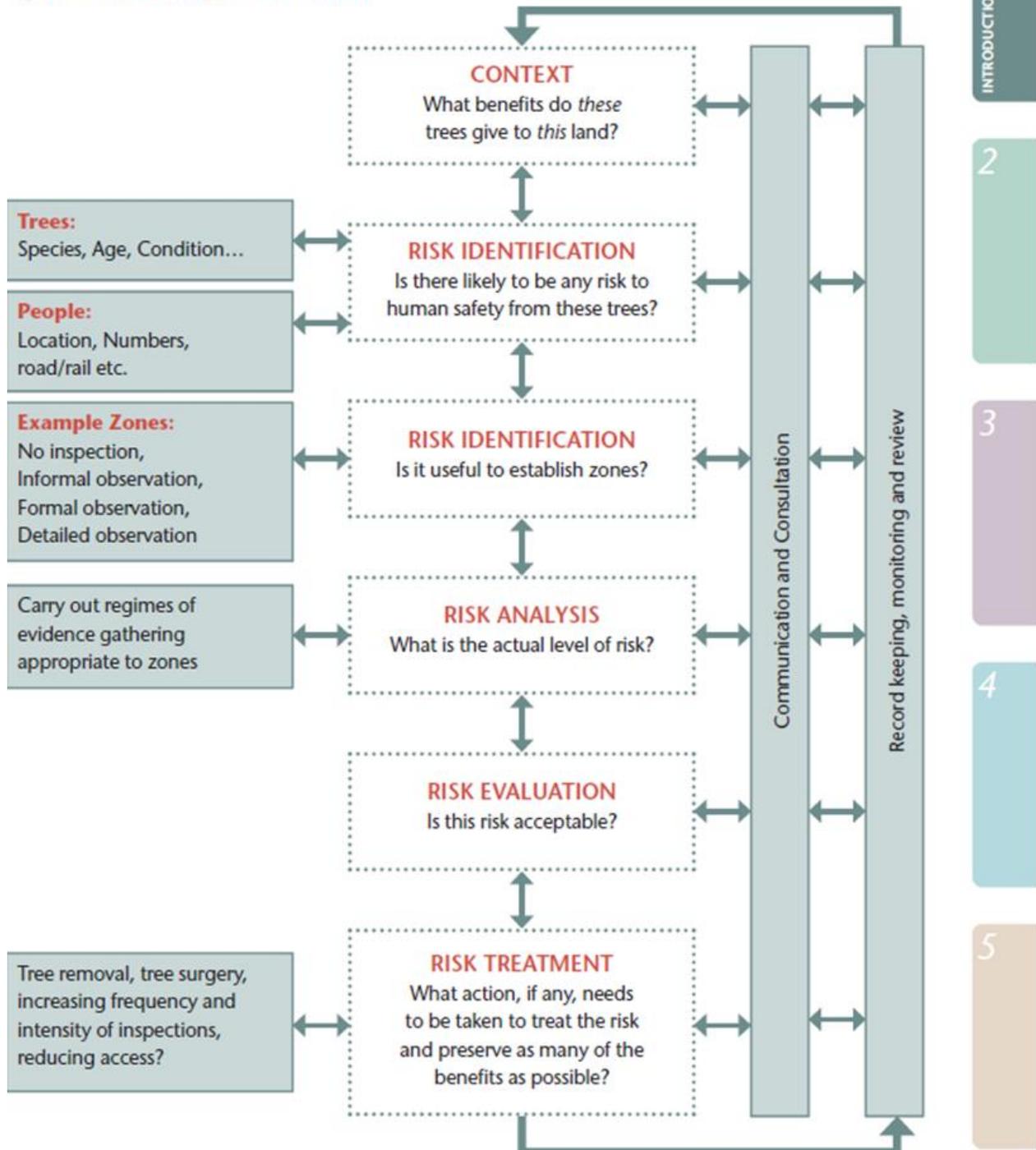
Hierarchy code (as used by Highways team)	Description	Tree inspection frequency (every X years)	Category
2	Strategic Route	2	High
3a	Main Distributor	2	High
3b	Secondary Distributor	4	Medium
4a	Link Road	4	Medium
4b	Local Access Road	6	Low
9	No Carriageway	6	Low
10	Housing Network		These trees fall under the housing cycle.

HOUSING INSPECTION CYCLE FOR TREES - SAMPLE

Ward*	Housing inspection due quarter	Housing inspection due year
Cavendish	Q1	Year 1
Eastcote and East Ruislip	Q1	
Ickenham	Q1	
West Ruislip	Q1	
Charville	Q1	
Manor	Q2	
Northwood	Q2	
Northwood Hills	Q3	
South Ruislip	Q3	
Harefield	Q4	
Barnhill	Q1	Year 2
Hillingdon East	Q1	
Brunel	Q2	
Uxbridge North	Q3	
Yeading	Q4	
Botwell	Q1	Year 3
Heathrow Villages	Q1	
Pinkwell	Q2	
Townfield	Q2	
Uxbridge South	Q3	
Yiewsley	Q3	
West Drayton	Q4	

*2022 Ward changes will be incorporated into future inspection cycles.

Figure 1. Risk Management Process



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Housing Transformation Project

Committee name	Residents Services Select Committee
Officer reporting	Mark Billings, Housing Director, Place Directorate
Papers with report	None
Ward	All

HEADLINES

This report provides information relating to the Housing Transformation work that has taken place in the Housing Needs Service over the last six months.

RECOMMENDATIONS:

That the Committee:

- 1. Notes the contents of the report**

SUPPORTING INFORMATION

1. As part of Hillingdon Council's vision to continue delivering improved outcomes in Hillingdon, in Autumn 2021 PwC completed an assessment of current ways of working within housing using an Operational Excellence framework. In July 2022 PwC introduced Perform Plus in the Housing Management, Housing Needs Service and Private Sector Housing Service this went live on 1st August 2022. The intention was to pilot this in housing with the potential to roll out to other service areas. This report is focused on the roll out of Perform Plus in the Housing Needs Services – Housing Options and Homeless Prevention and Resettlement and Lettings.

Perform Plus

2. Perform Plus is a coaching programme that optimises what managers and their teams do and how they do it. It is a behavioural change approach that drives performance improvement and develops capability to create an environment of continuous improvement. The approach focused on coaching teams to adopt new working practices and providing them with improved capabilities and tools. Perform Plus builds engagement and empowers staff to be more productive, adopt new ways of working and new technologies to better serve customers. Over 14 weeks from August to the beginning of November 2022, elements of Perform Plus were incrementally introduced to teams through on the job coaching via PwC week by week, supported by the online Perform Plus platform. Together, these elements create a system that becomes the common way of working, driving ongoing connection and performance improvement. The programme supports cultural change and the online platform makes it suitable for hybrid working arrangements. In addition, one Hillingdon Change Agent was trained as a Perform Plus Coach and ensure sustainability of the programme at Hillingdon.

3. The approach involved:

- Launch events for all staff to provide an introduction to the Perform Plus programme
- Weekly training sessions for Team Managers and Seniors from all teams to understand each Perform Plus element of the methodology
- Weekly cascade sessions delivered by Team Managers and Seniors to their teams, to understand each Perform Plus element and what it means for them
- One-to-one coaching for Team Managers from a dedicated Perform Plus coach to put each element into practice
- Bespoke Perform Plus platform to act as a central hub for each team, through which performance can be managed and communication is enabled
- One Hillingdon Change Agent trained as a Perform Plus coach, with experience coaching teams autonomously

The Perform Plus Journey

4. As part of the development of perform plus each team each team identified a vision, success factors and the solution and enablers to achieve success. The teams developed a problem solving tracker, best practice guides and 100 day delivery plans.
5. The tables below summarise the journey through Perform Plus for the Housing Options and Homeless Prevention Service and for the Resettlement and Lettings Service.

Housing Options and Homeless Prevention Service	
Vision	<ul style="list-style-type: none">• Team vision. 'Empowering service users through the interaction of product and services to achieve the best housing outcomes for our residents'• Working together on this helped to align the team around their shared vision and purpose and allowed the team to collaboratively agree a clear path for action going forward
Huddles and visual management	<ul style="list-style-type: none">• The team agreed a set of KPIs to help track progress towards their vision including a mix of demand metrics such as 'number of HODs (Homeless on the day) seen' and activity metrics including 'number of assessments' and 'number of case closures'. Discussing these metrics in huddles alongside daily priorities has helped to provide greater visibility of workload and accountability of performance across the team.• Huddles have also encouraged the team to regularly share and celebrate their successes, helping to boost team morale and shift the team ethos around recognition -"I used to struggle to know what to put as we're all just doing our jobs...now I get it and it's nice to feel like all our hard work is actually appreciated".
Problem solving	<ul style="list-style-type: none">• Huddles and cascades have provided the team with dedicated time and space for open discussions and problem solving. The team have been empowered to feel confident and capable in raising problems and working together to implement solutions.• In addition to ad-hoc problems raised and solved in huddles, the team

	worked through a number of key problems including the number of emails, number of H-CLIC errors and disjointed team working within the service, helping to alleviate common frustrations and reduce the time spent working on admin.
Best practice	<ul style="list-style-type: none"> The team developed 3 best practice guides including: a checklist for homeless duty enquiries, managing client expectations around temporary accommodation and private sector offers, working closely with the Lettings & Resettlement team on this third guide. Creating these best practice guides has helped to reinforce the best practice approach, facilitate knowledge sharing, and if used consistently will help to reduce variability in outcome and quality over time.
Planning and Performance Driving	<ul style="list-style-type: none"> Team leadership reflected on the 24 KPIs tracked across the 3 huddles and identified 'number of B&B bookings completed' and 'number of case closures' as two priority KPIs they really wanted to drive within huddles. This helped the team set focused daily goals, have targeted KPI discussions in huddles and have a better understanding of how they can work together to drive performance.
Coaching and capability	<ul style="list-style-type: none"> The development of the team skills matrix and use of team cascades for training has helped to build capability and encourage peer-to-peer coaching and knowledge sharing across the team. The team also looked for opportunities to maximise the value of their monthly 1:1s, with Seniors agreeing to regularly discuss wellbeing, performance and personal development in addition to complex cases going forward.
Operating Rhythm	<ul style="list-style-type: none"> The team added recurring 'rocks' into their diaries to block out time for lunch, duty and working on case closures, helping the team to prioritise their workload and manage their time more effectively -"I didn't think rocks would work but I blocked out my calendar this week and it was surprisingly helpful and I was much more focused"
Celebrating Success	<ul style="list-style-type: none"> The team have pledged to continue sharing success stories in huddles, organising monthly Spotlight challenges and celebrating hard work at the quarterly service meetings to help drive motivation and ensure the team feels their hard work and strong performance is recognised by the Council.
Key focus areas in the 100 day plan	
Workload management	<ul style="list-style-type: none"> To continue progress in this area over the next 100 days, leadership should encourage the continued use of 'rocks' and reiterate the importance of respecting other people's focus time. Blocking out time for key priorities and a lunch break will help Officers to plan and manage their time more effectively.
Coaching and development	<ul style="list-style-type: none"> To address this, Seniors should continue to use the 1:1 best practice guide and ensure they have 'rocks' in the diary to protect time for monthly 1:1s. Cascade time should continue to be repurposed for training, and peer-to-peer coaching should be encouraged amongst the team.
Team morale	<ul style="list-style-type: none"> To improve morale, the team should continue to look for more opportunities to celebrate success and have fun as a team. Embedding

	their celebrating success pledges, finding time for team building, and incorporating additional suggestions from the team will help drive up team morale.
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Resettlement and Lettings Service	
Vision	<ul style="list-style-type: none"> • Team vision. 'To help those in need with a stable home' • Designing this helped give a sense of purpose and direction to the team to work towards their shared goal of putting their residents first
Huddles and visual management	<ul style="list-style-type: none"> • Huddles gave the teams an opportunity to regularly touch base and catch up with one another - "I used to have to go round individually to catch up with my team but this has made it so much easier to keep organised". • Both teams were incredibly engaged with their huddleboards, with Lettings sharing 182 successes, 94 communications and 63 problems, and Resettlement sharing 135 successes, 48 communications and 46 problems. Huddles provided the team with a platform to regularly share their successes and adopt a more active approach to problem solving.
Problem solving	<ul style="list-style-type: none"> • Whilst problems were addressed regularly in huddles, problem solving sessions were used to tackle more complex problems - "this is brilliant, this is such an easy way to address problems". • Both teams identified various forms they use on a day-to-day basis that could be rewritten to save time, improve accuracy and increase capacity. These problems included; void control form, B&B memo form and medical letters. • The biggest impact was the rewriting of the resettlement statement, which is now called the 'Personal Move On Plan', simplifying the document from 12 pages to 7.
Best practice	<ul style="list-style-type: none"> • The Lettings team developed 3 guides including a customer journey map which involved a number of different teams and was created to help their clients understand the housing processes. Resettlement focused on creating a suitability checklist to improve their viewing process • The Seniors also teamed up with Seniors from Housing Options and Homeless Prevention to create best practice guides on the Role of Duty Manager and Private Sector Offers. It was beneficial for them to work cohesively to understand the 'best' and consistent way to do these across the differing teams, with Seniors sharing what works well for them with one another.
Planning and Performance Driving	<ul style="list-style-type: none"> • Team Leadership identified their key performance indicators that would be used to measure the important metrics within the different roles in the teams. These are discussed on a weekly basis, allowing the teams to plan around demand and drive performance by supporting one another. • Resettlement key KPIs include: number of discharges and number of shortlife let • Lettings key KPIs include: housing register processes complete,

	number of properties let and number of tenancy reviews signed
Coaching and capability	<ul style="list-style-type: none"> The team identified areas of strength and areas for their development as individuals, allowing them to identify areas for development in the team and anywhere they could remove the single point of failure. The focus was on how the teams can best share knowledge and improve peer-to-peer coaching. This helped promote a more open culture within the teams where people can upskill one another, raising the overall skill level of the teams - "I would like everyone to have an understanding of everyone's role, this can be beneficial as they all feed off each other in their own roles and give them ownership" At the start of Perform Plus, 50% of the team felt that leadership actively encourage us to take action that supports individual and team well-being, however, at the end that number grew to 80%.
Operating Rhythm	<ul style="list-style-type: none"> The team embedded 'rocks/' into their diaries to block out focus time for important activities, such as duty, emails, collecting keys and completing visits, helping the team to prioritise their workload and manage their time more effectively.
Celebrating Success	<ul style="list-style-type: none"> The teams were really positive and engaged with celebrating success, being the team with the most successes shared across the entire service. Both teams pledged to continue sharing successes in huddles and also to flag good performance and behaviours up to the tiered huddles.
Key focus areas in the 100 day plan	
Huddles	<ul style="list-style-type: none"> Maintain momentum with huddles; tailoring the huddle approach to ensure the team make regular time to continue to problem solve, and extend one huddle a week to address KPIs reflecting on the questions: what's going well and where can we improve?
Coaching conversations	<ul style="list-style-type: none"> This can be in 1:1s, huddles or on the job. To ensure this, continue to identify training opportunities and use the Wednesday cascade time to build team capability using the skills matrix to highlight areas for development
Diary management	<ul style="list-style-type: none"> Encouraging the use of rock time in diaries and respecting other people's rocks. Ensuring the Officers have protected time means they can focus on the core aspects of their roles, plan and manage their time effectively.

6. At the end of the period working with the housing teams a final report from PwC has provided positive feedback on how Perform Plus has enabled teams to improve their working culture. A staff survey across all housing teams at the end of the process confirms:

- 20% increase in the number of staff that agree their team regularly recognises and celebrates success (42% up to 62%)
- 84% of staff agree their team communicate effectively as a team (16% increase)
- 80% of staff agree they feel part of a team that delivers their works
- 15% increase in the number of staff that agree their team has a shared vision (54% up to 69%)
- 78% of staff agree they openly discuss workload as a team

- 83% of staff agree their team works well together
- 10% increase in the number of staff that agree their team regularly raises and discusses issues affecting the delivery of their work (68% up to 78%)
- 54% of staff agree that Huddles have improved their communication and sense of team
- 87% of staff agree they are clear about the purpose and value of their work
- 76% of staff agree they have the opportunity to suggest ways to improve how we work
- 14% increase in the number of staff that agree their team regularly spend time looking for ways to improve what they do and solve problems effectively
- 81% of staff that agree they feel supported by their team
- 8% increase in the number of staff that agree that everyone in their completes the work in the same way, following best practice (46% up to 54%)

Sustaining Progress

7. To sustain progress, it is imperative that leadership drives forward the next steps in addition to the team-level expectations. Leadership support is crucial in driving sustainability. The following expectations have been identified for the Housing Leadership Team and are reflected in the Leadership Team’s own 100 day plan.

Expectation	How can leadership embed these expectations?
Leadership clearly communicate expectations around the new ways of working “It’s how we work”	<ul style="list-style-type: none"> • Clear messaging upfront that there is no opting out and the leadership are committed to continuously improving ways of working and culture in Housing. <ul style="list-style-type: none"> ○ Reiterate the messaging that Perform Plus is the way of working and everyone has responsibility and a part to play - it doesn’t just stop once PwC’s involvement ends. • Progress should be recognised and well communicated <ul style="list-style-type: none"> ○ e.g. Posting on huddle boards to share progress updates and celebrate key milestones/successes; responding to flagged posts.
Leadership and Seniors support and drive the right behaviours “We also act like this at the top”	<ul style="list-style-type: none"> • Senior leadership must role model the right behaviours for their people to follow <ul style="list-style-type: none"> ○ e.g. Being present in huddles, coaching, problem solving and best practice guide development are all done frequently and to a high standard. • Governance must be in place so that sustainability/ continuous improvement plans continue to be built on High performance and hard work is celebrated by leadership and low performance is dealt with in a timely manner, with support provided where required.
Continued investment “We will commit ourselves & our time”	<ul style="list-style-type: none"> • Perform Plus is designed to be an intensive continuous improvement method and success is dependent on time investment by Managers and Officers <ul style="list-style-type: none"> ○ Ongoing review of what is and isn't working for Managers is required. ○ Remind the teams that there will be 100 day sustainability plan checks-in therefore they are accountable for actioning what they said they would do.

<p>The service area consistently track data and benefits “We track and own the benefits”</p>	<ul style="list-style-type: none"> • Perform Plus aims to improve performance against operational KPIs, this requires a robust baseline of performance and a working method to track performance <ul style="list-style-type: none"> ○ Throughout the programme, coaches have been working closely with the teams and leadership to track data – this needs to be continued as best practice. ○ Leadership must be accountable for tracking KPI performance and taking action to ensure the behaviours on the ground work to deliver results.
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How this report benefits Hillingdon residents

The quality of housing service delivery has significant impacts on the lives of residents.

Financial Implications

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

Legal Implications

None at this stage

BACKGROUND PAPERS

Nil.

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SCOPING REPORT FOR ALLEYGATING REVIEW

Committee name	Residents' Services Select Committee
Officer reporting	Liz Penny, Democratic Services Officer
Papers with report	Draft Scoping Report for Review
Ward	N/A

HEADLINES

At its meeting on 19 October 2022, the Residents' Services Select Committee elected to undertake a major review of the Council's alley gating scheme. This review aims to consider ways in which the current alley gating scheme could potentially be improved to better meet the needs of Hillingdon residents. Officers have produced a draft scoping report for the Committee's consideration.

It is envisaged that there will be three witness sessions, with a suggested schedule set out in the attached scoping report and on the Committee's Multi-Year Work Programme.

RECOMMENDATION:

That the Committee comment on and consider the scoping report to initiate the review.

SUPPORTING INFORMATION

The draft scoping report for the review is attached.

Implications on related Council policies

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

How this report benefits Hillingdon residents

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

Financial Implications

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

Legal Implications

None at this stage.

BACKGROUND PAPERS

NIL.



Residents' Services Select Committee Review Scoping Report - 2022/2023

A Review of Alley gating in Hillingdon

1. OBJECTIVES

Aim of the review

At its meeting on 19 October 2022, the Residents' Services Select Committee elected to undertake a major review of the Council's alley gating scheme. This review aims to consider ways in which the current alley gating scheme could potentially be improved to better meet the needs of Hillingdon residents. The purpose of the alley gating scheme is to improve the security of residential properties thereby reducing the opportunity for crime to be committed and decreasing the fear of crime. The scope of the Select Committee's review is limited to the application of alley gates to alleys and paths which are not public rights of way.

Terms of Reference

The following Terms of Reference are suggested for the review, subject to any changes agreed by the Committee:

1. to gain a thorough understanding of the Council's current alley gating scheme and what it entails;
2. to scrutinise a service that was established some 17 years ago and review its effectiveness;
3. to explore ways in which the current alley gating scheme in Hillingdon could be improved in terms of its efficiency and ability to meet the security needs of local residents;
4. to look at other local authorities and housing organisations that have established similar schemes for any best practice;

5. To review the success of older gating schemes in the Borough and explore if there are challenges faced by residents; and
6. subject to the Committee's findings, to make any conclusions, propose actions, service and policy recommendations to the decision-making Cabinet.

2. BACKGROUND

Context and Key Information

What are alley gates?

As defined in a [research paper by the College of Policing](#) dated 16 March 2016: "Alley gates are lockable gates installed to prevent access by offenders to alleyways, such as those which run along the rear of older-style terraced housing in the UK. While normally a burglary prevention tool, alley gates can also prevent other crimes such as littering and anti-social behaviour by preventing access to alleys by non-residents and better controlling the space."

Alley gates are usually made of iron or steel and are bespoke in relation to the requirements and specifications of an individual alley. The residents of homes adjacent to the gated alley operate the gates, either using keys or a key code. Alley gates have been found to be generally cost effective, although the cost varies depending upon location and requirements.

How do alley gates work?

Alley gates reduce the access of potential offenders to the rear of houses. Available evidence suggests that alley gating schemes can be effective in reducing crime such as residential burglary and anti-social behaviour (ASB) and may assist in improving public confidence. Alley gates can be effective in the reduction of crime in a number of ways:

- They provide a physical barrier which prevents access to alleys and connected properties.
- Residents are encouraged to be responsible for closing the gates and controlling access to them thereby increasing guardianship and surveillance, which can assist in the reduction of crime.
- Gates physically mark boundaries therefore offenders cannot claim that they were unaware access was prohibited.
- Alley gates indicate that the area in question is not a suitable place to offend and that the risk of detection is high.
- Alley gates make it more difficult for criminals to remove bulky items or those not easily concealed and carried.

Factors which impact the effectiveness of alley gates

Alley gates are specifically designed for those crimes that occur in, or are facilitated by, access to alleyways. If burglars enter homes through the front of properties, then gating access to the rear may be ineffective. The neighbourhood in which alley gates are implemented may also have an impact upon their effectiveness – where communities have a high turnover of residents, people with access to keys or key codes may lack investment in the area. Moreover, if residents disagree about the implementation and usage of alley gates it is likely that the scheme will be less successful. The physical environment is also important – gates must be carefully designed and appropriate to the context in which they are to be installed or they may be ineffective in reducing crime.

Hillingdon's Chrysalis Community Safety Private Alley Gating

Each year the Council makes some £1m available through its Chrysalis programme to help residents and community groups to improve local facilities. Within the overall Chrysalis programme, around £30k is earmarked each financial year to support alley gating and community safety schemes including improvements to fencing and lighting which enhance public safety. The Chrysalis programme is used to fund alley gating schemes on private land only. Alleygating schemes on Council housing estate land are considered by Housing Services and under the Housing Revenue Account and were previously considered under the former Better Neighbourhood Fund.

The private alley gating scheme, introduced some 17 years ago, assists residents in securing their privately owned alleyways against intrusion by others by installing lockable gates which can dramatically improve the quality of life of residents and businesses. Not only can the gates reduce the likelihood of burglars gaining access to the rear of properties, but they can also protect the alley from fly-tipping and other anti-social behaviour.

Chrysalis funding contributes up to 90% of the cost of alley gates to successful applicants. Once the gates are installed, future maintenance and ownership is the responsibility of the residents themselves; for example, the Council does not administer replacement keys, encouraging neighbourhood engagement and responsibility.

Businesses who wish to apply for alley gates will be expected to contribute between 30 to 50 percent; each scheme is treated on a case-by-case basis. Electronic gates are not usually provided within the scope of this scheme but may be considered where there is evidence that a management company has been established and that there are sufficient financial resources to fund the ongoing maintenance of the gates.

Following a competitive tender, a framework agreement is in place up to March 2024 for a preferred fencing/gating contractor, which means that residents no longer need to provide three quotations to support their application.

In the years from 2008-09 to 2017-18, in total 112 schemes were implemented across the Borough. Over the years, extensive positive feedback has been received from

residents who have benefitted from the increased security which the alley gating scheme provides.

Maintenance of alley gates

Gating of private alleyways is a self-help scheme; residents organise the scheme themselves with the financial support of the Council. Residents accept direct responsibility for the security of the keys and for the upkeep and repair of the gates once they have been installed. All ongoing maintenance including damage to, or loss of, gates is the sole responsibility of the residents - not the police or local authority. All gates will be installed with a minimum of 12 months warranty against construction failure.

The Council does not have a mandate to hold keys for property which is privately owned hence spare keys are not held for any gating scheme. Residents are recommended to seek advice on public liability insurance for the gates in the event of future damage/maintenance. Guidance provided recommends that, once a scheme has been approved, a designated bank account is opened to collect the contributions and that lead residents should collect a small amount of extra money from each household in order to establish a sinking fund to cover any future repairs and maintenance.

When a new resident moves in, the responsibility for providing the key to the gate lies with the previous owner of the property. If a key is not provided, the new resident is advised to speak to a neighbour to get a key cut. If this is not successful, officers can offer to contact the Lead Resident to ask them to introduce themselves and provide a master key to be cut.

Prior to the introduction of one fencing/gating term contract in 2019/20, in place until March 2024, alleygating scheme applicants were encouraged to seek three quotes to support their applications. Whilst there was an agreed specification, some suppliers are no longer willing or able to undertake repairs especially for gates in schemes installed more than ten years ago.

Newly introduced from April 2022, for schemes installed more than ten years ago, there is a discretionary option for the Cabinet Member to agree to support the repair or replacement of gates based on the standard 90% Chrysalis contribution to a new scheme.

This ensures that residents who have maintained the alley gates in good order for ten years are not financially disadvantaged and ensures that the wider community benefits of reducing the likelihood of burglars gaining access to the rear of properties and protecting the alley from fly-tipping and other anti-social behaviour can be sustained.

Current status

Since the inception of the alley gating initiative, many of the more straightforward schemes have already been implemented. The initiative remains popular with residents affected by crime and/or anti-social behaviour, with four live enquiries currently being supported to develop into formal applications.

Areas identified for improvement

It is anticipated that it may be possible to suggest improvements / efficiencies in relation to the scheme. These will be clarified as the review progresses.

Current data, best practice and research

1. Hillingdon Chrysalis Data

Data for the past five financial years (2018 to date):

53	applications have been approved
522	households across the Borough have benefitted
46	businesses have benefitted
£95,767	total cost to the Council
£22,613	total contribution from residents

Average contribution for the Council per property	£183
Average contribution from each property	£43

2. Effectiveness of Alley gating schemes

Alley gates have been proven to be extremely effective in the reduction of crime and antisocial behaviour.

The paper 'Alley-gating revisited' Armitage & Smithson 2007 reviewed studies which assessed the impact of alley gating on burglary and found that "Previous studies of Alley-gating schemes and their crime reduction impacts have revealed positive findings. These studies focused mainly on the reduction of burglary in the scheme areas, with reductions ranging from 37% (net of changes in the wider area) to 65% (gross reduction)."

In respect of non-burglary reduction related benefits for example ASB and public confidence, evidence has shown that alley gates have led to an increased satisfaction with the area, reductions in reported levels of ASB and increased feelings of safety.

Legislative / national context

Explanatory Memorandum to the Highways Act 1980 (Gating Orders) (England) Regulations 2006 No. 537

4.1 Powers to close alleyways were introduced by the Countryside and Rights of Way Act 2000 (CROW Act 2000); this enable alleyways, which are also rights of way, to be closed and gated for crime prevention reasons. But they do not enable alleyways to be gated expressly to prevent anti-social behaviour and they exclude many alleyways that are public highways but not recorded as rights of way. Also, under these provisions the removal of rites of passage is irrevocable.

4.2 The procedure for gating under the CROW Act 2000 is often protracted and resource intensive for local authorities. This is because, the Secretary of State first must designate an area that can be subject to a gating order, which can take a long

time. In addition, the trigger for gating is confined to 'crime' only – the local authority must demonstrate that crime is present which is shown by police evidence of recorded crime and therefore it does not include anti-social behaviour and if one person objects to the proposal (regardless of whether they live in the locality), the proposal must be withdrawn.

Connected work

None identified at this stage.

Executive Responsibilities

The portfolio Cabinet Member responsible is Councillor Eddie Lavery.

3. EVIDENCE & ENQUIRY

Potential witnesses (including service users)

Helena Webster, Community Engagement & Town Centre Improvements Manager
Neil O'Connor, Community Engagement Project Officer
Service users (local residents with alleygating schemes nearby)

Lines of Enquiry

Lines of enquiry can be expanded as the review progresses or included in relevant witness session reports. However, lines of enquiry may include:

- establishing how well the alley gating scheme is being delivered.
- focus on the end user and how they have found the scheme in practice.
- exploring what support functions are in place and whether these can be improved.
- Experiences from other local authorities and housing organisations
- Further evidence at how they can help to reduce and design out crime

Potential Witnesses

Witnesses will be identified by the Committee in consultation with relevant officers.

Surveys, site-visits or other fact-finding events

Such opportunities will be identified as the review progresses, which could include a site visit to a particular alley gate.

Future information that may be required

List of alleygating schemes by ward
Further information may be identified as the review progresses.

4. REVIEW PLANNING & TIMETABLE

Proposed timeframe & milestones for the review:

Meeting Date	Action	Purpose / theme	Witnesses / officers attending
19 January 2023	Agree Scoping Report	Information and analysis	Helena Webster Neil O'Connor
15 February 2023	Witness Session 1	Information and analysis	Helena Webster Neil O'Connor
15 March 2023	Witness Session 2	Information and analysis	Local residents
Outside the committee - Survey / Networking session / consultation / informal meeting with users, site visit etc...			
12 April 2023	Witness Session 3	Information and analysis	Representative of another local authority
June 2023	De-brief and emerging findings	To discuss key findings and identify potential recommendations	
July 2023	Approval of draft final report	Proposals – agree recommendations and final draft report to Cabinet	

Resource requirements

None.

Equalities impact

The 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- advance equality of opportunity between people from different groups.
- foster good relations between people from different groups.

The broad purpose of this duty is to integrate considerations of equality into day business and keep them under review in decision making, the design of policies and the delivery of services. There are no equality impact issues relating to the matters set out in this report. When analysing information on victims, offenders or location of crime and ASB generally, the protected characteristics are recorded, analysed and disproportionate trends identified when planning the appropriate strategic and operational intervention.

Background Papers / further reading

[Alley gating scheme - Hillingdon Council](#)

Chrysalis Alley gating 2018 - Present Programme								
Date	Ward	Project Description	Number of gates	Value	Resident Contribution	Council Contribution	Households Covered	Business' Covered
2018-2019	Botwell	1-7 Dawley Parade	2	£3,022.00	£302.20	£2,719.80	14	0
2018-2019	Barnhill	Garage area rear of 84-88 Bedford Avenue	3	£5,127.00	512.70	£4,614.30	19	0
2018-2019	Cavendish	41-123 Whitby Road	2	£3,979.00	£397.90	£3,581.10	43	0
2018-2019	Hillingdon East	10-12 Marlborough Parade	2	£3,598.00	£2,518.60	£1,079.40	0	11
2018-2019	West Drayton	1 -69 Thornton Avenue	1	£1,977.80	£197.78	£1,780.02	35	0
2019-2020	Uxbridge North	1 - 37 Park Court	1	£13,501.00	£1,350.00	£12,151.00	18	0
2019-2020	Barnhill	10a-40 Gledwood Gardens/Crescent	1	£2,280.00	£228.00	£2,052.00	8	0
2019-2020	Cavendish	4 - 14 Hillcroft Crescent	1	£1,820.00	£398.00	£1,422.00	11	0
2019-2020	Hillingdon East	8 - 10 Granville Road and 7 - 9 Richmond Avenue	2	£3,148.00	£314.80	£2,833.20	15	0
2019-2020	Barnhill	1 - 27 Shaftesbury Waye and 118 - 128 Yeading Lane	1	£1,678.00	£167.80	£1,510.20	20	0
2019-2020	Townfield	38-50 Coldharbour Lane	1	£1,663.00	£498.90	£1,164.10	7	7
2019-2020	Cavendish	26-34 Hillcroft Crescent, including 23-31 Hunters Hill	1	£1,848.00	£423.30	£1,424.70	11	0
2019-2020	Hillingdon East	48 - 58 Victoria Avenue (including 314 - 318 Long Lane)	1	£1,577.00	£157.70	£1,419.30	9	0
2019-2020	Townfield	136-140 Church Road and 10-13 Kerstin Close	3	£5,035.00	£980.50	£4,054.50	13	0
2019-2020	Cavendish	21 - 140 Pine Gardens, including 115 - 135 Southbourne Gardens	4	£6,410.00	£641.00	£5,769.00	70	0
2020-2021	Uxbridge South	Singret Place (including 15 garages)	2	£4,459.00	£1,034.00	£3,425.00	10	0
2020-2021	Manor	39 - 53 Brixham Crescent and 58 - 74 Linden Avenue	2	£2,611.00	£261.10	£2,349.90	17	0
2020-2021	Yeading	Yeading Fork and Yeading Lane	2	£3,304.00	£330.40	£2,973.60	18	0
2020-2021	Pinkwell	63-73 Bourne Avenue and 58-64 Waltham Avenue and 1 Mildred Avenue	1	£1,583.00	£158.30	£1,424.70	11	0
2020-2021	Cavendish	165 -183 Pine Gardens & 4 - 24 Springfield Gardens	1	£1,607.00	£160.70	£1,446.30	19	0
2020-2021	Botwell	Dallega Close	1	£7,475.00	£3,289.10	£4,185.90	12	0
2020-2021	Barnhill	Wimbourne Avenue	1	£1,598.00	£181.40	£1,416.60	8	0
2021-2022	West Drayton	8-22 Bellclose Road	2	£2,980.00	£654.40	£2,325.60	8	0
2021-2022	Hillingdon East	51 Victoria Road	1	£1,883.00	£471.80	£1,411.20	6	0
2021-2022	South Ruislip	92 Bedford Road	1	£1,598.00	£159.80	£1,438.20	16	0
2021-2022	Botwell	Dawley Parade	2	£3,204.00	£320.40	£2,883.60	11	0
2021-2022	Charville	Kingshill Parade	4	£9,566.00	£0.00	£9,566.00	16	13
2022-2023	Barnhill	Between 27 and 28 Bedford Avenue	1	£1,908.00	£190.80	£1,717.20	6	0
2022-2023	Pinkwell	North Hyde Road	2	£4,351.00	£3,333.10	£1,017.90	4	15
2022-2023	Pinkwell	Black Rod Close	2	£8,385.00	£2,458.50	£5,926.50	35	0
2022-2023	Pinkwell	Clement Garden	1	£2,452.00	£245.20	£2,206.80	9	0
2022-2023	Pinkwell	63 – 107 Cleave Avenue	1	£2,753.00	£275.30	£2,477.70	23	0
		Total:	53	£118,380.80	£22,613.48	£95,767.32	522	46

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RESIDENTS' SERVICES SELECT COMMITTEE - CABINET FORWARD PLAN

Committee name	Residents' Services Select Committee
Officer reporting	Liz Penny, Democratic Services Officer
Papers with report	Appendix A – Latest Forward Plan
Ward	As shown on the Forward Plan

HEADLINES

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

RECOMMENDATION

That the Residents' Services Select Committee notes the Cabinet Forward Plan.

SUPPORTING INFORMATION

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

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

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

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

As mentioned above, there is both a constitutional and statutory requirement for Select Committees to provide comments on the Cabinet's draft budget and policy framework proposals after publication. These are automatically scheduled in advance to multi-year work programmes.

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

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

BACKGROUND PAPERS

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

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Upcoming Decisions

[Further details](#)

Ref

Ward(s)

Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
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SI = Standard Item each month Council Directorates: AS = Adult Services & Health P = Place CS = Central Services R = Resources CY = Children & Young People ES = Education & SEND

Cabinet Member Decisions expected - December 2022

076	Private Sector Housing Enforcement Policy	The Cabinet Member will consider an updated policy for approval, which will set out the enforcement approach to regulate and manage non-compliance predominantly within the private rented sector. The policy is to be specific to enforcement actions taken by the Private Sector Housing Team, but considered in conjunction with the Council's approved Enforcement Policy which provides an overarching approach to enforcement across the Council.	All		Cllr Eddie Lavery - Residents' Services	Residents' Services	P - Debbie Weller / Mark Billings	Stakeholder and public consultation		Public
084	London Borough of Hillingdon Planning Enforcement Policy	This report seeks the approval of an updated Planning Enforcement Policy which will consolidate planning enforcement practices and serve as a transparent framework for residents on enforcement principles and standards. The Policy will set out the legislative and policy context, the principles of planning enforcement in Hillingdon, details on the carrying out of planning enforcement investigations, options for securing planning compliance and service standards which officers will follow when enforcing regulatory planning enforcement legislation.	All		Cllr Eddie Lavery - Residents' Services	Residents' Services	P - Julia Johnson / Noel Kelly			Public
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	CS - Democratic Services	Various		Public

Cabinet meeting - Thursday 5 January 2023 (report deadline 12 December)

089	Renovation of tennis courts sites within the London Borough of Hillingdon	Following a procurement competitive process, Cabinet approval will be sought to appoint a contractor to undertake the renovation of tennis courts within the London Borough of Hillingdon ensuring residents of all ages and abilities have access to excellent quality standard courts.	All		Cllr Eddie Lavery - Residents' Services	Residents' Services	P - Stuart Hunt / Allison Mayo			Public
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	CS - Democratic Services			Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	CS - Democratic Services	TBC		Public

Cabinet Member Decisions expected - January 2023

084	Tree Strategy	The Cabinet Member will consider approval of a new Council Tree Strategy (Green Spaces). It will set out how the Council will manage the Borough's trees to ensure it meets its duty of care, legal and health and safety obligations. It will also demonstrate the Council's recognition of the value of its tree resource and how the management of trees will contribute to the Council's Strategic Climate Action Plan. The Strategy will include policy statements and key information for residents and other stakeholders, including contractors. It has been developed in consultation with the Council's Arboricultural team and other relevant services such as Highways, Planning and Insurance.	All		Cllr Eddie Lavery - Residents' Services	Residents' Services	P - Laura Jakubiak / Stuart Hunt	Internal consultation . Select Committee		Public
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	CS - Democratic Services	Various		Public

Cabinet meeting - Thursday 16 February 2023 (report deadline 30 January 2023)

081	Provision of Waste Weekends	Cabinet will consider an extension to the current contract for the provision of waste weekends held at the Civic Amenity Site, West Drayton.	All		Cllr Eddie Lavery - Residents' Services	Residents' Services	P - Nicola Herbert			Private (3)
046 Page 74	The Council's Budget - Medium Term Financial Forecast 2023/24 - 2027/28 (BUDGET FRAMEWORK)	Following consultation, this report will set out the Medium Term Financial Forecast (MTFF), which includes the draft General Fund reserve budget and capital programme for 2023/24 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration.	All	Proposed Full Council adoption - 23 February 2023	Cllr Ian Edwards - Leader of the Council / Cllr Martin Goddard - Finance	All	R - Andy Evans	Public consultation through the Select Committee process and statutory consultation with businesses & ratepayers		Public
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	CS - Democratic Services			Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	CS - Democratic Services	TBC		Public

Cabinet Member Decisions expected - February 2023

SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	CS - Democratic Services	Various		Public
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Cabinet meeting - Thursday 23 March 2023 (report deadline 6 March 2023)

060	Rough Sleeper Services Contract Award	Cabinet will consider the award a contract for support services for Rough Sleepers in the Borough.	All		Cllr Eddie Lavery - Residents' Services	Residents' Services	P / R - Mark Billings / Debbie Weller / Sally Offin			Private (3)
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SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	CS - Democratic Services			Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	CS - Democratic Services	TBC		Public

Cabinet Member Decisions expected - March 2023

SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	CS - Democratic Services	Various		Public
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Cabinet meeting - Thursday 20 April 2023 (report deadline 3 April 2023)

082	Homeless Prevention for Young People Service	Cabinet will consider the procurement for the Homeless Prevention for Young People Service - including Hillingdon's homeless assessment function for young people (18 to 24 years).	All		CIlr Eddie Lavery - Residents' Services	Residents' Services	R / P - Sally Offin / Debbie Weller & Mark Billings			Public
087	Playground inspection, maintenance and repair contract	Cabinet will consider a contract following a competitive tender process for the inspection , maintenance and repair of playgrounds within the Borough.	All		CIlr Eddie Lavery - Residents' Services	Residents' Services	P - Jamie Bell			Private (3)
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	CS - Democratic Services			Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	Various		All	TBC	CS - Democratic Services	Various		Public

Cabinet Member Decisions expected - April 2023

SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	TBC	CS - Democratic Services	Various		Public
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Cabinet meeting - Thursday 25 May 2023 (report deadline 27 April)

SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	CS - Democratic Services			Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	CS - Democratic Services	TBC		Public

Cabinet Member Decisions expected - May 2023

SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	TBC	CS - Democratic Services	Various		Public
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Cabinet meeting - June 2023 (date TBC)

043	Local Flood Risk Management Strategy	Following approval of the Flood Action Plan in May 2021, Cabinet will consider consultation on an updated Local Flood Risk Management Strategy detailing the Council and partner's approach to tackling local flooding. The Strategy is a statutory requirement.	All		Cllr Eddie Lavery - Residents' Services	Residents' Services	P - Ian Thynne	Select Committee and public consultation.		Public
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	CS - Democratic Services			Public
SI	Planning Obligations and Community Infrastructure Levy Annual Monitoring report	Cabinet will receive an annual update report to monitor spending on section 106 (developer contribution) monies along with the Community Infrastructure levy.	All		Cllr Eddie Lavery - Residents' Services	Residents' Services	P - Nicola Wyatt			Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		TBC	TBC	CS - Democratic Services	TBC		Public

Cabinet Member Decisions expected - June 2023

SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All		CS - Democratic Services	Various		Public
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Cabinet meeting - July 2023 (date TBC)

SI	Strategic Climate Action Plan	Hillingdon Council passed a Climate Change Declaration at its full Council meeting on 16 January 2020 which set out targets to become carbon neutral and achieve 100% clean energy across the Council's services by 2030. It will also set out the Council's approach to low carbon procurement. Cabinet in July 2021 approved the Council's Climate Action Plan to achieve this and also agreed to review progress annually. This is the first annual progress review of the Plan to Cabinet.	All		Cllr Eddie Lavery - Residents' Services	Residents' Services	P / R - Ian Thynne	Residents' Services Select Committee		Public
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	CS - Democratic Services			Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	All	CS - Democratic Services	TBC		Public

Cabinet Member Decisions expected - July 2023

SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All		CS - Democratic Services	Various		Public
AUGUST 2023 - NO CABINET MEETING										
SI	Interim or urgent executive decision-making by the Leader of the Council	As there is no Cabinet meeting in August, the Leader of the Council may take interim or urgent key decisions, and if so required, on behalf of the full Cabinet. These will be reported to Cabinet at a later date for ratification and public record.	Various		Cllr Ian Edwards - Leader of the Council	TBC	CS - Democratic Services	Various		Public / Private - TBD
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	CS - Democratic Services	Various		Public
Cabinet meeting - September 2023 (date TBC)										
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	CS - Democratic Services			Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	CS - Democratic Services	TBC		Public
Cabinet Member Decisions expected - September 2023										
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	CS - Democratic Services	Various		Public
Cabinet meeting - October 2023 (date TBC)										
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	CS - Democratic Services			Public
Cabinet Member Decisions expected - October 2022										
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	CS - Democratic Services	Various		Public
Cabinet meeting - November 2023 (date TBC)										
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	CS - Democratic Services			Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	CS - Democratic Services	TBC		Public

Cabinet Member Decisions expected - November 2022

SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	CS - Democratic Services	Various		Public
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CABINET MEMBER DECISIONS: Standard Items (SI) that may be considered each month

SI	Urgent Cabinet-level decisions & interim decision-making (including emergency decisions)	The Leader of the Council has the necessary authority to make decisions that would otherwise be reserved to the Cabinet, in the absence of a Cabinet meeting or in urgent circumstances. Any such decisions will be published in the usual way and reported to a subsequent Cabinet meeting for ratification. The Leader may also take emergency decisions without notice, in particular in relation to the COVID-19 pandemic, which will be ratified at a later Cabinet meeting.	Various		Cllr Ian Edwards - Leader of the Council	TBC	CS - Democratic Services	TBC		Public / Private
SI	Release of Capital Funds	The release of all capital monies requires formal Member approval, unless otherwise determined either by the Cabinet or the Leader. Batches of monthly reports (as well as occasional individual reports) to determine the release of capital for any schemes already agreed in the capital budget and previously approved by Cabinet or Cabinet Members	TBC		Cllr Martin Goddard - Finance (in conjunction with relevant Cabinet Member)	All - TBC by decision made	various	Corporate Finance		Public but some Private (1,2,3)
SI	Petitions about matters under the control of the Cabinet	Cabinet Members will consider a number of petitions received by local residents and organisations and decide on future action. These will be arranged as Petition Hearings.	TBC		All	TBC	CS - Democratic Services			Public
SI	To approve compensation payments	To approve compensation payments in relation to any complaint to the Council in excess of £1000.	n/a		All	TBC	various			Private (1,2,3)
SI	Acceptance of Tenders	To accept quotations, tenders, contract extensions and contract variations valued between £50k and £500k in their Portfolio Area where funding is previously included in Council budgets.	n/a		Cllr Ian Edwards - Leader of the Council OR Cllr Martin Goddard - Finance / in conjunction with relevant Cabinet Member	TBC	various			Private (3)
SI	All Delegated Decisions by Cabinet to Cabinet Members, including tender and property decisions	Where previously delegated by Cabinet, to make any necessary decisions, accept tenders, bids and authorise property decisions / transactions in accordance with the Procurement and Contract Standing Orders.	TBC		All	TBC	various			Public / Private (1,2,3)

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SI	Chrysalis Programme of Environmental Improvements	The Cabinet Member will be asked to consider the approval of projects.	Various		Cllr Eddie Lavery - Residents' Services	Residents' Services	P - Helena Webster			Public
SI	External funding bids	To authorise the making of bids for external funding where there is no requirement for a financial commitment from the Council.	n/a		All	TBC	various			Public
SI	Response to key consultations that	A standard item to capture any emerging consultations from Government, the CLA or other public bodies and institutions	TBC		All	TBC	various			Public

The Cabinet's Forward Plan is an official document by the London Borough of Hillingdon, UK

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RESIDENTS' SERVICES SELECT COMMITTEE - WORK PROGRAMME

Committee name	Residents' Services Select Committee
Officer reporting	Liz Penny, Democratic Services Officer
Papers with report	Appendix A – Work Programme
Ward	All

HEADLINES

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

RECOMMENDATIONS

That the Residents' Services Select Committee considers the Work Programme report and agrees any amendments.

SUPPORTING INFORMATION

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

Meeting Date	Room
21 July 2022	CR6
08 September 2022	CR5
19 October 2022	CR5
24 November 2022	CR5
19 January 2023	CR5
15 February 2023	CR5
15 March 2023	CR6
12 April 2023	CR5

Site Visits

Members of the Residents' Services Select Committee have undertaken a number of site visits in recent months to include the CCTV room in the Civic Centre, Harlington Road Depot, Heathrow Imported Food Office and Hillingdon Fire Station. These have proved to be extremely interesting and informative. A further visit is planned to Breakspear Crematorium later this month.



A recent Select Committee visit to the Council's CCTV control room to review operations

Left - Cllr Sullivan and Cllr Smallwood
 Above - Cllr Farley and Cllr Punja



Recent site visits to Heathrow Imported Food Office (left), Harlington Road Depot (above) and Hillingdon Fire Station (below)

Left – Cllr Bridges, Cllr Farley and Cllr Sullivan (accompanied by officers)

Above – Cllr Farley, Cllr Gardner, Cllr Smallwood and Cllr Sullivan

Below – Cllrs Punja, Sullivan and Bridges



Implications on related Council policies

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

How this report benefits Hillingdon residents

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

Financial Implications

None at this stage.

Legal Implications

None at this stage.

BACKGROUND PAPERS

Nil.

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MULTI-YEAR WORK PROGRAMME 2022 - 2026

	2022/23							2023/24									
Residents' Services Select Committee	June 15	July 21	August No meeting	Cancelled - Sept 8	October 19	November 24	December No meeting	January 19	February 15	March 15	April 12	May No meeting	June	July	August No meeting	September	November
Minor Review: Empty Homes Council Tax Premium (tbc) Topic selection / scoping stage Witness / evidence / consultation stage Findings, conclusions and recommendations Final review report agreement Target Cabinet reporting				Selection / Scoping	Witness Session Findings	Final Report	Cabinet										
Major Review: Alleygating Topic selection / scoping stage Witness / evidence / consultation stage Findings, conclusions and recommendations Final review report agreement Target Cabinet reporting								Scoping	Witness Session	Witness Session	Witness Session		Findings	Final report			
Regular service & performance monitoring CIL Expenditure Monitoring - Annual Report & S106 Quarterly Performance Monitoring Mid-year budget / budget planning report Strategic Climate Action Plan: Annual Update Cabinet's Budget Proposals For Next Financial Year Cabinet Forward Plan Monthly Monitoring	X	X		X	X	X		X	X	X	X						
One-off information items Scrutiny Introduction (Democratic Services) ASB Service Development To Let signs/flyposting/fly-tipping Local Flood Risk Management Strategy Community Cohesion / Prevent Update Statement of Gambling Policy (POLICY FRAMEWORK) Council Strategy 2022-2026 consultation Empty Properties (Council Tax Premium & EDMOs) Allotments Update Policy Review Discussion & Guidance Update on housing transformation project Parking and modern enforcement (delivery drivers) The impact of HS2 (parking and traffic) High Street Regeneration post-Covid Tree Strategy Housing Living Standards - death of Awaab Ishak	X			X	X						X						X
Crime & Disorder - Statutory Scrutiny (themed) Safer Hillingdon Partnership Development Safer Hillingdon Partnership Performance Safer Hillingdon Partnership Performance & Theme 2 - TBC				X	X	X				X							
Past review delivery Engagement with Tenants and Leaseholders 2021/22									X								
Internal use only Date deadline confirmed to report authors Report deadline Agenda published	13 Jun 15 Jun	11 Jul 13 Jul		26 Aug	7 Oct	14 Nov		9 Jan	3 Feb	3 Mar	31 Mar						

- Committee Site Visits (dates tbc)**
- GCTV Control Room, Civic Centre (25 July 2022)
 - Uxbridge or Botwell Leisure Centre
 - Harlington Road Depot (28 September 2022)
 - Rapid Response Team
 - Weed Killing Contractor - March / April 2023
 - Heathrow Airport (Imported Food Office) (4 October 2022)
 - Noise Team
 - Hillingdon Fire Station (7 December 2022)
 - Graffiti Removal
 - Breakspear Crematorium (25 January 2023)
 - Harefield Civic Amenity Site
 - Traffic wardens
 - Trinity Homeless / the Big Sleep Out - Nov / Dec 2023
 - Canal Visit (June - August 2023)

- Topics for inclusion in 2023/2024 Work Programme**
- Weed Spraying
 - Monitoring of 'Master Plan for Uxbridge' (as referenced in Council Strategy 2022-26)
 - Update on Empty Property Strategy - tbc
 - Climate Change Annual Update
 - Update on review of Engagement with Tenants and Leaseholders

