



# 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:** TUESDAY, 26 SEPTEMBER  
2023

**Time:** 7.00 PM

**Venue:** COMMITTEE ROOM 6 -  
CIVIC CENTRE, HIGH  
STREET, UXBRIDGE UB8  
1UW

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

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Published: Monday, 18 September 2023

Contact: Liz Penny, Democratic Services  
Officer

Email: [epenny@hillingdon.gov.uk](mailto:epenny@hillingdon.gov.uk)

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Lloyd White  
Head of Democratic Services  
London Borough of Hillingdon,  
3E/05, Civic Centre, High Street, Uxbridge, UB8 1UW  
[www.hillingdon.gov.uk](http://www.hillingdon.gov.uk)

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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"><li>1) Community Safety, Licensing, Standards and Enforcement</li><li>2) Planning &amp; Regeneration</li><li>3) Housing policy, homelessness &amp; tenancy management</li><li>4) Green Spaces, Sport &amp; Culture</li><li>5) Waste Services</li></ol>

#### 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 - 8
- 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 Safer Hillingdon Partnership and Metropolitan Police Service Report 9 - 30
- 6 2024/25 Budget Planning Report For Services Within the Remit of the Residents' Services Select Committee 31 - 40
- 7 Draft Final Report: A Review of Alley Gating in Hillingdon 41 - 62
- 8 Forward Plan 63 - 72
- 9 Work Programme 73 - 76

## Minutes

### RESIDENTS' SERVICES SELECT COMMITTEE

14 June 2023



Meeting held at Committee Room 5 - Civic Centre

	<p><b>Committee Members Present:</b> Councillors Wayne Bridges (Chairman), Colleen Sullivan (Vice-Chairman), Scott Farley (Opposition Lead), Janet Gardner, Ekta Gohil, Sital Punja and Peter Smallwood</p> <p><b>Officers Present:</b> Rick Connors (HS2 Project Team Leader) Joanne Howells (Service Manager - Street Scene Enforcement Team (ASBET)) Neil O'Connor (Community Engagement Project Officer) Liz Penny (Democratic Services Officer) Ian Thynne (Planning Specialists Team Manager) Stephanie Waterford (Head of Public Protection &amp; Enforcement) Helena Webster (Community Engagement &amp; Town Centre Improvements Manager) Jill Williamson (HS2 Project Manager)</p> <p><b>Others Present:</b> Martin Baughurst (SCS Project Director) Malcolm Codling (HS2 Project Client Director) James Richardson (SCS Managing Director) Kimberley Royer-Harris (HS2 Engagement Lead) Lewis Stokes (SCS Engagement Lead)</p>
3.	<p><b>APOLOGIES FOR ABSENCE</b> (<i>Agenda Item 1</i>)</p> <p>There were no apologies for absence.</p>
4.	<p><b>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING</b> (<i>Agenda Item 2</i>)</p> <p>There were no declarations of interest.</p>
5.	<p><b>TO RECEIVE THE MINUTES OF THE PREVIOUS MEETING DATED 12 APRIL 2023</b> (<i>Agenda Item 3</i>)</p> <p><b>RESOLVED:</b> That the minutes of the meeting dated 12 April 2023 be agreed as an accurate record.</p>
6.	<p><b>TO RECEIVE THE MINUTES OF THE MEETING ON 11 MAY 2023 (AGM)</b> (<i>Agenda Item 4</i>)</p> <p><b>RESOLVED:</b> That the minutes of the meeting dated 11 May 2023 be agreed as an accurate record.</p>
7.	<p><b>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</b> (<i>Agenda Item 5</i>)</p>

	<p>It was confirmed that all the items of business were marked as Part I and would be considered in public.</p>
8.	<p><b>IMPACT OF HS2 ON PARKING AND NOISE</b> (<i>Agenda Item 6</i>)</p> <p>Ian Thynne, Planning Specialists Team Manager introduced the item and presented some drone footage of the HS2 works to the Committee Members. It was noted that overground works were taking place in South Ruislip and there was a large amount of activity at the West Ruislip portal.</p> <p>In response to Members' enquiries, it was confirmed that, in terms of spoil, approximately 1.1 million cubic metres stayed on site and the remainder (approximately 100,000 cubic metres) was relocated to a local tip in Beaconsfield or to a wet facility in North Acton. The aim was to keep as much material as possible on site.</p> <p>Members were informed that a conveyor belt was used to move material to site areas. The aim was to use the conveyor belt for long movements whilst lorries would be used for more local movements only. It was confirmed that lorries were not permitted to use non-prescribed HS2 routes. Third party contractors would be penalised if they did not adhere to the rules.</p> <p>Representatives of HS2 / SCS confirmed that innovative methods were being explored to ensure compliance; ANPR cameras were being installed to monitor lorry movements. Repeat offenders who did not adhere to the agreed routes would be removed from the project. Members heard that it was the first time ANPR cameras had been used in this way at a construction site in the UK and they would be in operation 24 hours a day. A new driver training package was also being considered.</p> <p>Members noted that the ANPR cameras were to be located to the north of the A40 and enquired how lorry movements in the south of the Borough would be monitored. It was confirmed that all lorries displayed an HS2 sign – if they were seen to be deviating from the approved routes, residents were requested to inform HS2 Ltd to enable appropriate action to be taken accordingly. The agreed lorry routes had been approved by the Council, but it was noted that there was some flexibility so HS2 could access local businesses thereby supporting the local economy and lowering its carbon footprint.</p> <p>Councillors were advised that the relationship between HS2 Ltd and the London Borough of Hillingdon was good but there was always room for improvement. It was important for HS2 to work very closely with the Council and with the utilities companies to minimise the timescales of the works. Council officers also worked hard to move things along as quickly as possible. Lewis Stokes, SCS Engagement Lead, invited Councillors and officers to visit the site to gain a better understanding of the project and see for themselves the measures which were in place. It was agreed that Democratic Services would share his contact details with Members after the meeting.</p> <p>At the request of the Committee, it was agreed that Ward Councillors would be informed of any incidents when companies were removed from the project due to non-compliance.</p> <p>Members commented that communication was key – residents wanted to know what was going on and where to go to get further information and raise their concerns. HS2 Ltd recognised the importance of community engagement and was keen to work with</p>

	<p>Councillors to improve this. The Committee was informed that current initiatives included leaflet distribution, a drop-in hub for residents and engagement forums. However, it was acknowledged that more could be done – future plans included additional engagement forums and better use of the website and social media platforms to engage with residents. More partnership working with community groups and regular newsletters were also planned to engage with the wider community. It was noted that a drop-in centre had been requested in Harefield and HS2 officers wished to work with the Council to discuss the best location for this.</p> <p>Councillors observed that residents would welcome information about road closures. It was important for SCS / HS2 to be seen to be working closely with the local community. It was noted that it was difficult for residents to access funds for community projects as the forms were complex and difficult to complete. Members heard that HS2 staff would be happy to assist with form filling and would welcome an opportunity to work with local Councillors on community engagement projects.</p> <p>In respect of parking, the Committee was advised that HS2 staff were encouraged to use public transport or travel by minibus where possible. There was sufficient parking on site – the situation was monitored, and any illegal parking could be reported to the SCS/HS2 help desk.</p> <p>In response to further questioning from the Committee, it was confirmed that the emergency services (to include local hospitals) were invited to six-weekly HS2 traffic liaison group meetings. The HS2 engagement lead agreed to check that Harefield Hospital was represented at these meetings.</p> <p>In terms of ANPR cameras and the data recorded, Members heard that the data was captured for HS2 lorries only – not for all traffic. This data would not be stored any longer than was necessary.</p> <p>With regard to timings, Councillors were advised that HS2 works were likely to continue until 2030; however, these would ramp down significantly around 2027/2028. It was anticipated that roadworks would reduce significantly by November 2023 which would minimise disruption in the local area.</p> <p>In summary it was confirmed that SCS/HS2 Ltd would try to limit the impact of the works on residents and would focus on adding social value. Councillors and community groups were invited to visit the site.</p> <p><b>RESOLVED: That the Residents' Services Select Committee noted the content of the report and sought further clarification as necessary.</b></p>
9.	<p><b>PUBLIC SPACES PROTECTION ORDER 2023 REVIEW</b> (<i>Agenda Item 7</i>)</p> <p>Having read the Public Spaces Protection Order report in the agenda pack, Members were invited to ask questions / seek clarification as necessary.</p> <p>In response to their queries, Councillors were advised that PSPOs could be implemented for a maximum of three years. They were boroughwide and covered all public spaces.</p> <p>It was confirmed that PSPOs were subject to a public consultation period to seek the views of residents. Once the final version had been agreed, PSPOs were promoted in</p>

	<p>social media and on the Council's website. Individual residents' associations were also encouraged to comment. At the request of Councillors, it was agreed that Hillingdon East Residents' Association would be included in this list. Councillor Sullivan would send the contact details to officers.</p> <p>In response to further questions from the Committee, Members heard that PSPOs did not apply solely to town centres. Restrictions could be added to other hotspots in the Borough too - such as Ruislip Lido and other green spaces. However, it was noted that the issuing of a PSPO had to be justifiable and proportionate in all cases.</p> <p>Members requested further clarification regarding the Public Spaces Restriction Order (Town Centre) 2023 as set out on page 34 of the agenda pack. Officers confirmed that the relevant complaint history had been taken into consideration –a large number of complaints were regularly received regarding town centres, including from police partners.</p> <p>With regards to charities operating on the streets, Members were informed that the aim was to ensure people legitimised their activity and sought authorisation, rather than to restrict appropriately authorised procedures. In terms of enforcement, it was confirmed that the Council's CCTV room worked collaboratively with the Police who could enforce PSPOs. Environmental Enforcement officers, who routinely patrolled seven days a week and responded to intelligence-led tasking, could also issue FPNs. Moreover, members of the public could report contraventions.</p> <p>At the request of Councillors, it was agreed that a monthly report showing the breakdown of FPNs issued under PSPOs would be shared with Members of the Committee.</p> <p>Members requested further clarification regarding the Street Trading and leaflet distribution item (point (h)) as set out on page 34 of the agenda pack which stated that 'No person(s) shall distribute any free leaflet, pamphlet or written word without written permission of the Council'. It was confirmed that this was aimed primarily at commercial businesses; exemptions applied in respect of political leaflets and those produced by non-profit organisations etc. These exemptions would apply to all exemption groups – not just those from Hillingdon. It was agreed that point (h) would be amended to further clarify these exemptions.</p> <p>It was confirmed that, to date, 85 individual responses had been received during the consultation period.</p> <p><b>RESOLVED: That comments be submitted to Cabinet on behalf of the Committee on the Public Spaces Protection Order 2023 Review.</b></p>
10.	<p><b>HIGH STREET REGENERATION POST COVID EVALUATION</b> (<i>Agenda Item 8</i>)</p> <p>Having read the High Street Regeneration post Covid-19 evaluation report in the agenda pack, Members were invited to ask questions / seek clarification as necessary.</p> <p>In response to Members' questions regarding ULEZ and its potential impact on the high street, it was stressed that the paper captured activity undertaken from August 2021 until March 2022 hence ULEZ expansion announced in November 2022 was not directly relevant to the report being presented. It was anticipated that a new Economic Development Manager post would be recruited to – in terms of ULEZ, the new staff</p>



	<p>member would be able to build on the platform of the activity funded through the Welcome Back Fund once in post.</p> <p>Members sought clarity regarding the Welcome Back Events set out in the agenda pack. It was confirmed that the Hayes Town Centre Canal Festival had taken place after the Welcome Back funding had finished and had been held by the Canal and River Trust directly hence the footfall figures were shown as TBC in the pack. With regard to the successful Pumpkin Festival in Ryefield Avenue, Members were informed that this had been funded via unspent European Development funding which was no longer available.</p> <p>Members heard that, further to the Welcome Back Events, businesses had been provided with a template for planning future events and had been offered support and further training including digital workshops. High-level Boroughwide data had been captured in relation to the Welcome Back Events which had taken place.</p> <p>It was noted that larger centres such as Uxbridge were still suffering from the large concentration of offices and Headquarters not being fully occupied allied with limited commuting from hybrid office working and needed more support. Members heard that officers were active in sourcing external funding and an example was given of HS2 Business &amp; Local Economy funding being sought to initiate a community shop in Harefield and promotional events in some other town centres impacted by HS2 construction.</p> <p>Members sought further clarification from officers in respect of how the funding had been used, noting that some town centres were still struggling post-pandemic – a lot of shops were empty, and things had not returned to normal in many cases. It was emphasised that the money allocated for the Welcome Back initiative had been European Regional Development Funding; the Council had not entered into a competitive funding bid for this as it had been unallocated funding earmarked for all England Local Authorities. It was further stressed that the funding could not be used to support individuals and there had been no requirement to evidence and achieve outputs in the usual way. The project had been set up at short notice and had only lasted six months as activity could not continue post March 2022. Some Members expressed a view that the initiative had lacked ambition and were reminded of the specific parameters associated with the Welcome Back Fund initiative. It was confirmed that the Council would continue to be ambitious in driving business forward in the future.</p> <p><b>RESOLVED: That the Committee noted the range of bespoke promotional events and initiatives tailored to the feedback from business and residents within the high streets and associated outputs achieved by the London Borough of Hillingdon utilising the Welcome Back fund grant.</b></p>
11.	<p><b>REVIEW FINDINGS 'A REVIEW OF ALLEY GATING IN HILLINGDON'</b> (<i>Agenda Item 9</i>)</p> <p>Helena Webster, Community Engagement &amp; Town Centre Improvement Manager, presented the report noting that, as part of the Committee's review, testimony had been received from local residents, Ealing Council, the Police and officers. Section 4 set out possible areas for emerging recommendations. The following points were highlighted:</p> <ul style="list-style-type: none"> <li>• It was noted that Ealing Council displayed a sign on all their alley gates stating</li> </ul>

	<p>that residents were responsible for them and to use them as intended. It was suggested that Hillingdon could introduce a similar scheme whereby signs were erected on gates advising residents to keep clear / keep the gates closed and providing a generic email address for residents to contact officers if needed. It was suggested that stating the scheme was resident-led could possible lead to antisocial behaviour;</p> <ul style="list-style-type: none"> <li>• Officers to create a draft template for review with universal branding;</li> <li>• Officers confirmed that annual emails were sent out to contacts on the database to check the contact details of the lead residents – this would be an opportunity to check if there were any issues with the gates which the Council could help with;</li> <li>• New residents who needed to get hold of a key quickly were encouraged to speak to neighbours to get a copy. If the Council had the details of the lead petitioner, they would ask if their contact details could be passed on – thereby creating a contact between the enquirer and the lead resident;</li> <li>• When new residents moved in to an area with alley gates, it was suggested that officers could write to them proactively with the contact details of the lead resident and with the generic email address;</li> <li>• When a new scheme had been implemented, officers felt it would be useful to request feedback from residents six months later regarding the application process and how the scheme was working;</li> <li>• A feature in Hillingdon People to promote the alley gating scheme was recommended;</li> <li>• In terms of banking problems reported by residents, it was confirmed that these issues related to older schemes and did not apply to more recent schemes as community banking was now much more user friendly. With regard to older schemes and issues experienced by some residents with accessing money in community banks, it was agreed that officers would follow this up with colleagues in legal and finance and feed back to the Committee. It was suggested that two Council officers could be counter signatories on each scheme as a back-up option – officers would follow this up with HR and legal;</li> <li>• In terms of providing minutes to assist with banking issues for older schemes, it was confirmed that the Council kept a comprehensive log and could provide information to lead residents to help with banking matters if needed.</li> </ul> <p>It was agreed that the wording of the recommendations would be delegated to officers, in consultation with the Chairman and the Labour Lead. A final list of recommendations would be presented to the Committee in due course.</p> <p>Officers thanked the Committee for the review which had been very helpful.</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. That the Committee considered possible conclusions, findings and early draft recommendations in relation to the review; and</li> <li>2. That the wording of the final recommendations be delegated to officers, in consultation with the Chairman and the Labour Lead.</li> </ol>
12.	<p><b>FORWARD PLAN</b> (<i>Agenda Item 10</i>)</p> <p><b>RESOLVED:</b> That the Residents' Services Select Committee noted the Cabinet Forward Plan.</p>

13.	<b>WORK PROGRAMME</b> ( <i>Agenda Item 11</i> )  <b>RESOLVED: That the Residents' Services Select Committee noted the Work Programme.</b>
	The meeting, which commenced at 7.00 pm, closed at 9.14 pm.

These are the minutes of the above meeting. For more information on any of the resolutions please contact Liz Penny, Democratic Services Officer on [epenny@hillingdon.gov.uk](mailto:epenny@hillingdon.gov.uk). Circulation of these minutes is to Councillors, officers, the press and members of the public.

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## RESIDENTS' SERVICES SELECT COMMITTEE - SAFER HILLINGDON PARTNERSHIP AND MPS REPORT

<b>Committee name</b>	Residents' Services Select Committee
<b>Officer reporting</b>	Richard Webb, Director of Community Safety and Enforcement
<b>Papers with report</b>	Appendix A – Metropolitan Police Report
<b>Ward</b>	All

### HEADLINES

As part of its statutory responsibility to undertake crime and disorder scrutiny, this report provides the Residents' Services Select Committee with an update regarding crime trends and the work of the Safer Hillingdon Partnership. In addition, the Metropolitan Police Service will provide the Committee with an update on changes and challenges affecting Policing in Hillingdon including progress on the New Met for London Plan launched in July 2023.

### RECOMMENDATION

**That the Residents' Services Select Committee notes the contents of the report and asks questions in order to clarify matters of concern or interest in the Borough.**

### SUPPORTING INFORMATION

The Residents' Services Select Committee acts as a Crime and Disorder Committee as defined in the Crime and Disorder (Overview and Scrutiny) Regulations 2009 and carries 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.

### Witnesses

A representative from the following public organisation has been invited to attend the meeting, which forms part of the Safer Hillingdon Partnership that the Committee may scrutinise:

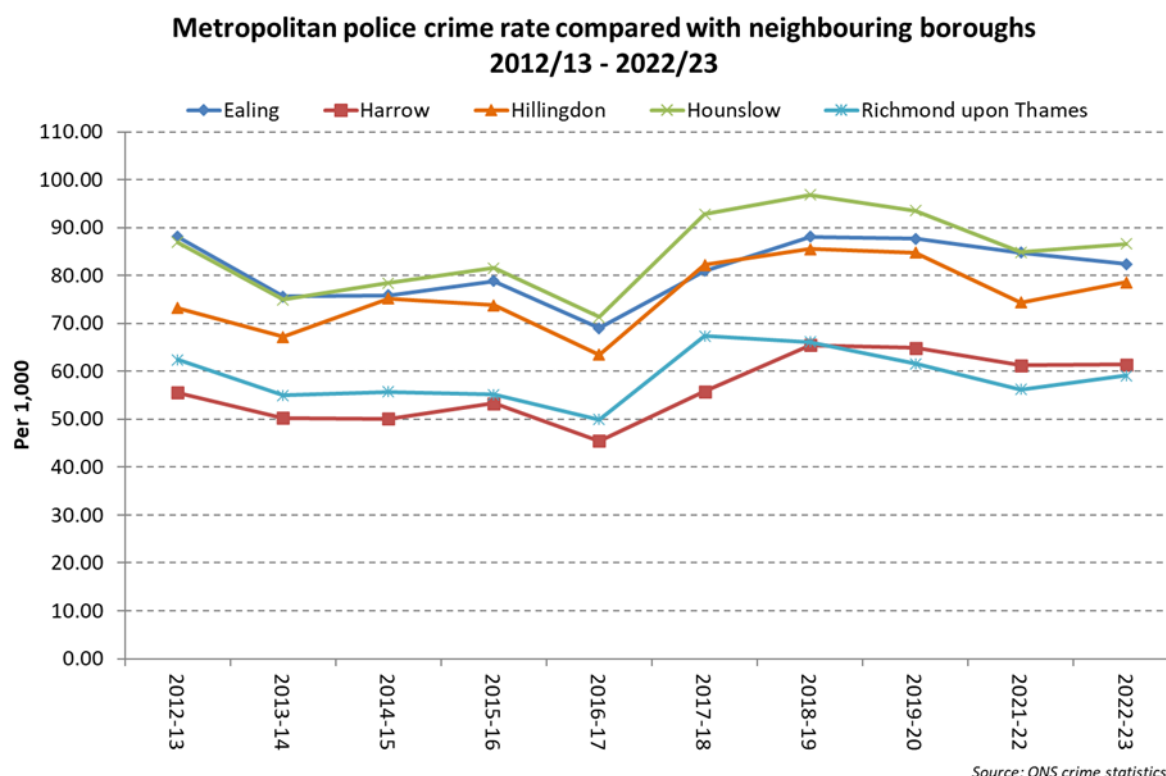
- Superintendent Anthony Bennett – Borough Superintendent (Metropolitan Police Service)

### Supporting information

The last Safer Hillingdon Partnership strategy related to the period 2020/2021 to 2022/2023. This strategy documented the priority themes for the partnership to be: reducing burglary; reducing violence; reducing anti-social behaviour and raising confidence; and tackling and preventing domestic abuse / violence against women and girls. A supporting performance dashboard was used to track progress against a number of indicators relating to these priority themes. A summary of the status of those main indicators follows, using data from the 2023 annual strategic assessment to show trends in the main crime types under these themes.

## General Trends

The chart below shows the recorded crime rate for Hillingdon compared to neighbouring boroughs for the last 10-year period.



### Theme 1 - Burglary

Burglary is entering any residential building as a trespasser with the intent to steal or cause unlawful damage. In Hillingdon, there were 1,376 burglary offences between January and December 2022, an increase of 3% compared with figures from same period the previous year. Hillingdon is ranked in the 2<sup>nd</sup> quartile in terms of burglary offences recorded when compared with all London boroughs (1<sup>st</sup> quartile is highest in number).

The total number of burglary offences (1,376) is broken down into four categories. Residential burglary has the highest number of incidents n=1,059 (77%), compared with Business community, n= 317 (23%).

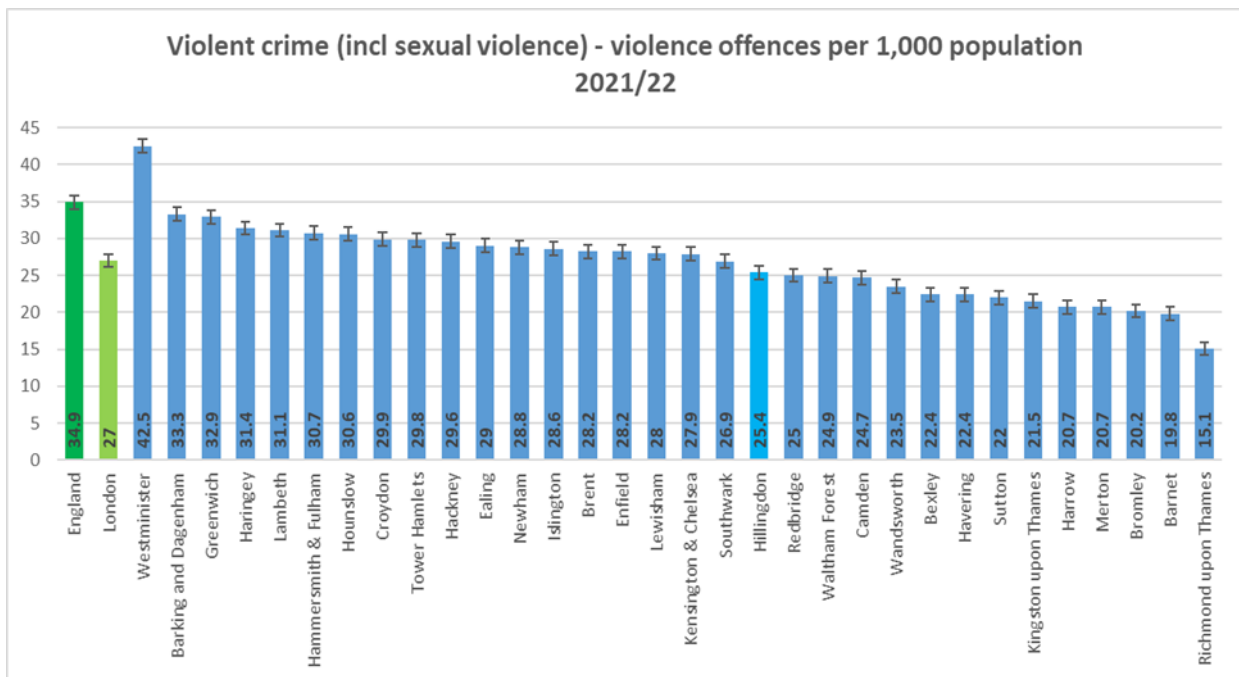
### Theme 2 - Reduce Violence

Violence against the person is a broad array of criminal offences, which usually involve bodily harm, the threat of bodily harm, or other actions committed against the will of an individual. In Hillingdon there were 7,811 recorded incidents in 2022, an increase of 1% compared to the same period in the previous year. Compared to the rest of London, Hillingdon is ranked in the 3<sup>rd</sup> quartile.

Public Health England has a key role in monitoring crime and violence as a major health threat and publishes data relating to violent crimes in England as part of their monitoring work.

- Violent crime (including sexual violence) - hospital admissions for violence - This indicator shows the number of emergency hospital admissions for violent crimes (including sexual

violence). In the period of 2018/19 to 2020/21, Hillingdon had a low admission rate of 41.1 (440 offences) and is performing fairly well (20<sup>th</sup> lowest), when compared with all the London boroughs.



Since 2008, knife crime has been defined as any offence that satisfies both of the following criteria:

- Is classified as an offence of homicide, attempted murder, assault with intent to cause harm, assault with injury, threats to kill, sexual offences (including rape) and robbery; and
- Where a knife or sharp instrument has been used to injure, used as a threat, or the victim was convinced a knife was present during the offence.

In the 12 months to December 2022, over 12,000 knife crime offences were recorded in London. The number in Hillingdon was 265. When compared to our neighbouring boroughs, Hillingdon had the lowest knife crime offences in comparison to Hounslow (296) and Ealing (388). Overall, the recorded 265 knife crime offences in Hillingdon reflects an increase of 23% from the previous year (216 offences). Currently, Hillingdon is in the 3<sup>rd</sup> quartile in London.

Knife crimes where someone is injured as a result of use of a knife are increasing across England and Wales. In London, in the twelve months to December 2020, there were over 3,500 victims injured as a result of knife crime – from slight injuries to serious, life-threatening wounds. This is an increase of over 250 victims compared to the preceding year. For the twelve months up to December 2022, in London there have been 3,573 victims injured as a result of knife crime. This is an 8.9% increase compared with December 2021.

From 2018/19, Hillingdon saw a decrease of knife crime with injury attacks after a high in 2018/19 with 112 incidents. The number of people injured by knife crime offences fell until 2021/22 (76) and then increased in 2022/23 to 93. Between 2018/19 (112) to 2022/23 (93), there has been a 37% decrease.

### *Theme 3 - Reduce ASB and Raise Confidence*

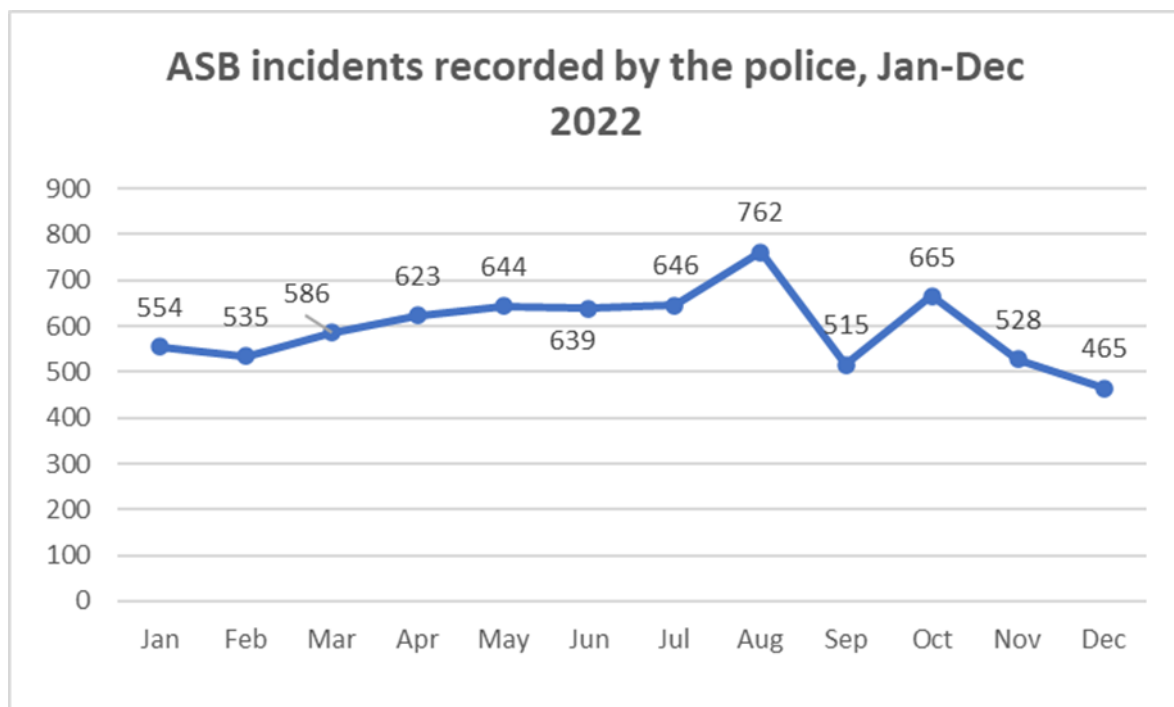
The term 'anti-social behaviour' (ASB) was formalised in the late 1990s to describe a wide range of the nuisance, disorder and crime that affect people's daily lives. ASB is officially defined as "Behaviour by a person, which causes or is likely to cause harassment, alarm or distress to one or

more persons not of the same household as the person”. (Antisocial Behaviour Act 2003 & Police Reform and Social Responsibility Act 2011).

Reports of Anti-Social behaviour in Hillingdon can be made to a range of agencies including the Hillingdon Council's Anti-Social Behaviour Enforcement Team (ASBET team). Despite the numerous ASB reporting pathways, the police are still the main and often initial point of contact for Hillingdon residents to report ASB.

The Police Anti-Social Behaviour categories include: Animal problems, ASB Environment, ASB Personal, Begging / Vagrancy, Fireworks, Littering / Drugs Paraphernalia, Malicious / Nuisance Communications, Noise, Prostitution Related Activity, Rowdy / Nuisance Neighbours, Rowdy or Inconsiderate Behaviour, Street Drinking, Trespass, Vehicle Abandoned - Not stolen, Vehicle Nuisance / Inappropriate Use.

In the 12 months from 1<sup>st</sup> January to 31<sup>st</sup> December 2022, there were 7,162 ASB incidents reported to the police, a decrease of 30% from the previous year (10,223). The chart below shows the number of ASB incidents recorded each month to the police.



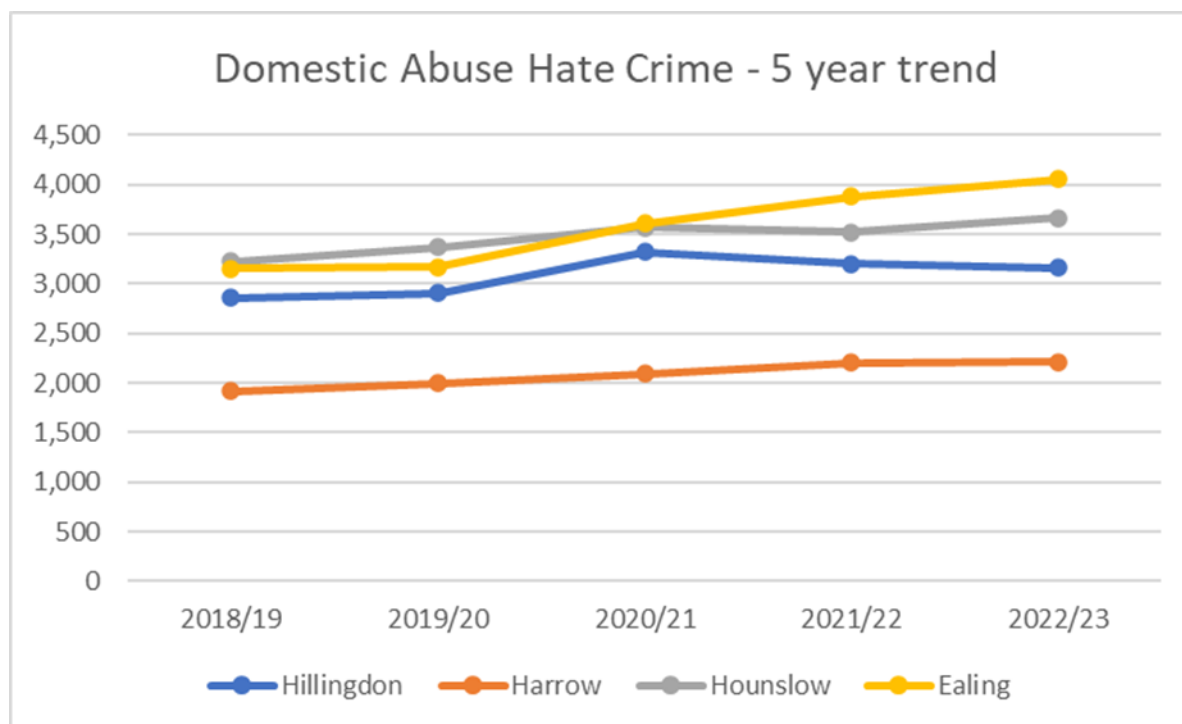
Over the same period, 1,116 incidents of ASB were reported to Hillingdon Council.

In 2022, reports of disability, faith and transphobic hate crimes decreased (from 24 to 18, 46 to 44 and 62 to 61 respectively), whilst race or ethnicity related hate crime incidents increased from 630 to 671.

#### *Theme 4 - Tackle and prevent domestic abuse/ violence against women and girls*

Domestic Violence is any incident of threatening behaviour, violence, or abuse (psychological, physical, sexual, financial or emotional) between adults. In 2018, there were 2,858 incidents recorded in Hillingdon and, in 2022, there were 3,165 incidents recorded, representing an increase of 307 or 11% compared to 2018.





Rape is a type of sexual assault initiated by one or more persons against another person without that person's consent. In Hillingdon, there were 246 recorded incidents of rape which is an increase of 10.8% from the previous year (222). Hillingdon is in 2<sup>nd</sup> quartile when compared to all of London.

Other Sexual Offences is a category of crime encompassing a number of specific offences, including sexual touching, exposure, sexual comments and any other form of unwanted sexual behaviour. In Hillingdon there were 447 recorded incidents, an increase of 6% from the previous year (423 offences). Hillingdon is in the 2<sup>nd</sup> quartile when compared to all of London.

The Safer Hillingdon Partnership met on 5<sup>th</sup> September 2023 and reviewed the 2022 annual strategic assessment. In consideration of the data in that assessment, other strategic factors and contextual information from partnership members, the partnership considered the priorities for the next year. Subject to confirmation at the next Partnership meeting the priorities have been identified as:

- 1) VAWG including domestic abuse
- 2) Combatting drugs (from a community safety perspective)
- 3) ASB
- 4) Other violent crime including serious violence duty and knife crime

A delivery plan will now be prepared documenting the actions that partners are taking to address these priorities. Disproportionality will be a cross-cutting theme in these delivery plans.

Under the Police, Crime, Sentencing and Courts Act 2022 specified public bodies are under a new duty to work together and plan to prevent and reduce serious violence. The bodies to whom the duty applies can determine the most appropriate local structure to use to comply with the new duties. In Hillingdon, in common with most other areas, the community safety partnership (Safer Hillingdon Partnership) has been determined to be the most appropriate governance structure to implement the duties. The duties include undertaking a needs assessment in order to understand the kinds of serious violence that occurs in the area, the causes of that violence and the cohorts of people most

at risk and the preparation and implementation of a strategy to prevent and reduce serious violence in the area.

A serious violence needs assessment is currently being prepared and is scheduled to be completed by the end of October 2023. The new duties require the strategy to be developed and published by the end of January 2024.

The new partnership delivery plan and serious violence strategy will support the Partnership to agree a new set of performance measures for on-going monitoring.

- **Metropolitan Police Service** - Appendix A provides a summary from the MPS of the Policing context for Hillingdon. This report details the policing structure in Hillingdon and how the Police is responding to the findings of the Casey Review, other reports on MPS performance and other changes affecting policing.

### **Financial Implications**

None at this stage.

### **Legal Implications**

None at this stage.

### **Background Document**

None.

## POSSIBLE KEY LINE OF ENQUIRY

1. When will the delivery plan documenting the actions that partners are taking to address the new SHP priorities be available?
2. What is meant by "Disproportionality will be a cross-cutting theme in these delivery plans"?
3. Despite the numerous ASB reporting pathways, the police are still the main and often initial point of contact for Hillingdon residents to report ASB. Is consideration being given to the promotion of alternative reporting pathways?
4. It is recognised that an increase in the reports of domestic abuse, rape and other sexual offences may be as a result of victims being more willing to come forward than they might have been in the past. What action is being taken to educate potential perpetrators and reduce the number of instances of domestic abuse, rape and other sexual offences?
5. With an increase in the number of upskirting incidents, what action is being taken to warn women and girls to be aware of the risk and what action is being taken to deter potential perpetrators?
6. "...the data is stark and the challenge to the MPS and other constabularies to reverse the decline in Sanction Detection rates is significant, and something that requires changes at a legislative level." What legislative changes would be needed to reverse the decline in sanction detection rates?
7. How will the effectiveness of the New Met for London Plan be measured in directly improving public trust and confidence in London policing?
8. Neighbourhood police teams in Hillingdon undertook activity in 2022 to improve safety amongst women and girls, reduce offending and improve outcomes for victims. What initiatives will be / have been undertaken in 2023?
9. What benefits have been gleaned from the appointment of an additional Detective Inspector aligned to Hillingdon in 2022?
10. What impact has the Complaints Resolution Unit had since it was introduced in 2022 to deal with the volume of complaints and misconduct matters in the West Area?
11. When will the general review by the Directorate of Professional Standards (PS) to restructure both themselves and Borough PS Units be completed and will this be available to the public?
12. How will improvements to the standard of case files following the introduction of Connect be measured?

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# Metropolitan Police Service (MPS)

## Overarching Introduction and Performance

The Metropolitan Police Service's West Area Basic Command Unit (BCU) incorporates the London Boroughs of Ealing, Hillingdon and Hounslow. As with all of London's 12 BCUs, West Area (WA) is segmented into five business areas: Response Teams, Neighbourhoods, Local Investigations (CID), Public Protection and HQ.

### **Response Teams**

Response Teams lead the immediate response to incidents across the Hillingdon area. Response also have an investigative capacity which aims to ensure investigations are taken over from the emergency response officers to keep as many officers out on the streets as possible and they also have responsibility for the initial risk assessments and investigations relating to persons reported missing.

### **Neighbourhoods**

The Neighbourhoods business area incorporates the local police (safer neighbourhoods) teams, including Dedicated Ward Officers (DWOs) for every ward. Unless there is a critical operational demand, DWO's are ring-fenced from abstraction into other duties (for example, covering Response shifts or aid in other parts of the capital). Neighbourhoods also incorporates: Safer School Officers, Youth Engagement and Diversions Teams, Faith Engagement Officers, Licensing and ASB Teams.

### **Local Investigations**

The Local Investigations strand oversees the more serious and complex crime types. It also has responsibility for delivering the BCU's work on offender management and how gang issues are addressed. This business area includes teams which deal reactively to crimes, as well as an important proactive unit; this strand also own and manage the BCU's approach to investigating and reducing violent crime across Hillingdon and Youth Offending Teams.

### **Public Protection**

Public Protection have the responsibility for investigating child abuse, rape and domestic abuse offences. It also takes the lead on high risk missing person investigations and hate crime. Key to Public Protection's work is ensuring a more joined up and victim-focused service and officers are expected to work closely with the council and other partners to achieve this.

### **HQ**

The HQ business area has responsibility for the Basic command Unit (BCU) Ops Room, which is the local MPS control hub. This is responsible for joined up command and control 24 hours a day BCU wide. Other areas of HQ responsibility include: resourcing, professional standards, training fleet management, business continuity, Criminal Justice, finance and estates.

**Performance:**

2022 year was the first year since 2019 where Hillingdon was not subject of a directed lockdown or to restrictions on the night-time economy. This meant higher footfall across Hillingdon during both day and night-time periods and is likely to explain some increases in acquisitive crime when compared to the previous year. Robbery increased by 15% and Theft Offences by 9%. However, this was still lower than London wide increases for these crime types which were at 21% and 22% respectively.

The overall crime rate across the MPS area in 2022/2023 was 98.7 crimes per 1,000 population, for Hillingdon this rate was much lower for the same period, with 89.8 crimes per 1,000 population.

Tackling violent crime and a focus on addressing Male Violence Against Women and Girls were priorities of West Area BCU across 2022 and into 2023, which helped the Borough to experience no rise in violence against the person crime and a 1% reduction in sexual offences. The focus on tackling violent crime in Hillingdon has seen some notable achievements, including a 13% reduction in knife crime with injury, a 28% in possession of weapons offences and within the age group of 1-24 years the number of knife crime injury victims reduced by 6%.

Sanction detection rate indicates the rate of offences that resolve with a formal sanction to the offender. This does not necessarily mean a *conviction*; it may include a range of other sanctions including:

- The suspect being charged or summonsed
- The suspect being cautioned, reprimanded or given a final warning
- The suspect receiving a Penalty Notice for Disorder (PND) or other Fixed Penalty Notice (FPN)
- System was put in place to correctly record them as PNDs for the relevant offence

As with the Metropolitan Police Service area as a whole, Hillingdon's sanction detection rate had been in steady decline over a number of years. This sharp decline has been driven by a number of factors, most notably:

- The overall reduction in police numbers and resourcing per head of population
- Changes in recording process and the steady uplift in overall crime figures
- Changes in detection targets and actions taken by certain forces to meet these
- The increasing reliance on Police to 'fill the gap' for other services, such as in responding to clients in mental health crisis

Across the 2022/2023 year, Sanction Detection rates for Hillingdon stood at 7% for all offences against an MPS-wide figure of 7.3%. There was variation across crime types for example with possession of weapons and drug offence detections sat at 70% and 43% respectively, with robbery Sanction Detection rates being 8% and Sexual Offences at 7% which were in line with wider MPS figures for the same crime types.

In any case, the data is stark and the challenge to the MPS and other constabularies to reverse the decline in Sanction Detection rates is significant, and something that requires changes at a legislative level.

## Trust and Confidence

West Area Police recognise the scale of public concern following a number of cases involving MPS Officers which have involved behaviours which have truly been shocking and totally unacceptable to the Metropolitan Police Service and the public they serve. The scale of the challenge faced by the MPS is evidenced in the report of Baroness Casey. Significant reforms are already occurring, which will impact across London and locally in Hillingdon to ensure police improve trust with local communities and address the need to identify those officers who are unfit to be in the MPS. Some of these reforms include:

**Ruthlessly rooting out corrupt officers / staff:** A new Anti-Corruption and Abuse Command has brought together capabilities in intelligence, proactive investigation and prevention.

**Speed and assertiveness:** Police recognise there is a need to be quicker and more decisive in how police regulations are used to remove – at the earliest possible stage – those who should not be in policing.

**Recruitment and training:** A review of the resilience and effectiveness of police recruitment, vetting, initial training, and performance management of new police officer recruits.

**Values and standards:** The responsibility to fix this lies with all the leaders of the Met to tackle issues robustly and promptly. Police leaders will be more explicit about exactly what is unacceptable.

As West Area Police progress work to improve local policing in Hillingdon in order to build trust with the public they serve, they will ensure engagement with communities to enable the voices of local people to be heard on policing and obtain new ideas on how police can better serve the public.

The New Met for London Plan is directly aimed at improving public trust and confidence in London policing and will see additional investment into Neighbourhood Policing including uplifts in Sergeant and PCSO numbers.

## Emergency Response Policing Teams (ERPTs)

### Summary

Emergency Response Policing Teams (ERPT's) lead the immediate response to any incidents across the entire borough. This includes the initial response to missing persons and a designated team which deals with lower level (in terms of complexity) volume crime investigations. There is also a dedicated team which aims to take any arrested suspects from response team officers,

allowing them to quickly return back onto the streets, either answering calls from the public or being pro-active in any designated crime 'hot spots' areas.

## **ERPT in 2022**

ERPTs respond to emergency calls and deal with ongoing incidents. They also undertake scheduled visits to members of the public reporting crime. ERPT provide a deterrent in response to crime trends by patrolling identified crime 'hot spots' and are a Met-wide flexible resource to respond to central Public Order Aid and force mobilisation. ERPT also investigate higher volume, non-complex crimes, offering immediate victim / Police contact to improve victim care and provide clear ownership of investigations.

The West Area Basic Command Unit (BCU) response teams are located in three patrol bases, one in each borough, with the Hillingdon Patrol Base situated in Uxbridge.

Since November 2020, the Response Teams have consolidated their investigation support functions to seek improvements in sanctioned detections and victim satisfaction. This is currently under review with the aim to make the service even better to the public and further improve our investigative capability; ensuring increased crime detection rates and continued improvements in victim satisfaction.

Due to a number of significant central policing events over 2022 (death of HM Queen Elizabeth II, volume of protests and sporting events), resourcing has been a challenge. Since December 2022, there has been an increase in ERPT officers which will undoubtedly improve performance into 2023. A previous lack of trained response drivers has also been addressed and a number of additional officers have now qualified, with plans to increase this number further.

In 2022, West Area BCU received a total of 86,392 calls for service, a 4.1% increase on the previous 12 months. Hillingdon accounted for 31% of these calls at 26,831 (which represented a 2.5% increase on the previous 12 months). In Hillingdon **71.7%** of 'Immediate Grade' calls were attended within 15 minutes (agreed charter times), and **50.8%** of 'S Grade calls' within an hour.

Post Covid pandemic demand appears to be increasing year on year in line with pre pandemic levels. Increased ERPT staffing numbers, with improved emergency response driving numbers and evolving volume crime investigation approach should see capacity meet increasing demand into 2023 and beyond.

## **Neighbourhoods and Partnership**

The New Commissioner for the Metropolitan Police, Sir Mark Rowley, has been clear regarding what he wants the MPS to achieve: 'More Trust, Less Crime and Higher Standards', and Neighbourhood Policing is at the core of helping to achieve these aims by enacting crime prevention and deterrence initiatives, tackling ASB, problem solving, intelligence gathering, community engagement and reassurance. Doing these effectively can drive down future demand,



increase community trust and confidence, and mobilise the public to work with police in preventing crime.

To support the ward based work conducted by the local Dedicated Ward Officer and PCSO's, Neighbourhoods also has a Partnership and Prevention hub which acts as a focal point, co-ordinating and supporting the work of Neighbourhood officers. This hub incorporates dedicated officers, who facilitate partnership and collaborative working, having expertise in areas such as youth engagement, schools, licensing, ASB, vulnerable persons and crime prevention. The hub also lead on formal information exchange with council officers, providing daily responses to formal enquiries from the council's safer communities team.

Some of the key initiatives and areas of focus for Neighbourhood Policing in 2022 include:

### **Increasing Police Officer Diversity**

The MPS has long recognised the need to have a workforce that is more representative of the communities which we serve, and this is the case within West Area. To this end there is an aspiration to have a representative workforce that mirrors the population of London. Within Neighbourhoods West Area had a dedicated 'Outreach' team made up of police officers and police staff which lead for recruitment activity. The team co-ordinates community engagement activity and partnership working to increase recruitment opportunities and create bespoke recruitment events and a number of these have been held within Hillingdon over the last 12 months.

### **Tackling Male Violence against Women and Girls**

Violence against Women and Girls includes a range of offences and predatory behaviour towards female victims, such as rape and serious sexual offences, sexual assault and exposure. There is also a wider range of behaviour which contribute towards the perception of safety, such as unwanted approaches and conversations and the following / harassment of female victims. Neighbourhood police teams in Hillingdon have undertaken activity across 2022 in order to improve safety amongst women and girls, reduce offending and improve outcomes for victims. This has included:

- Working with partners to raise the public awareness of StreetSafe, a self-reporting tool where people can report areas in Hillingdon where they feel unsafe in order to help focus policing and partner improvement activity (this can be accessed via the following link: <https://www.met.police.uk/notices/street-safe/street-safe/>)
- Delivery of focus groups with women and girls around safety and how the public environment and support through initiatives can be improved – where people feel unsafe and why, sharing learning with Police design-out crime leads.
- CCTV – Ensure Local Authority operatives are briefed and trained to identify predatory behaviour and potential victims and address concerns with Police for an early intervention. Ensure adequate coverage of cameras and operators.
- Funding being provided to drive forward more enforcement activity against outstanding offenders and those named as suspects for violence against Women and Girls offences.
- Women's Self Defence Classes.
- Enhanced uniform and plain clothes patrols in hot spot locations.

Neighbourhood Policing also contributed to an operation called Project Vigilant which sought to target the night-time economy and public spaces where VAWG offences were prevalent. It utilised plain clothed and uniform officers working in conjunction to seek out predatory offenders who are potentially looking to commit an offence. Officers worked to engage and disturb potential offenders before a crime is committed either by using simple engagement and distraction techniques or by ensuring someone leaves an area. Prevention was the aim of Vigilant as well as being a way of gaining intelligence on persons who may present a risk to females.

### **Stop and Search**

West Area police recognise the importance of working hard to address any disproportionality issues regarding stop and search on Hillingdon Borough and provide assurances that they have proper review mechanisms in place to ensure this policing power is used appropriately. To this end a number of work streams have been progressed and developed in including:

**Youth Scrutiny Panels (YSPs)** This platform is used to raise awareness amongst young people of their rights when stopped by police and the mandatory information (GO WISELY) that the officer will provide before the search is conducted. This platform also assists officers in understanding the lived experiences faced by young persons in Hillingdon through poor use of stop and search powers.

**Community Monitoring Groups (CMGs):** we also share information with our CMGs for each borough and there are 24 meetings planned every year. CMGs view the data of stop and search and how many were conducted within the last 3 month period, positive outcomes and most used section by officers. CMGs also attend police stations to view Body Worn Video (BWV) footage together with police. This is to ensure our powers and force used is reasonable and justified. Any concerns in relation to a stop and search encounter is reviewed and officers are spoken to.

**Section 60s:** West Area has introduced post S60 briefing which includes the local CMG and Hillingdon Local Authority partners attending a 30 minute post S60 debrief session. During this, the group monitor the duration, geographical area and whether a Superintendent was informed of this or not. If the duration or area covered by the S60 is beyond what the intelligence/information would suggest is proportionate then the authorising officer is spoken to and asked for an explanation and any learning disseminated accordingly.

**Police Officer Training:** Young Persons now attend training sessions for New West Area police officers with social workers to observe stop and search training by West Areas Learning and Development team. This takes place every 5 weeks subject to availability of social workers and young persons. These sessions have also benefited new officers as they had input from young persons on previous stop and search which impacted the trust and confidence of the community. New officers learn directly from the input given by young persons.

**Disproportionality / Quality Assurance:** To ensure West Area police on Hillingdon are not misusing this power, police supervisors dip sample around 100 stop and search encounters every

month. This is ongoing and any concerns are addressed with officers/supervisors. As with every BCU, Hillingdon's stop and search data is updated and published regularly, making it available to all.

As with previous years, most of the stops in Hillingdon during 2022 were conducted on males (over 90%). Over 56% of those stopped were aged 14 to 24 years.

In 2022, regarding stops by ethnic appearance, more white people were stopped in Hillingdon than any other ethnic group classed by ethnic appearance with this group accounting for 42% of stops. 29% were of black individuals and 24% of Asian appearance. In terms of proportionality, stops by ethnic appearance by 1,000 of the population broke down as: 0.34 for persons defined as white, 0.88 for persons defined as black and 0.59 for persons classed as Asian.

Conversely, there was under-representation in the stops on people in other ethnic groupings. While the proportion of stops of Asian individuals was broadly in line with Borough demographics, white people were stopped only 0.73 times than would have been proportionate based on the Borough's population, and those in 'other' ethnic categories were stopped only 0.56 times than the proportionate level. There was a lower positive outcome rate for stops of Black and Asian people.

Looking at outcomes, 70% of stops led to no further action with 12% leading to arrest.

### Neighbourhood Team Activity Highlights

**Op Nightingale** – This operation is focused in Uxbridge and was initiated in 2022 but will continue through 2023, with Hayes Town now also being included. Op Nightingale essentially aims to increase uniform policing presence in key demand locations whilst also enacting longer-term problem solving. As part of this, the BCU obtained over £100,000 for initiatives.

**Ask for Angela** - An ongoing operation providing education to local town centres / nighttime economy. Teaching the local community and businesses how a VAWG victim can ask for help "by asking for Angela". Teams are continuing to attend local pubs and clubs (in plain cloths) completing test visits "asking for Angela". This information is then recorded as a pass or fail by the venue and education again provided to the businesses.

**Domestic Abuse Survivors group** - We have continued our visible support and presence at a local Councillor's domestic abuse (DA) support group. Officers provide signposting, support and guidance. We have also worked fast time with victims of DA, ensuring safeguarding and partnership work with the council to provide a joint approach to support the victims.

**Support / Advice to College Students** - input from ourselves regarding the issues female students have been experiencing. This work with college students included: input to the male students about the law around harassment and what is and isn't acceptable behaviour; safeguarding input

for the female students, focussed on their rights, encouraging them to report matters, the support that is available; an input on basic self-defence for the female students.

**Neighbourhood Policing Week of Action** – This week of action took place across Hillingdon which aimed to highlight the work undertaken by neighbourhood policing, to drive crime down, engage with the local communities and bring offenders to justice. This saw activity including:

- Walk and Talk initiatives
- Licencing Visits to Pubs, Off licences and any problematic premises
- Visiting rough sleepers / homeless persons.
- Weapon sweeps with members of the public in open space areas
- Targeting our outstanding and wanted offenders
- Operation Cubo initiatives - Automatic Number-plate Readers to stop cars with no insurance, no tax or disqualified drivers

## Local Investigations (LI)

West Area Local Investigations (LI) strands throughout the MPS hold responsibility for the investigation of serious and complex crime, utilising proactive and reactive asset to explore disruption, enforcement, engagement, diversion and rehabilitation opportunities. In accordance with Met Direction and MOPAC, performance is focussed towards MPS operational priorities:

### **1. Focus on what matters to Londoners**

Violent crime tops public concerns and includes, terrorism, knife and gun crime, sexual offending, domestic abuse and safeguarding vulnerable people from predatory behaviour.

### **2. Work more closely with partners and the public**

Safety requires action and intervention beyond the police service and revolves around developing key relationships with partners and communities, to keep communities safe and prevent crime from taking place.

### **3. Achieve the best outcomes in the pursuit of justice and in the support of victims**

Ensure victims receive the best possible outcome by proactively managing offenders and delivering justice and support to victims.

### Weekly Violence Meeting

This Pan-BCU meeting takes place every Thursday and includes representation from all policing strands and from Ealing, Hillingdon and Hounslow local authorities. Hillingdon are represented by senior management from safer communities, as well as the Violence Reduction Coordinator and CCTV manager. The forum is primarily focussed on reviewing and addressing serious violence, violence against women and girls, burglary and robbery, with the flexibility to amend agenda according to operational need. Analytical products provide an overview of the previous seven days and examine common themes, trends and hotspots, allowing forward facing strategic planning and effective multi-agency risk management.

### Pan London IOM Model

Following MOPAC's introduction of the pan London IOM model, LI has invested in resourcing a dedicated team of officers to work in collaboration with Local Authority and National Probation Service representatives to deliver IOM on WA. The new model seeks to standardise IOM processes throughout London and utilises the Violence Predictor Score (OVP) to identify cohorts of offenders to be managed. Locally, LI are developing a youth cohort focussed on delivering multi-agency engagement and diversion opportunity to 17–25-year-olds.

### Offender Management

DCI Andy Jackson acts as the lead responsible officer for offender management. LI accommodates the Offender Management Unit (OMU) a dedicated team of specialist officers responsible for the coordination of complex fugitive-based enquiries and general offender management performance administration.

### VAWG Strategy

DSU Figo Forouzan acts as the lead responsible officer and manages the BCU response to violence against women and girls. The VAWG strategy seeks to identify violence occurring both in public and private places and utilises resources from across the BCU to proactively police emerging trends and mitigate risk through community-based target hardening.

## Challenges

### **Residential Burglary**

One of the areas of challenge for WA (and also the MPS) is residential burglary offence sanction detection rates. LI has implemented operational and structural change, which continues to deliver uplift in performance. One particular structural change has been the implementation of a Forensic Conversion Team (FCT) who focus on dealing with forensic lifts from burglary scenes and focus on prolific burglary nominals. LI has also invested in a new WA/NW/NA team called Operation Angleton – the team's primary focus is dealing with cross border criminality as criminals have no boundaries. This unit focuses on burglary teams who are prolific in committing residential burglary offences on WA and surrounding boroughs. Over the last six months, they have supported in arresting and charging a high number of suspects responsible for carrying out high volume of residential burglaries on WA.

### **Detective Growth and Experience**

As an organisation, the MPS continues to experience challenges in terms of the level of Detective experience within its Criminal Investigation Departments (both within the LI and PP strands). The MPS has introduced a number of schemes to increase the growth numbers of Detectives within the organisation such as the direct entry detective scheme. However, the levels of experience in the detective constable rank still possess a challenge for LI.

## Looking forward

2022 has been positive for LI, with the most of KPIs being exceeded. 2023 presents opportunities to build on recent success including further collaboration with Hillingdon Council whom we have a close working relationship with to deliver the best possible service to victims of crime and our communities.

## Public Protection

Public Protection covers a range of serious and complex crimes that often affect the most vulnerable in a community. Within WA BCU, Public Protection encompasses multiple strands, including child abuse; domestic abuse, stalking and harassment; exploitation (CSE and CCE), harmful practices, hate crime, mental health, missing people, online child sex abuse and exploitation, rape and serious sexual offences and abuse and neglect of vulnerable adults. It also incorporates our child abuse referrals team and our MASH desks. Supporting our investigation teams is our Predatory Offender Unit. WA Public Protection teams cover three London Boroughs; Ealing, Hillingdon and Hounslow.

During 2022, tackling violent crimes that disproportionately affect women and girls and often involve predatory violence by men, such as domestic abuse, stalking and sexual violence have remained the priority. This type of abuse has a profound and long-lasting impact on those directly affected, shattering the lives of victims, their families and those closest to them.

### Domestic Abuse

Hillingdon, like many other London boroughs, has seen increases in recorded domestic abuse crime in recent years – a crime we know disproportionately affects women. WA has continued to see the highest volume of both domestic abuse incidents and domestic abuse offences across the Met, with over 17,450 incidents 10,900 offences over the past year – which equates to 11.6% and 11.4% respectively of the Met's total overall domestic abuse volume. Calls to domestic abuse incidents and offences accounts for 17% of total I grade and S grade calls responded to by Emergency Response Policing Team (ERPT) colleagues.

Despite recent yearly increases, Hillingdon Borough recorded 3,168 domestic abuse offences in the 2022/2023 year, which was a reduction of 4% on the previous year.

The volume of crime coming into our Community Safety Units (CSU) has brought some real challenges and we have bolstered team strengths with colleagues from other Units to ensure our operating levels remain satisfactory. In 2022, we appointed an additional Detective Inspector to ensure leadership levels were commensurate to the levels of threat, harm and risk this unit manage. This has allowed us to align one Detective Inspector to one local authority area.

2022 saw the introduction of a new Risk Management Unit (RMU) to support our response to domestic abuse. This Unit has brought together a number of existing functions, including the recruitment of specialist officers to apply for Domestic Violence Protection Orders, Forced

Marriage Protection Orders, and FGM Protection Orders, Claire's Law (Right to Know / Right to Ask) disclosure, stalking experts and also family court disclosure requests. Also supporting the RMU's work is our small, dedicated MARAC team.

In 2022, WA BCU secured the most Stalking Protection Orders (SPO) of any BCU thanks to the efforts of our dedicated SPO officer – WA successfully applying for a fifth of the Met's stalking orders. We absolutely recognise the importance of these orders in order to keep victims safe, some of whom will have been subjected to unwanted, fixated and obsessive conduct for many months. We are hoping to expand our stalking team in the near future.

WA BCU also participated in Project Tenacity, a 100-day project set by Commissioner, Sir Mark Rowley. This focussed period of activity resulted in over 80 arrests for domestic abuse, taking some of the highest harm offenders away from their homes and preventing further harm to victims and survivors.

### Referrals, Child Abuse Investigation Teams (CAIT) and Police Conference Liaison Officers (PLCO)

Our CAIT teams (Referrals, Investigation and PCLO's) continue to be one of the busiest teams in the Met, with the third highest volume across London. In 2022, the team dealt with over 1500 offences, all of which would have been initially reviewed by our Referrals Team. About a third of all investigations concern allegations of neglect and child cruelty and around 46% concerns allegations of assault, with the remainder largely comprising of allegations of sexual abuse. This breakdown is consistent with other BCU's across the Met. Performance in this area is relatively consistent, with WA securing charges and cautions for around 11%, above the Met average. WA have the fourth highest volume of Initial Child Protection Case Conferences, with 505 conferences in 2022, which remains challenging.

### Rape and Serious Sexual Offences (RASSO)

WA BCU continue to have a dedicated RASSO team, known as our 'Sapphire Team.' Out of all 12 BCU's across the Met, WA BCU has the fourth highest volume of all sexual offences, with rape offences accounting for about 37%. WA have the highest number of rape allegations, where the victim and suspect are or have been in a co-habiting/marital relationship - this accounts for over 43% of rape investigations. Given WA experience the highest number of domestic abuse offences in London, this is perhaps not surprising, but nonetheless it is concerning.

### Predatory Offender Unit (POU)

The POU was launched at the end of 2020 and its primary focus is to tackle high harm repeat offenders who commit offences against the most vulnerable members of society and in particular offences against women and children. In 2022, WA's POU have located and arrested almost 300 suspects to date.

There are numerous examples of good work from our POU, including a case involving a registered sex offender who had failed to meet his notification requirements following offending in another

force area. He was located by the team and has been convicted of three breaches, for which he received a custodial sentence.

### Child Exploitation Team

Throughout 2022, we have continued to work closely with partners to ensure child exploitation (both sexual and criminal exploitation) is identified and investigated, and that those children and young people who are affected by predatory behaviour are supported and kept safe. Our Child Exploitation Team work alongside other policing teams, including WA's Gangs Unit and Missing Persons, and engage with partners at the Multi-Agency Vulnerability and Exploitation (MAVES), including Children's Social Care, Health, Education, Youth Offending Services and Safer Communities as well as third sector partners.

In 2022 the team investigated over 130 reports of exploitation, with wider criminal exploitation making up around 75% of cases and sexual exploitation 25%. 2022 saw two separate periods of targeted activity, through our County Lines Intensification Weeks, a national initiative targeting drug traffickers who target and exploit children and vulnerable adults to supply drugs across the country. Other areas of activity that WA have supported include Exploitation Awareness Day (working with key partners to raise local awareness about the importance of all forms of modern slavery, including criminal and sexual exploitation and trafficking). WA have also been actively involved in the 'Look Closer Campaign', which aims to protect young people by raising awareness in the community of exploitation – how to recognise it and how to report it. The team have also participated in Operation MakeSafe, which has been developed to raise awareness of child exploitation in the business community and to empower businesses to tackle exploitation through increased awareness and training.

### Mental Health

WA are regarded as one of leading mental health teams in London, in terms of assessing and managing risks relating to MH vulnerability. 2021 saw the introduction of the 'Risk Management and Demand Reduction' (RMDR) protocol and this has continued to be used effectively throughout 2022. This protocol allows the team to capture all risk/demand information that comes into the MH team; assess the risks and collaborate with internal and external partners to ensure there is an approved and proportionate joint response.

### Online Child Sexual Abuse and Exploitation team (OCSAE)

2022 has been a busy year, with only a very small reduction in cases from the previous year. In 2022, our OCSAE team saw over 380 crimes being referred in. (Crimes which involve online indecent images of children). The demands placed on the investigation team are significant, both in terms of volume and the impact such crime types can have on their own welfare. The team have achieved some excellent results, executing warrants and securing charges against individuals who are accused of possession and often distributing hundreds of indecent images of children, of the most serious category. So overwhelming was the evidence in some cases, that guilty pleas were entered at court.



### Missing Persons Unit (MPU)

WA BCU has continued to investigate high numbers of missing people, with the third highest volume across the Met. Those deemed at highest risk are managed by our investigation team and this cohort accounted for about 11% of all missing people. Our MPU manage all other cases and works closely with our Exploitation Team and Gangs Unit, in order that actions are co-ordinated and all available information is shared, which will enable those missing people to be safely recovered as quickly as possible.

### **Challenges**

Resourcing our Public Protection teams continues to be a significant challenge, particularly with experienced officers. We have also been unable to fill key supervisory posts for the most part of 2022, which has been difficult. It is hoped with the recent completion of the Constable to Sergeant promotion process, we will be in a stronger position to fill these critical vacancies.

### **Looking forward**

Public protection is very much at the centre of the Commissioner's Turnaround Plan as we strive to deliver More Trust, Less Crime and Higher Standards. Within the Plan, there is clear acknowledgement that much crime takes place in private, often predatory violence by men against women and girls.

As we move forward in 2023, we will continue to collaborate with our partners on areas to solve the problems at source.

2023 will see the implementation of the recommendations from the London wide Multi Agency Safeguarding Hub (MASH) review, which began in June 2021. The review was undertaken in partnership with local authorities and other key stakeholders and was the first review of MASH since inception in 2011.

Overall resourcing within Public Protection continues to remain challenging and it is fair to say it has not kept pace with the rising demand in this critical area of policing. A Met wide review has been conducted for all elements of Public Protection and it is hoped that WA will benefit from some degree of uplift in terms of staff numbers. In almost all areas of Public Protection, WA are one of the highest BCU's, in terms of volume of crime and also referrals and we need to ensure that the strand is adequately resourced to effectively manage threat, risk and harm.

## HQ

### Professional Standards Unit (PSU)

The PSU deal with complaints from the public, internal grievances, misconduct matters, Business Interests and Hospitality.

Over the last year the main challenge for the local professional standards team has been the volume of complaints and misconduct matters that the strand deals with. Last year the MPS Directorate of Professional Standards (DPS) introduced a Complaints Resolution Unit (CRU) to help all PSUs deal with the less serious or protracted matters and the development of this team and how it better supports West Area's PSU will be an ongoing area of focus. The DPS are also conducting a general review across London with the aim of re-structuring both themselves and Borough PSUs.

The main aim locally for next year, once we know what the restructure looks like, will be to become more proactive and start looking at patterns of misconduct with a view to providing training and prevention.

### Criminal Justice

The Criminal Justice Unit are responsible for ensuring that Case Files are completed by Officers and that these files are of a sufficient standard.

One of the main challenges for the Criminal Justice locally and across the MPS is the introduction of Connect, which is a new system for the preparation of Case Papers. This is one of the biggest IT uplifts undertaken by the MPS and as expected implementation has been challenging but will deliver longer-term benefits in relation to workflow efficiency and intelligence collation.

The aim over the next 12 months for the Criminal Justice department will be to build on the opportunities presented by Connect to improve the standard of case files to ensure the right court outcomes.

## 2024/25 BUDGET PLANNING REPORT FOR SERVICES WITHIN THE REMIT OF THE RESIDENTS' SERVICES SELECT COMMITTEE

<b>Committee name</b>	Residents' Services Select Committee
<b>Officer reporting</b>	Andy Goodwin, Head of Strategic Finance Ceri Lamoureux, Head of Finance for Place
<b>Papers with report</b>	N/A
<b>Ward</b>	All

### HEADLINES

This is the first opportunity for the Select Committee to discuss the current stage of development of budget planning work with regard to services within the remit of the Residents' Services committee. This paper gives a strategic context in which the detailed proposals to be discussed at Select Committee meetings in January 2024 will need to be considered.

### RECOMMENDATIONS

1. **That the Committee notes the financial context in which the 2024/25 budget setting process will take place in advance of detailed savings proposals being developed and approved at Cabinet in December 2023.**

### SUPPORTING INFORMATION

2. This is the first of two opportunities within the planning cycle for the Select Committee to consider issues relating to budget planning for 2024/25 and beyond. The focus of this report is the broader financial position of the Council, with the report to be considered in January 2024 setting out the detailed budget proposals for relevant services, those proposals having been included in the report to Cabinet on the Medium Term Financial Forecast (MTFF) in December 2023.

### Corporate Overview – General Fund

#### 2023/24 General Fund Revenue Monitoring

3. A marginal underspend of £23k is reported against General Fund revenue budget normal activities as of June 2023 (Month 3), representing no movement from Month 2, with a range of risks and pressures being managed within this position. This will result in unallocated General Balances totalling £26,869k at 31 March 2024, in line with MTFF expectations.

4. Over and above specific variances being reported, there are a number of potential risk areas which continue to be closely monitored; the key items relating to progress in delivery of savings, pressures on demand-led services and inflationary pressures.
  - a. Within this position, £10,141k of the £22,762k savings planned for 2023/24 are banked or on track for delivery in full by 31 March 2024, with £7,953k or 35% tracked as being at an earlier stage of implementation. Where slippage in savings delivery is expected this has been factored into the reported monitoring position, with the full £22,762k savings expected to be delivered in full.
  - b. At this early stage in the financial year, no pressures have been reported against demand-led service budgets, although a significant increase in approaches by households seeking support with homelessness will necessitate a significant level of management action to avoid a pressure in this area. As in previous years Social Care continues to be monitored closely given the volatility and national systemic challenges across this sector.
  - c. The 2023/24 budget incorporated £21,691k to absorb inflationary pressures, with current projections indicating that a further £3,622k additional funding may be required, largely to meet the costs of a higher than anticipated staff pay award. Specific provision has been made within the Council's Earmarked Reserves to meet such costs, with this sum being offset in-year by £1,500k windfall income from the West London Waste Authority.
5. The Council holds Earmarked Reserves to manage risks and fund cyclical and project-based activities, with £20,060k being held at the beginning of 2023/24. Based on the Month 3 forecast, including the projected Local Authority pay award and an estimation for further inflationary demands above the approved budget totalling £3,622k, the Council is forecasting to drawdown £5,602k of this balance, with £4,550k of this being planned use within the Council's budget strategy, leaving a projected closing balance of £14,458k as at 31 March 2024 to support the Council's ongoing financial resilience and fund project and cyclical based work in 2024/25 and beyond.
6. The Council's budget contains a number of areas subject to demographic pressures and higher levels of volatility which are closely monitored and discussed in the Budget Strategy & MTF under the "demand-led growth" banner.
7. Within the Council budget there is a Managed Vacancy Factor across the board of 3.5%, or £4,149k, to reflect natural levels of turnover and resulting structural underspend in the workforce budgets. Current indications are that the higher vacancy rate experienced during 2022/23 will continue into the new financial year and therefore result in an underspend over and above the Managed Vacancy Factor. The Council continues to closely manage recruitment activity, with post-level establishment controls providing a key mechanism for managing workforce costs at the organisational level.

8. The Council budgeted for a pay award in 2023/24 of 4%, however, due to the exceptional inflationary environment, the current pay offer exceeds this sum and equates to approximately 5.7% with an allowance of £2,622k being in place to meet this additional uplift in the Council's workforce expenditure included in the forecast use of the Council's identified earmarked reserve for exceptional inflationary pressures above the Council's approved budget.
9. Further provision for use of Earmarked Reserves has been included in this position, with £1,754k support for local priority initiatives, £1,535k release of grant funding to cover brought forward COVID-19 pressures in the Collection Fund, £1,000k further provision for inflationary risks and a net £191k of other costs. Windfall income from the West London Waste Authority's Energy from Waste operations has allowed £1,500k to be allocated to Earmarked Reserves, resulting in a net drawdown of £5,602k to leave a closing balance of £14,458k at 31 March 2024.

### Savings Programme Update

10. The savings requirement for 2023/24 is £21,197k, which together with £1,565k brought forward from 2022/23, which gives an overall total of £22,762k to be managed in the current financial year. The savings being reported as undelivered in 2022/23 (£1,565k) were attributable to the Council managing measures required to contain and offset inflationary pressures as well the ongoing legacy issues associated with the COVID-19 pandemic. This value has been added to the budgeted savings agreed as part of the 2023/24 budget.

**Table 1: 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
<b>Cabinet Member for Residents' Services</b>	<b>(4,080)</b>	<b>(1,042)</b>	<b>(5,762)</b>	<b>(559)</b>	<b>(1,083)</b>	<b>(12,525)</b>
Services within the remit of other committees	(2,047)	(2,472)	(1,691)	(1,077)	0	(7,287)
Cross-Cutting	(500)	0	(500)	(1,950)	0	(2,950)
<b>Total 2022/23 Savings Programme</b>	<b>(6,627)</b>	<b>(3,514)</b>	<b>(7,953)</b>	<b>(3,586)</b>	<b>(1,083)</b>	<b>(22,762)</b>
<b>Month on Month Movement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>

11. As of Month 3, £6,627k (29%) of the savings programme has already been banked, with a further £3,514k (15%) being reported as delivery in progress and £11,539k (51%) in the early stages of delivery which are ultimately expected to be delivered in full. There are a further £1,083k of savings recorded as having a serious problem with timely delivery, these savings could ultimately slip into 2024/25. Key items within this £1,083k include £600k

linked to PCN banding changes where third-party approval is required ahead of implementation, with the remainder of this sum relating to timing issues on practical implementation of two further projects.

12. Where savings are at risk of not being delivered in full during 2023/24, the associated pressures have been factored into the monitoring position with compensating actions bringing the overall position back to breakeven. At this time, it is expected that the full £22,762k will ultimately be delivered in full or replaced with alternative measures in the event of any ongoing shortfall.
13. The Council is permitted to finance the costs associated with the delivery of this savings programme through Capital Receipts, with both one-off implementation costs and the support for service transformation being funded from this resource. Current projections include £4,595k for such costs, with all such costs subject to a specific funding strategy. It is anticipated that these pump priming costs will be financed from a combination of the £3,000k budget established for this purpose in 2023/24, alongside release of additional Capital Receipts secured during 2022/23.

### **Service Operating Budgets**

14. Service Operating Budgets represent the majority of the Council's investment in day-to-day services for residents. With the Council continuing to operate in a high inflation environment driven by global and national influences, these budgets were supplemented with £21,691k of funding to meet forecast inflationary pressures and £12,753k for demographic and other drivers impacting on demand for services going into the 2023/24.
15. Table 2 represents the position reported against normal activities for the Service Operating Budgets, the salient risks and variances within this position are summarised in the following paragraphs.

**Table 2: Service Operating Budgets**

Cabinet Member Portfolio		Approved Budget	Forecast Outturn	Variance (As at Month 2)	Variance (As at Month 1)	Movement from Month 1
		£'000	£'000	£'000	£'000	£'000
Residents' Services	Expenditure	69,345	69,956	611	874	(263)
	Income	(46,829)	(45,662)	1,167	952	215
	<b>Sub-Total</b>	<b>22,516</b>	<b>24,294</b>	<b>1,778</b>	<b>1,826</b>	<b>(48)</b>
Services within the remit of other committees	Expenditure	414,263	413,514	(749)	(1,947)	1,198
	Income	(176,040)	(177,092)	(1,052)	98	(1,150)
	<b>Sub-Total</b>	<b>238,223</b>	<b>236,422</b>	<b>(1,801)</b>	<b>(1,849)</b>	<b>48</b>
<b>Total Service Operating Budgets</b>		<b>260,739</b>	<b>260,716</b>	<b>(23)</b>	<b>(23)</b>	<b>0</b>

16. As can be seen from the table above, Service Operating Budgets are forecasting a marginal underspend of £23k which is the cumulative effect of a number of variances which are briefly outlined below by Cabinet Portfolio:

- a. **Residents' Services** – an overspend of £1,778k is forecast for this portfolio, with a gross pressure of £3,378k included within the position offset by £1,600k of measures to reduce the pressure to the reported level, with this variance being driven by three key areas:
  - i. Firstly, the saving programme within the Green Spaces is being impacted by external factors, including exception inflationary pressures, leading to approximately a third of the reported pressure.
  - ii. Secondly a third of the pressure is being driven by the Community Safety & Enforcement service, with these pressures being driven by a combination of issues at Heathrow, including Brexit related changes and a cessation of Government funding, as well as pressures against parking income as recovery rates from the pandemic continue to track below budgeted predictions.
  - iii. Finally, pressures within the Planning Service are driving a large quantity of the remaining pressure as a result of income pressures against fees and charges, as well as expenditure pressures from staffing costs and the use of external consultants to carry out planning activities.
  - iv. The above pressures are being managed down by measures aimed at delivering a £1,600k reduction in expenditure, predominantly through staffing spend controls.

Within this portfolio there are two areas that fall within the Council's Demand-Led Growth section of the budget strategy as a result of the impacts of demographics and volatility, with these two areas being Homelessness Prevention and Waste Disposal. Homelessness Prevention is experiencing a substantial uplift in demand with a gross pressure of £833k to be managed out during 2023/24 through a variety of approaches. Waste Disposal is currently forecast to come in on budget, with current forecast being in line with the Demand-Led Growth bid included in the budget proposals in February 2023.

### **2022/23 to 2026/27 General Fund Savings Requirement**

17. While the focus of the discussion for the Select Committee should be the specific services within its remit, it is important that this discussion is conducted in the context of the overall corporate financial position. The following paragraphs outline the medium-term financial position presented in the 2023/24 Budget Setting Report approved by Cabinet and Council in February 2023.

18. At the time of budget setting, the gross savings requirement for the Council's General Fund over the period 2023/24 to 2027/28 was projected to total £55,414k which was primarily driven by inflationary cost pressures driven by global and national economics, growing demand for services and the cost of servicing and repaying borrowing incurred in delivery of the capital programme which are expanded upon below. For 2024/25, the gross savings requirement was forecast to total £12,148k.

**Table 3: Projected Savings Requirement detail**

	<b>2023/24 £'000</b>	<b>2024/25 £'000</b>	<b>2025/26 £'000</b>	<b>2026/27 £'000</b>	<b>2027/28 £'000</b>	<b>Total £'000</b>
Changes in Funding	(13,653)	(10,198)	(1,794)	(6,750)	(6,987)	<b>(39,382)</b>
Inflation	21,691	10,906	9,349	8,862	9,141	<b>59,949</b>
Contingency / Service Pressures	9,080	4,547	3,141	3,211	3,192	<b>23,171</b>
Corporate Items (incl. capital financing costs)	3,673	6,893	2,411	(1,114)	(187)	<b>11,676</b>
<b>Annual Underlying Savings Requirement</b>	<b>20,791</b>	<b>12,148</b>	<b>13,107</b>	<b>4,209</b>	<b>5,159</b>	<b>55,414</b>
<b>Cumulative Underlying Savings Requirement</b>	<b>20,791</b>	<b>32,939</b>	<b>46,046</b>	<b>50,255</b>	<b>55,414</b>	<b>N/A</b>

19. An uplift of £39,382k in recurrent funding was projected over the five-year MTFF period, primarily driven by Council Tax increase of 4.99% in 2023/24 and 2024/25, with a proposed increase of 2.8% per annum thereafter accounting for £27,387k of the increase, with a further £7,474k expected to be driven by increases in the taxbase. Government Grants were forecast to increase by £4,143k, with this wholly being front loaded in 2023/24 as a result of the Spending Review announcements and increases in Social Care Funding. Furthermore, retained Business Rates income is forecast to increase by £5,268k primarily driven by inflationary increases. This position is netted down by the unwinding of £4,890k of one-off funding, predominantly linked to the release of COVID-19 funding.
20. Inflation represents the single largest element of the underlying savings requirement, reflecting the growing cost of maintaining current service provision, with a headline pressure of £59,949k over the MTFF period, with this being materially higher than recent budget strategies due to the exceptionally high inflation rates being experienced globally and nationally, in part due to the war in Ukraine. Workforce inflation through anticipated annual pay awards accounts for £19,120k of this growth, with £9,604k inflation reflecting other contracted expenditure and expenses, offset by increases in recharges and contributions to services, all of which span across all of the Select Committees.
21. There are no specific inflation issues within the remit of the Residents' Services Select Committee, with the material movements relating to the pay award and assumed contract uplifts.
22. Increasing demand for services linked to a growing and changing population accounts for £23,171k of the projected savings requirement, which reflects Hillingdon's growing



population and the impact this has on services. Areas within the specific remit of this committee include:

- a. Waste: An uplift of £2,874k is projected on waste disposal costs, with circa 2% per annum growth in waste tonnages and 2% per annum disposal costs driving this sustained increase in costs, although there remains scope for volatility in both demand and price. Provision has been included within this budget to manage the requirement for additional vehicles and collection routes to account for population growth within the borough.
  - b. Homelessness: Due to exceptional increases in demand in recent times, £2,111k is being added to the Council's homelessness prevention budget, with this increase being driven by the number of residents 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.
  - c. GLL Leisure Contract: Due to the ongoing legacy impacts of the pandemic on the leisure industry, the Council has revised the contract with GLL for the management of Council leisure centres, with a £1,600k increase in service expenditure to unwind the previous contract, with a saving presented in the budget strategy of £1,300k for the new contract, representing a £300k adverse movement overall.
23. Corporate Items, which primarily relate to the ongoing costs of financing capital investment, represent the remainder of the budget gap with £11,676k growth required over the MTFF period. Budgeted capital investment in the current programme is the key driver of a £6,475k growth in debt financing and repayment costs over the medium term. The remaining balance of Corporate Items relate to movements in the TfL Concessionary Fare Levy (£4,104k) and use of capital receipts to finance transformation activity (£1,029k), alongside moving the Council Tax Older People's Discount to being funded from base budget rather than Earmarked Reserves, with funding coming in from Hillingdon First Limited from 2023/24 and 2024/25.
24. The approved budget presented to Cabinet and Council in February 2023 included a saving programme of £45,683k over the five-year period, leaving a budget gap of £9,731k by 2027/28 still to be found. Within the Savings Programme, £4,072k related to Further BID Reviews that were yet to be identified.

### **New and Emerging Risks**

25. In light of the exceptional inflation environment that the economy continues to experience, the Council has begun to refresh its savings requirement over the budget strategy period, with inflation rates forecast to average at 7% for 2023 before reducing to 3% by 2024 before returning to the Bank of England target rate of 2% thereafter. The local experience suggests

that inflationary uplifts to contract expenditure run at a time lag between CPI updates and spend. The Council has therefore reassessed the inflationary requirement associated with contracted expenditure, including within Social Care placements and SEND Transport, as well as rebasing workforce inflation based on the latest pay award offer. To this end, it is anticipated that further savings will be required by 2028/29 to fund additional inflationary demand, with this impact likely to be front-loaded, but set within the context of very limited government funding information being available from 2025/26 onwards.

26. Furthermore, demand-led growth continues to be monitored on a monthly basis, with the latest intelligence showing signs that the legacy elements of pandemic-driven demand for services has largely been accounted for within the Council's budget strategy, with other issues like the cost-of-living crisis impacting on services, particularly homelessness. This area will remain under close review in development of budget proposals for 2024/25 and beyond.
27. These factors are being fed into a reassessment of the savings requirement against which proposals for the 2024/25 budget and MTFF to 2028/29 are being developed, with the monthly budget monitoring updates to Cabinet providing commentary on these drivers.

### **Strategy to deal with the Budget Gap**

28. Due to the revised forecast for the new and emerging pressures, the Council is therefore undergoing a series of reviews to address this new and the emerging position, with an ongoing update of transformational workstreams, a further review of the existing saving programme and a refresh of the Council's Fees and Charges schedule and policy to bridge this gap.
29. As part of this work, the Council will also incorporate its standard approach to assessing the savings requirements strategy, including:
  - a. Service Transformation, which represents the single largest category of savings, with items presented in this category primarily linked to implementation of the BID Programme;
  - b. Savings proposals from Zero Based Reviews represent budgets which have been identified as being surplus to requirements through the line-by-line review of outturn and similar exercises being undertaken by Finance;
  - c. Effective Procurement savings capture the benefits secured from efficiency savings from contracted services and reviews of delivery models in a number of areas;
  - d. Preventing Demand - initiatives such as the Supported Living Programme where investment in early intervention and other support can avoid more costly intervention at a later date, and;

- e. Income Generation & Commercialisation proposals primarily relate to amendments to Fees and Charges.

30. With the current monitoring position forecasting General Balances to be £26,869k by 31 March 2024 and the Council's reserves policy setting a minimum reserves balance of £22,000k, there is a need to deliver against these workstreams at pace. The initial review of the revised savings requirement and savings programme will be presented at December Cabinet and to Select Committees in January 2024 alongside the public consultation on the budget for the forthcoming year.

### **Corporate Overview – Housing Revenue Account (HRA)**

31. HRA Dwelling Rental Income is projected to grow from £61,689k in 2022/23 to £85,187k by 2027/28, with this £23,498k 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.
32. 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. The financial standing of the HRA remains sound, with the 30 Year Business Plan demonstrating sustainability of the current operation over the longer-term.
33. The Housing Revenue Account (HRA) is currently forecasting a breakeven position at Month 3, although the risk of inflationary pressures is being closely monitored. The 2023/24 closing HRA General Balance is forecast to be £15,101k, exceeding the £15,000k target level established for 2023/24. The use of reserves is funding investment in new housing stock. A breakeven position is reported against £111,138k 2023/24 HRA Capital Programme with the exception of a small favourable cost variance reported on Major Projects of £529k over the 5-year programme budget.

### **MTFF Process Update and Timetable**

34. The timetable for the budget process follows a similar format to previous years, with the consultation budget being presented by Cabinet in December for consideration by residents and Select Committees during January, before final budget proposals are considered by Cabinet and Council in February. Alongside this local process, the Council will receive indicative funding allocations for the forthcoming year from Central Government in December, which will be confirmed in advance of the new financial year starting in April.

**Table 4: Budget Setting Timetable**

December	Provisional Local Government Finance Settlement
	Consultation Budget Report to Cabinet
January	Public Budget Consultation
	Following year Budget Proposals to January Select Committees
February	Final Local Government Finance Settlement
	Final Budget to Cabinet and Council

**Next Steps**

35. The Medium Term Financial Forecast setting out the draft revenue budget and capital programme will be considered by Cabinet in December 2023 and issued for consultation during the remainder of December 2023 and January 2024. This will include detailed consideration by each of the Select Committees of the proposals relating to their respective services.
36. Key issues within the remit of this Select Committee will continue to be tracked through the Council's budget monitoring process, with monthly reports to Cabinet detailing the latest position and outlook for 2023/24.

**Implications on related Council policies**

Select Committees are at the heart of how the Council shapes policy at Member level.

**How this report benefits Hillingdon residents**

Select Committees directly engage residents in shaping policy and recommendations from 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**

The Council's Budget: General Fund Revenue Budget and Capital Programme 2023/24 – reports to Cabinet 16 February 2023 and Council 23 February 2023.

The Council's Budget: 2023/24 Revenue and Capital Month 3 Budget Monitoring – report to Cabinet 14 September 2023.

## DRAFT FINAL REPORT: “A Review of Alley Gating in Hillingdon”

<b>Committee name</b>	Residents’ Services Select Committee
<b>Officer reporting</b>	Liz Penny – Democratic Services
<b>Papers with report</b>	Draft Final Review Report
<b>Ward</b>	All Wards

### HEADLINES

#### Background

Further to the Select Committee’s review of Alley Gating in Hillingdon, the draft final report is attached for Members to review and agree its submission to Cabinet.

### RECOMMENDATIONS

**That the Select Committee:**

- 1. Agrees in principle the final review report and for its submission to Cabinet; and**
- 2. Delegates any minor textual changes required prior to submission, to the Democratic Services Officer, in consultation with the Chairman.**

### SUPPORTING INFORMATION

The Committee has held three witness sessions, through which feedback was obtained from a range of stakeholders with a view to improving the service. At the first witness session Members heard from key officers representing the Council’s Community Engagement Team and received testimony from a number of residents who had personal experience of the scheme. The second witness session was attended by officers from the Council’s ASB and Environmental Protection Team, together with representatives of the Metropolitan Police Service. Finally, at the third witness session, the Committee heard from external witnesses representing Ealing Council. As the witness testimony is now complete, recommendations have been formulated, developed and reviewed with officers. The final report is now prepared for consideration.

### RESIDENT BENEFIT

The aim of the review into the alley gating scheme was to hear testimony from stakeholders as to how the scheme could be improved, in addition to what was currently working well.

### FINANCIAL IMPLICATIONS

Recommendations from the final report poses no new financial resources. Any recommendations, if agreed by Cabinet, will need to be funded through existing resources.

### LEGAL IMPLICATIONS

None.

## **BACKGROUND PAPERS**

Nil.

# Alley Gating in Hillingdon



## **A review by the Residents' Services Select Committee**

**Councillors on the Committee:** Councillors Wayne Bridges, Colleen Sullivan, Scott Farley, Janet Gardner, Ekta Gohil, Sital Punja and Peter Smallwood  
**2022/2023**



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## Chairman's Foreword



On behalf of the Residents' Services Select Committee, I am pleased to present this report relating to the Committee's review of Alley Gating in Hillingdon. The Council's alley gating scheme assists local residents in securing their privately-owned alleyways against intrusion by others and anti-social behaviour.

On 19 October 2022, the Select Committee elected to undertake a major review of the Council's alley gating scheme. This review aimed to consider ways in which the current scheme could potentially be improved to better meet the needs of local residents using them.

Having received evidence from Hillingdon Council officers, importantly residents of the Borough, the Metropolitan Police and representatives of the neighbouring London Borough of Ealing, the Select Committee concluded that the Council could potentially offer additional support to the Borough's residents in a number of practical ways as detailed within the body of this report.

Through all its information gathering, the Committee was mindful of the need to find cost-effective, workable solutions, hence the recommendations in this report are endorsed as prudent, effective actions to improve the resident experience.

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

Councillor Wayne Bridges

Chairman of the Residents' Services Select Committee

## Summary of recommendations to Cabinet

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

**1**

**Scheme awareness**

That updated signs be installed on all alley gates to include the following information:

- a) that residents must keep the gates clear and closed when not in use;
- b) that residents are responsible for maintenance of the gates; and
- c) providing a Council contact email / website address where residents can access further details about the scheme in general.

**2**

**Scheme awareness**

That the alley gating scheme be promoted in Hillingdon People.

**3**

**Lead resident communications**

That, when sending its annual emails to verify the lead resident of each alley gating scheme, the Council's expands this communication:

- to include a review of any issues with the gates and any ASB which the Council could potentially assist, and;
- to arrange to send the lead resident a batch of flyers (after verification) to be dropped through letter boxes informing any new neighbours about the alley gating scheme in their area.

**4**

**Lead resident communications**

That, in addition to the annual check, for brand new alley gating schemes officers seek feedback from the lead resident six months after the gate has been installed.

## Background to the review

### Aim of the review

On 19 October 2022, Members of the Residents' Services Select Committee elected to undertake a major review of the Council's alley gating scheme. The purpose of the review was to consider ways in which the current alley gating scheme, which had been in operation for more than 17 years, could potentially be modified to better meet the needs of Hillingdon residents.

### Context and Key Information

#### What are alley gates?

The Committee received research and data regarding the purpose and effectiveness of 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." <sup>1</sup>

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, using either keys or a key code.

#### Effectiveness of alley gating schemes

Research indicated that alley gates can be extremely effective in the prevention of crime and anti-social behaviour. In the paper 'Alley-gating revisited' Armitage & Smithson 2007 a review of studies which assessed the impact of alley gating on burglary 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)." <sup>2</sup>

Moreover, a study conducted by Dr Colin Rogers on behalf of the Centre for Crime and Justice in the autumn of 2007 found that the introduction of alley gates in Cadoxton, South Wales "had a positive and sustained impact on not only delivering solutions in the period immediately following their introduction, but also, into the future." <sup>3</sup> The table below further evidences this:

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<sup>1</sup> [Alley gating | College of Policing](#)

<sup>2</sup> [Alley-gating revisited 2007](#)

<sup>3</sup> [Alleygating - preventing crime or isolating communities?](#)

Table 1 Residents' perceptions <sup>(1)</sup> of the effectiveness of alley-gates in tackling local problems

	Those who perceived that the introduction of the alley-gates would reduce the problems.	Those who perceived that the alley-gates had reduced the problems six months after their erection.	Those who perceived that the alley-gates had reduced the problems two years after their erection
Yes	84%	86%	85%
No	9%	8%	12%
Uncertain	7%	6%	3%

(1) Based on a sample size of 100 residents.

Table 2 Residents' perceptions <sup>(1)</sup> of levels of crime and disorder after the introduction of the alley-gates

Residents' perceptions	In the first six months following installation of the alley-gates	In the period two years after installation of the alley-gates
Crime levels had not changed	41%	26%
Crime levels had risen	12%	10%
Crime levels had fallen	21%	52%
Uncertain about changes in crime levels.	26%	12%

(1) Based on a sample size of 100 residents

## Hillingdon's Chrysalis Community Safety Private Alley Gating Scheme

Members of the Committee welcomed that each year the Council makes some £1m available through its Chrysalis programme to assist residents and community groups in improving local facilities. Within the overall Chrysalis programme, around £30k is earmarked each financial year to support alley gating and community safety schemes which enhance public safety.

The Council's private alley gating scheme, first introduced approximately 17 years ago, assists residents in securing their privately owned alleyways. Not only do the gates reduce the likelihood of burglars gaining access to the rear of properties, but they also protect the alleyway from the risk of 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 have been installed, future maintenance and ownership are the responsibility of the residents themselves.

From 2008-09 to 2017-18, a total of 112 alley gating 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. In December 2020, further to the installation of four gates to protect over 70 households in the then Cavendish Ward, the following feedback was received from the Lead Resident:

*"The gates are fabulous, and I would like to pass on our thanks from all the residents to those in Hillingdon Council that made this happen."*

## Maintenance of alley gates

The Committee heard that the gating of private alleyways was a self-help scheme which residents organise themselves with the financial support of the Council. Residents accepted 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, the gates was the sole responsibility of the residents. All gates were installed with a minimum of 12 months' warranty against construction failure.

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

When a new resident moves into an alley gated area, the responsibility for providing the key to the gate lied 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. Alternatively, officers may offer to contact the Lead Resident to ask them to provide a master key which can be cut.

Newly introduced since April 2022 and applicable to 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 working order for ten years are not financially disadvantaged. This discretionary option also assists in sustaining the wider community benefits of reducing the likelihood of burglaries and protecting the alley from fly-tipping and other anti-social behaviour.

## Legislative / national context

Members of the Committee were briefed on the legislative aspects of alley-gating. Nationally a considerable number of alley gating schemes were in operation to assist residents in securing their private alleyways. Whilst Government legislation existed in relation to the gating of public highways, it did not apply to the installation of alley gates on private land. In respect of public highways, the Explanatory Memorandum to the Highways Act 1980 (Gating Orders) (England) Regulations 2006 No. 537 <sup>4</sup> affirms that:

Powers to close alleyways were introduced by the Countryside and Rights of Way Act 2000 (CROW Act 2000); <sup>5</sup> this enable alleyways, which are also rights of way, to be closed and gated for crime prevention reasons. However, 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.

The procedure for gating under the CROW Act 2000 is often protracted and resource intensive

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<sup>4</sup> [The Highways Act 1980 \(Gating Orders\) \(England\)](#)

<sup>5</sup> [Countryside and Rights of Way Act 2000](#)



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.

Because of the inherent difficulties in using the existing system, new provisions (sections 129A to 129G of the Highways Act 1980) were introduced by section 2 of the Clean Neighbourhoods and Environment Act 2005. <sup>6</sup>

The new provisions now enable a local authority to gate a highway in a similar manner to the existing power but it:

- a) does not first require the highway to be designated by the Secretary of State
- b) enables gating to take place if highway suffers from crime and/or anti-social behaviour
- c) enables the local authority to continue with a gating order, even if objections are made (if it is considered in the best interests of the local community to do so).



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<sup>6</sup> [Clean Neighbourhoods and Environment Act 2005](#)

## Evidence & Witness Testimony

The Select Committee held three witness sessions at which Members had the opportunity to receive testimony from local residents, the Metropolitan Police, Hillingdon Council officers and representatives of Ealing Council's alley gating team.

### Hillingdon residents

The first witness session, held on 15 February 2023, was attended by three local residents of Hillingdon East Ward who provided the Committee with an invaluable insight into their personal experiences of some of the Borough's older alley gating schemes. Hillingdon East Ward has a significant number of alleygating schemes so it represented a good area to seek feedback.

#### Positive feedback

Members were informed that the wide alley ways to the rear of properties to the east of Long Lane had previously been very susceptible to burglary and fly tipping, hence Chrysalis funding had been applied for and gates installed in the late 1990s / early 2000s. Further to their installation, it was reported that burglary numbers had reduced significantly.

Additionally, gates at Denecroft Crescent, Woodcroft Crescent and Grosvenor Crescent in Hillingdon East Ward had been installed in 2008 in response to problems with burglaries and fly tipping in the area. Other gates including those in Windsor Avenue and Burleigh Road had been installed two years later in 2010. The Committee was pleased to note that the installation of these gates had had a positive impact on the area.

Councillors heard that the Parkfield Avenue alley gating scheme had been introduced approximately 17 or 18 years previously in order to reduce burglary, fly tipping and drug use in the area; the results had been positive, and the issues previously experienced had reduced significantly.

#### Challenges encountered

Committee Members sought clarification as to the ways in which the current alley gating scheme could potentially be improved and how the Council could assist with this. It was confirmed that the main challenges experienced by residents centred on the following themes:

- ***Maintenance of alley gates***

The Committee was informed that maintenance issues tended to centre around damage to locks and gates; locks were ground off, broken, or removed, and gates sometimes dropped or needed to be re-set. All these repairs came at a cost to the maintenance funds, many of which were now dwindling. It was reported that gates were also sometimes left open or unlocked thereby

compromising the security of the residents. It was likely that some residents, particularly those new to the area, lacked understanding of the functioning of the alley gating scheme and the rules that applied thereto.

- ***Maintenance of up-to-date records***

The Select Committee heard that many of the residents who had originally been part of older schemes had since moved away. It was unclear who should assume responsibility for the maintenance funds and the upkeep of details relating to the alley gating schemes when key keepers moved out of the area.

In respect of the older alley gating schemes, it was affirmed that a paper-based system had been in use at the time. However, it was noted that the system had since been updated and officers now held a central list of all new schemes together with contact addresses for key holders.

- ***The handling of keys when people moved away / new people moved in***

Members were advised that, when a resident moved out of a gated area, ideally the keys to the gates would automatically be passed on to the new owner/occupier. However, it was acknowledged that this was not always the case and new residents were often obliged to ask a neighbour for a key to enable them to make their own copy. With the passage of time, the recutting of keys could lead to problems with broken locks or keys which failed to work.

- ***Access to bank accounts***

It was confirmed that, when a new alley gating scheme was set up, residents paid a sum of money into a maintenance account. However, inevitably the funds dwindled as the years progressed, and it was reported that, in one case, the bank account had now become dormant and inaccessible. It was noted that Nationwide no longer offered Treasurer's accounts and had ceased to do so in December 2022. However, other banks including Metro Bank, HSBC and Lloyds TSB continued to offer similar types of accounts.

## **Anti-Social Behaviour and the Reduction of Crime**

A second witness session, held on 15 March 2023, was attended by both Adam Stitson, the Council's Team Leader for Anti-Social Behaviour (ASB) and Environmental Protection, and Inspector Dan Lipinski of the Metropolitan Police Service (MPS).

### **The Anti-Social Behaviour Team**

Members were pleased to discover that alley gating schemes had resulted in a reduction in levels of certain crimes across the Borough, and that complaints about fly tipping and similar issues tended to reduce following the installation of alley gates. Nevertheless, it was noted that the effectiveness of alley gates was largely dependent on the compliance of residents in using them properly and ensuring they were locked at all times when not in use. Moreover, it was recognised that, the longer a scheme had been in operation, the more likely it was that problems would be



encountered as those residents responsible for coordinating keys moved out of the area.

It was confirmed that localities-based action was frequently undertaken by the Council to address reports of ASB in a given area and that, if successful, an alley gating scheme would not necessarily be required. Evidence was needed to be able to tackle instances of fly tipping and other crimes and identify the perpetrators. In these situations, the Council could write to all households in the area, but these generic communications tended to have limited effectiveness as they were impersonal and easy to ignore. The content of fly tipped rubbish was sometimes examined in an attempt to establish the identity of the perpetrator, but this would not happen in every instance. At times the waste collection service removed and disposed of the offending items before they could be examined.

Concern was expressed that problems with fly tipping in alleyways sometimes persisted despite the existence of alley gates; this then fell to the residents to resolve as it was effectively on private land. Members were reassured that, in such cases, officers would engage with residents to help them to resolve these issues themselves. If this were not possible, consideration could be given to the installation of CCTV to gather further evidence and identify perpetrators of large-scale fly tipping who might be linked to other instances in the Borough.

It was noted that there was a balance between expecting residents to deal with issues themselves and the responsibilities of the Council. The Council was reliant on residents involved in an alley gating scheme to cooperate and make the system work. The Council would offer residents information and advice rather than intervening, unless the fly tipping was on a very large scale.

The Select Committee heard that, whilst footage from the video doorbells of properties in the vicinity of an alley gate could be used to gather evidence in the event of a crime having taken place, it would not be feasible cost-wise for the Council to install a video doorbell on the gate itself as access to Wi-Fi would also be required. It was recommended that action taken needed to be risk and intelligence led and Inspector Lipinski confirmed that the Police routinely requested footage from neighbours' video doorbells during the cocooning process.

## **The Metropolitan Police (MPS)**

Members were informed that police interaction with the Council's ASB team was somewhat limited as the team was largely autonomous. However, the MPS worked with the ASB and Community Engagement teams when required to do so and undertook intelligence led patrols. The Design Out Crime team had significant expertise in identifying preventative measures that could be taken to address crime.

It was confirmed that, prior to the installation of a new alley gating scheme, the Council contacted the MPS through the relevant Safer Neighbourhood Team to establish whether the police had any concerns. It was reported that Safer Neighbourhood Team (SNT) officers were wholly supportive of alley gating schemes stating that they helped to reduce fly tipping and were very effective if the gates were kept locked when not in use.

Whilst the Council maintained a list of current alley gating schemes in Hillingdon, it was noted that, while more experienced police officers had an awareness of the scheme, junior officers would not necessarily be familiar with it. Where there was an issue, an MPS Design Out Crime Officer (DOCO) could be assigned to make crime prevention recommendations which could include alley-gating.

The Select Committee heard that incidences of crime were dependent on a myriad of factors. It was noted that areas which were cared for and well-kept were sometimes less likely to attract anti-social behaviour. The installation of alley gates gave the impression that residents in the area were security-conscious hence potential perpetrators of crime might decide to move on.

## Ealing Council

A third and final witness session which was held on 12 April 2023 afforded Committee Members an opportunity to receive evidence from representatives of neighbouring Ealing Council; namely Elleni Yangu, Gating Officer and Yasmin Basterfield, Safer Communities Team Leader.

Members were informed that Ealing's Alleyway Gating Scheme allowed residents to apply to have secure steel gates installed in private alleyways in an attempt to deter acts of anti-social behaviour and crime from taking place. The scheme was resident led and, once the gates had been installed, they became residents' responsibility to manage, fund and maintain. Alley gates were only gifted to residents on private land and in anti-social behaviour hotspots.

Ealing Council did not hold keys to any gates that were gifted to residents. Ownership and accountability by the residents and, in particular the lead resident, were promoted and expected. This fed into the long-term sustainability of schemes, with the additional benefit of often creating better networked communities of neighbours. Members were advised that records of key holders' details were retained for approximately one year after an application had been received; this information was deleted after a year for GDPR reasons. Ealing always used the same contractor and residents were referred to said contractor directly to obtain keys in the first instance.

With regards to bank accounts, Members were interested to learn that Ealing bore the full initial cost of providing alley gates in the Borough; thereafter ongoing maintenance costs were the sole responsibility of the residents. Generally, one lead resident would be responsible for setting up a bank account and it was reported that no known issues with frozen bank accounts had been experienced to date.

Councillors heard that, in Ealing, the consent of all homeowners was required prior to installation of alley gates. In cases where a resident, or residents, did not wish to consent, officers would contact them directly to establish why this was the case. If landlords were out of the country, the approval of managing agents or whoever was residing in the property would be sought.

Members were informed that cases where there had previously been high levels of anti-social behaviour prior to installation of alley gates were monitored. In one such case a significant reduction in burglary had been observed following installation of gates in a particularly problematic

area.

The Select Committee was interested to learn that Ealing Council had initiated a scheme whereby signs were installed on completed gating schemes to remind residents that the scheme was resident led and the gates belonged to them. Signage currently used by Ealing Council is attached as Appendix A to this report. It was confirmed that further information in relation to Ealing's alley gating scheme was viewable on the Council's website. <sup>7</sup>

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<sup>7</sup> [Alley gating | Alley gating | Ealing Council](#)

## The Committee's Findings

### General conclusions

Having heard from a variety of interested parties / partners (the Metropolitan Police, the Council's ASB and Community Engagement Teams, residents with personal experience of alley gating schemes in Hillingdon and representatives of Ealing Council) and having given due consideration to the entirety of the evidence presented to them, Councillors concluded that Hillingdon's alley gating scheme appeared to be operating efficiently at present.

It was apparent that the scheme had evolved considerably since its inception and had been modernised and adapted in recent years to better meet the needs of residents. Notwithstanding this, Members concluded that there were a few potential areas for improvement; notably in respect of scheme awareness and lead resident communications.

During their deliberations Members sought to focus primarily on the key challenges faced by residents and interested parties as identified during the review witness sessions, namely;

- ***Maintenance of alley gates / Scheme Awareness***

Whilst acknowledging that some residents had encountered significant challenges in relation to the ongoing maintenance of their alley gates, Members recalled that the Council's alley gating scheme was designed to be a self-help scheme whereby ultimate responsibility for the maintenance of the gates lay with the residents themselves. Notwithstanding this, Members welcomed the fact that, when specific issues arose in relation to certain schemes, Council officers would attempt to assist residents wherever possible. It was noted that any issues reported to the Council regarding alley gating schemes in the Borough would be responded to and, if appropriate, residents could be signposted to another service.

Members were pleased to note that a review of the older alley gating schemes in the Borough was being undertaken to establish whether any repairs were required or to highlight any other issues encountered by residents in relation to their gates. The introduction of a discretionary option agreed by the Cabinet Member to support the repair or refurbishment of gates where schemes had been successfully running for over 10 years was welcomed by the Committee. It was noted that residents could apply for this discretionary financial support and, if agreed, funding would be allocated on a 90/10 basis - 90% Chrysalis funding with a 10% contribution from residents.

The Select Committee acknowledged that, as highlighted by residents during the witness sessions, alley gates were occasionally being mismanaged and used incorrectly thereby compromising the security of residents. This was a matter of some concern, and it was deemed essential that residents be encouraged to keep the gates clear, closed and locked at all times when not in use.

Members observed that, at the start of the process, residents received a wealth of support and

guidance. Once the gates had been installed, however, it was recognised that there was often a high turnover of residents with people moving out, new tenants or owner/occupiers moving in and changes to the scheme. The Select Committee felt it would be helpful to consider ways in which residents could be better informed about the operation of their alley gating schemes, noting that some residents, particularly those who were new to the area, could potentially be unaware of the parameters and functionality of the scheme. To this end, Members indicated that they were supportive of a similar scheme to that recently introduced by officers at Ealing Council whereby additional signage was installed on alley gates to serve as a reminder to residents that their alley gating scheme was resident-led and to provide additional useful information in relation to it.

The Select Committee Members were pleased to note that an alley gating information pack was available to residents both on the Council's website <sup>8</sup> and in hardcopy. Councillors noted that the pack contained comprehensive information and guidance regarding the Council's alley gating scheme and the online information was regularly updated. Members felt it would be beneficial if the alley gating scheme could also be further promoted via the inclusion of an article in the Council's Hillingdon People magazine which was widely circulated to residents throughout the Borough.

- ***Keeping up-to-date records / lead resident communications***

Councillors recalled that, during the witness sessions, residents had indicated that an overarching organisation to keep records and assist in the running of the alley gating schemes would be invaluable. With regard to the older schemes, Members noted that a paper-based system had been in use at the time. However, in relation to the newer alley gating schemes in the Borough, the Committee welcomed the fact that the Council's recording systems had now been updated and officers held a central list of all new schemes together with contact addresses for key holders. The importance of ensuring that this information was kept up-to-date was highlighted by Members.

Members were pleased to learn that a database of keyholders had been set up; said keyholders would be contacted on an annual basis to check their contact details and verify whether they wished to continue to act as keyholder / lead resident. Members agreed that this annual communication would also be an ideal opportunity to establish whether residents were experiencing any issues with their gates which the Council could assist with and to arrange for low cost informational flyers to be sent out for circulation to any new neighbours. The Select Committee observed that it would also be beneficial to seek early feedback from residents in respect of any new alley gating schemes thereby ensuring that potential issues could be addressed in a timely manner.

- ***Access to bank accounts***

Councillors on the Select Committee noted the reported difficulties encountered by one resident in relation to his inability to access alley gating maintenance funds due to the bank account having become dormant. However, Members concluded that this appeared to be an unusual case. It was

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<sup>8</sup> [Secure your alleyway - Hillingdon Council](#)

acknowledged that it would unfortunately not be possible for officers to recommend a specific bank account which residents should use or oversee banking accounts on behalf of residents, but the Select Committee welcomed a review of the information currently on the Council's website to clarify this.

## The Committee's recommendations to Cabinet

Having received evidence from local residents and from officers during the review witness sessions, it became apparent to Members that some alley gates across the Borough were not being used correctly; it was possible that this misuse could be attributed to a lack of understanding of the scheme. Moreover, as the review progressed, it became evident that some residents, particularly those new to an alley-gated area, may not be fully aware that sole responsibility for the maintenance of their alley gates lay with the residents themselves.

Members indicated that they advocated Ealing Council's idea of installing signage on alley gates thereby furnishing residents with useful information as to how to use the gates to best effect and explaining that residents had ultimate responsibility for the maintenance of the gates. The Select Committee also felt it would be advisable to include contact details to enable residents to easily contact the Council should they wish to seek further clarification about the scheme in general.

On that basis, it is recommended:

**1**

### **Scheme awareness**

**That updated signs be installed on all alley gates to include the following information:**

- a) that residents must keep the gates clear and closed when not in use;**
- b) that residents are responsible for maintenance of the gates; and**
- c) providing a Council contact email / website address where residents can access further details about the scheme in general.**

Another initiative proposed by the Select Committee related to the inclusion of an article in Hillingdon People magazine, noting that this flagship Council communication was delivered to homes across the Borough every two months and had a wide readership, hence was an invaluable source of helpful information to residents. It was felt that the suggested article would provide a useful opportunity to raise awareness of Hillingdon's alley gating scheme; both for those residents in alley-gated areas and for other residents across the Borough who may be unaware of the existence of the scheme.

On that basis, it is recommended:

**2**

### **Scheme awareness**

**That the alley gating scheme be promoted in Hillingdon People.**

During the witness sessions, Members of the Select Committee welcomed the fact that Hillingdon Council officers already communicated with lead residents / keyholders of each alley gating scheme on an annual basis. It was suggested that this correspondence would also provide a useful opportunity for officers to invite residents to air any difficulties or challenges they were experiencing in relation to their alley gates and to raise any concerns they may have in respect of antisocial behaviour which the Council could potentially assist with. Noting the aforementioned potential lack of awareness of the scheme, particularly amongst those residents new to an area, it was also felt it would be beneficial to use this communication tool as an opportunity to make arrangements with lead petitioners for simple low-cost flyers to be circulated to any new residents in the alley-gated area.

On that basis, it is recommended:

**3**

**Lead resident communications**

**That, when sending its annual emails to verify the lead resident of each alley gating scheme, the Council's expands this communication:**

- **to include a review of any issues with the gates and any ASB which the Council could potentially assist with; and**
- **to arrange to send the lead resident a batch of flyers (after verification) to be dropped through letter boxes informing any new neighbours about the alley gating scheme in their area.**

In addition to the above-mentioned annual communication with lead residents, Councillors recommended that, following the installation of any new alley gating schemes, it would also be advisable for officers to actively seek feedback in relation to the new schemes, thereby enabling them to address, in a timely manner, any potential areas of difficulty experienced by residents.

On that basis, it is recommended:

**4**

**Lead resident communications**

**That, in addition to the annual check, for brand new alley gating schemes officers seek feedback from the lead resident six months after the gate has been installed.**



## About the review - witnesses and activity

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

1. to gain a thorough understanding of the Council's current alley gating scheme and what it entails;
1. to scrutinise a service that was established some 17 years ago and review its effectiveness;
2. 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;
3. to look at other local authorities and housing organisations that have established similar schemes for any best practice;
4. To review the success of older gating schemes in the Borough and explore if there are challenges faced by residents; and
5. subject to the Committee's findings, to make any conclusions, propose actions, service and policy recommendations to the decision-making Cabinet.

### Witnesses

1. Helena Webster, Community Engagement and Town Improvement Manager – LBH
2. Neil O'Connor, Community Engagement Project Officer – LBH
3. Natasha Norton, Community Engagement Project Officer – LBH
4. Adam Stitson, Team Leader for Anti-Social Behaviour (ASB) and Environmental Protection – LBH
5. Inspector Dan Lipinski, The Metropolitan Police
6. Jane Turnbull, Chair of Oak Farm Residents' Association (OFRA)
7. Paulette McGowan, Lead Resident for various alley gating schemes in Hillingdon East
8. Raj Jhuti, local resident in an alley gated area of Hillingdon East
9. Ellen Yiangu, Gating Officer – Ealing Council
10. Yasmin Basterfield, Safer Communities Team Leader – Ealing Council

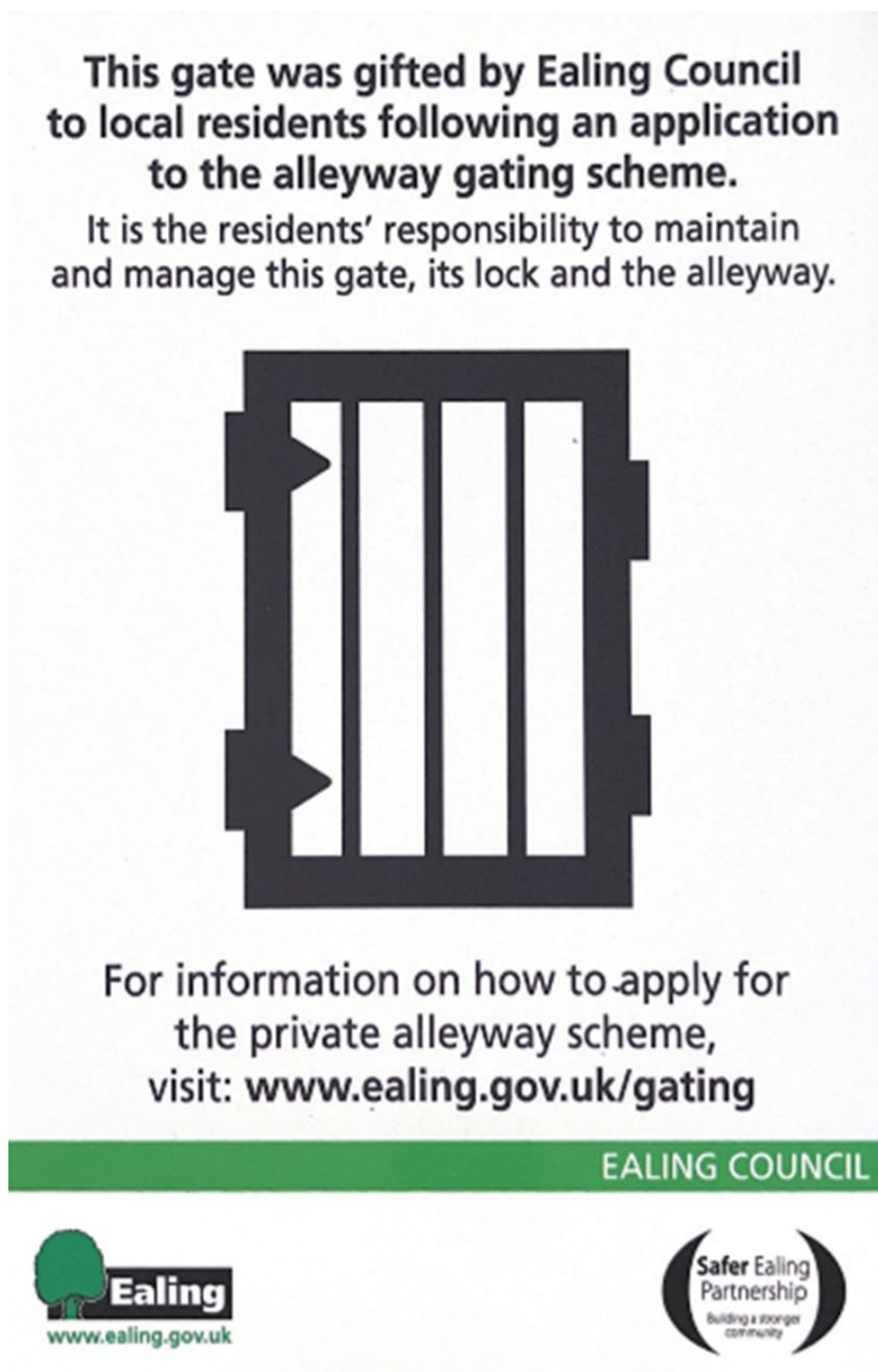


## References

- 1 College of Policing (narrative prepared by UCL Jill Dando Institute and co-funded by the College of Policing and the Economic and Social Research Council (ESRC), 16 March 2016 - [research paper by the College of Policing](#))
- 2 'Alley-gating revisited: The Sustainability of Residents' Satisfaction?' by Rachel Armitage and Hannah Smithson (Internet Journal of Criminology 2007)
- 3 'Alley-gates: Preventing Crime or Isolating Communities?' by Dr Colin Rogers, (Police Sciences Division, University of Glamorgan), Centre for Crime and Justice, Paper Number 69, Autumn 2007
- 4 Explanatory Memorandum to the Highways Act 1980 (Gating Orders) (England) Regulations 2006 No. 537
- 5 Countryside and Rights of Way Act 2000 (CROW Act 2000)
- 6 CROW Act 2000
- 7 (Sections 129A to 129G of the Highways Act 1980) introduced by section 2 of the Clean Neighbourhoods and Environment Act 2005
- 8 [Alley gating | Alley gating | Ealing Council](#)
- 9 [Alley gating scheme - Hillingdon Council](#)

## Appendices

**Appendix A – Ealing Council Signage used to provide residents with information in relation to their alley gating schemes.**



## RESIDENTS' SERVICES SELECT COMMITTEE - CABINET FORWARD PLAN

<b>Committee name</b>	Residents' Services Select Committee
<b>Officer reporting</b>	Liz Penny, Democratic Services Officer
<b>Papers with report</b>	Appendix A – Latest Forward Plan
<b>Ward</b>	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	<b>To provide specific comments to be included in a future Cabinet or Cabinet Member report on matters within its remit.</b>	<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	<b>To request further information on future reports listed under its remit.</b>	<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	<b>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.</b>	<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	<b>To identify a forthcoming report that may merit a post-decision review at a later Select Committee meeting</b>	<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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Scheduled Upcoming Decisions		Further details	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)
SI = Standard Item each month/regularly Council Directorates: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services										
Cabinet meeting - Thursday 12 October 2023 (report deadline 25 September)										
163	The Provision of Veterinary Services at the Imported Food Office on behalf of the Council	Cabinet will be asked to consider a single tender for the provision of Veterinary Services at the Imported Food Office on behalf of the Council for a two-year period from 1 April 2024.	N/A		Cllr Eddie Lavery - Residents' Services	Residents' Services	P / R - Samantha Doherty / Allison Mayo		NEW ITEM	Private (3)
124	Proposed decommissioning of two sheltered housing schemes	Cabinet will consider proposals for the decommissioning of Yiewsley Court and The Gouldings, Uxbridge and to change the use of these two sheltered housing schemes for use as short-life accommodation. This follows consultation with residents affected.	Uxbridge, Yiewsley		Cllr Eddie Lavery - Residents' Services	Residents' Services	P - Rod Smith	Consultation & Petition Heard on 19 January 2023		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
136	Provision of recycling and refuse sacks to the London Borough of Hillingdon	Cabinet will be asked to consider a single tender for the provision of refuse and recycling sacks to the Council for a period of 12 months from 1st October 2023.	N/A		Cllr Eddie Lavery - Residents' Services	Residents' Services	P - Anna Humphries / Allison Mayo			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	C - Democratic Services			Public
Cabinet Member Decisions expected - October 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	C - Democratic Services	Various		Public
Cabinet meeting - Thursday 9 November 2023 (report deadline 23 October)										

Ref	Scheduled Upcoming Decisions	Further details	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)
SI = Standard Item each month/regularly      Council Directorates: AS = Adult Services & Health   P = Place   C = Central Services   R = Resources   CS= Children's Services										
153	London Borough of Hillingdon Smoke Control Order	The Environment Act 2021 brings in new powers for Councils to enact Smoke Control Orders to include all waterways. The Council may enforce against persons using unapproved burners and may enforce against businesses selling unapproved fuels. Cabinet will be requested to - 1) Revoke all previous versions of Smoke Control Orders 2) Approve new Smoke Control Order for whole borough and all waterways	All		Cllr Eddie Lavery - Residents' Services	Residents' Services	P - Stephanie Waterford / Christopher Davis		NEW ITEM	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	C - 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	C - Democratic Services	TBC		Public
Cabinet Member Decisions expected - November 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	C - Democratic Services	Various		Public
Cabinet meeting - Thursday 14 December 2023 (report deadline 27 November)										
139a	Homelessness Strategy, Allocation Policy and Private Sector Placement Policy Consultation Drafts & Tenancy Strategy and Policy	Cabinet will consider for public consultation some key housing related policies. These are the Homelessness Strategy, the Housing Allocation Policy on how social housing is allocated to those on the housing register, along with the Council's policy on placing tenants in temporary accommodation and private rented accommodation. Cabinet will also consider the Council's Tenancy Strategy and policies which respectively provides guidance to registered social housing providers and sets out the approach to allocating and managing social housing tenancies.	All		Cllr Eddie Lavery - Residents' Services	Residents' Services	P - Debbie Weller	Public consultation / Select Committee		Public
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



Ref	Scheduled Upcoming Decisions		Further details	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)
	SI = Standard Item each month/regularly    Council Directorates: AS = Adult Services & Health   P = Place   C = Central Services   R = Resources   CS= Children's Services										
110a	The Council's Budget - Medium Term Financial Forecast 2024/25 - 2028/29 (BUDGET FRAMEWORK)	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 - 22 February 2024	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	C - 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	C - Democratic Services	TBC			Public
Cabinet Member Decisions expected - December 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	C - Democratic Services	Various			Public
Cabinet meeting - Thursday 11 January 2024 (report deadline 11 December 2023)											
146	Residential Landlord, Shared Ownership and Mortgaged Properties Buildings Insurance Scheme Contract Award	The existing short-term Residential Landlord, Shared Ownership and Mortgaged Properties Buildings Insurance Scheme contract managed by Housing expires on 1st April 2024. This report seeks Cabinet approval for new contracting arrangements beyond this date for a long-term agreement. The required statutory consultation will take place as per relevant regulations, including a first stage consultation in July/August and second stage consultation in November 2023, following the results of the procurement exercise.	N/A		Cllr Eddie Lavery - Residents' Services / Cllr Martin Goddard - Finance	Residents' Services	P / R - Rod Smith / Trudie Eldriny				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	C - 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	C - Democratic Services	TBC			Public
Cabinet Member Decisions expected - January 2024											

Ref	Scheduled Upcoming Decisions	Further details	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)
SI = Standard Item each month/regularly    Council Directorates: AS = Adult Services & Health   P = Place   C = Central Services   R = Resources   CS= Children's Services										
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	C - Democratic Services	Various		Public
Cabinet meeting - Thursday 15 February 2024 (report deadline 29 January)										
110a	The Council's Budget - Medium Term Financial Forecast 2024/25 - 2028/29 (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 2024/25 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 - 22 February 2024	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 2024										
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 21 March 2024 (report deadline 4 March)										
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 2024										
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 18 April 2024 (report deadline 1 April)										

<div> <div>Scheduled Upcoming Decisions</div> <div>Further details</div> </div>			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)
			SI = Standard Item each month/regularly    Council Directorates: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services							
139b	<b>Homelessness Strategy, Allocation Policy and Private Sector Placement Policy, Tenancy Strategy and Tenancy Policy</b>	Following public consultation, Cabinet will consider the responses and then make a decision regarding various key housing related policies. These are the Homelessness Strategy, the Housing Allocation Policy on how social housing is allocated to those on the housing register, along with the Council's policy on placing tenants in temporary accommodation and private rented accommodation. Cabinet will also consider the Council's Tenancy Strategy and Policy which provides guidance to registered social housing providers and sets out the approach to allocating and managing social housing tenancies, respectively.	All		Cllr Eddie Lavery - Residents' Services	Residents' Services	P - Debbie Weller	Public consultation / Select Committee		Public
SI	<b>Public Preview of matters to be considered in private</b>	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	C - Democratic Services			Public
SI	<b>Reports from Select Committees</b>	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	Various		All	TBC	C - Democratic Services	Various		Public
<b>Cabinet Member Decisions expected - April 2024</b>										
SI	<b>Standard Items taken each month by the Cabinet Member</b>	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	C - Democratic Services	Various		Public
<b>CABINET MEMBER DECISIONS: Standard Items (SI) that may be considered each month</b>										
SI	<b>Urgent Cabinet-level decisions &amp; interim decision-making (including emergency decisions)</b>	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	C - Democratic Services	TBC		Public / Private
SI	<b>Release of Capital Funds</b>	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)

<div> <div>Scheduled Upcoming Decisions</div> <div>Further details</div> </div>			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)
SI = Standard Item each month/regularly    Council Directorates: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services										
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	C - 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)
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 may impact upon the Borough	A standard item to capture any emerging consultations from Government, the GLA or other public bodies and institutions that will impact upon the Borough. Where the deadline to respond cannot be met by the date of the Cabinet meeting, the Constitution allows the Cabinet Member to sign-off the response.	TBC		All	TBC	various			Public

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## RESIDENTS' SERVICES SELECT COMMITTEE - WORK PROGRAMME

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

1. 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
14 June 2023	CR5
19 July 2023	CR6
26 September 2023	CR6
25 October 2023	CR5
29 November 2023	CR5
16 January 2024	CR5
13 February 2024	CR5
13 March 2024	CR5
10 April 2024	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, Hillingdon Fire Station and Breakspear Crematorium.

### 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.

MULTI-YEAR WORK  
PROGRAMME 2022 - 2026

2023/24													
Residents' Services Select Committee	May No meeting	June 14	July 19 - Cancelled	August No meeting	September 26	October 25	November 29	January 16	February 13	March 13	April 10	May	Nov
<b>Review: TBC</b> Topic selection / scoping stage Witness / evidence / consultation stage Findings, conclusions and recommendations Final review report agreement Target Cabinet reporting							Topic Selection	Scoping Report		Witness Session	Witness Session	Findings	Final report
<b>IN PROGRESS: Major Review: Alleygating</b> Topic selection / scoping stage Witness / evidence / consultation stage Findings, conclusions and recommendations Final review report agreement Target Cabinet reporting		Findings			Final report								
<b>Regular service &amp; performance monitoring</b> CIL Expenditure Monitoring - Annual Report & S106 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	X	X		X
<b>One-off information items</b> 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 Public Spaces Protection Orders Housing Living Standards - death of Awaab Ishak Library Strategy / Future of Harlington Library Locata - Live Demonstration Monitoring of Master Plan for Uxbridge (Council Strategy) Weed Spraying Resident usage of new digital system to report ASB & impact of increased fees on fly tipping							X						
		X						X					
		X											
		X											
						X			X		X		
								X					
<b>Crime &amp; Disorder - Statutory Scrutiny (themed)</b> Safer Hillingdon Partnership Development Safer Hillingdon Partnership Performance Safer Hillingdon Partnership Performance &Theme 2 - TBC SHP Performance - Casey review / actions to address concerns					X					X			
<b>Past review delivery</b> Review of Alley Gating													X
<b>Internal use only</b> Date deadline confirmed to report authors Report deadline Agenda publication date		2 Jun 6 Jun	7 Jul 11 Jul		15 Sep 18 Sep	13 Oct 17 Oct	17 Nov 21 Nov	5 Jan 8 Jan	2 Feb 5 Feb	1 Mar 5 Mar	29 Mar 2 Apr		

Committee Site Visits (dates tbc)	
<del>CCTV Control Room, Civic Centre (25 July 2022)</del>	
Uxbridge and West Drayton Leisure Centre	
<del>Harlington Road Depot (28 September 2022)</del>	
<del>Weed Killing Contractor (6 June 2023)</del>	
<del>Heathrow Airport (Imported Food Office) (4 October 2022)</del>	
Noise Team	
<del>Hillingdon Fire Station (7 December 2022)</del>	
Graffiti Removal	
<del>Breakspear Crematorium (25 January 2023)</del>	
Harefield and Yiewsley Civic Amenity Sites	
Traffic wardens	
Trinity Homeless / the Big Sleep Out - Nov / Dec 2023	
Canal Visit - 1 November 2023 (tbc)	
Abandoned Vehicles	
<del>The Battle of Britain Bunker (26 July 2023 at 6pm)</del>	
Building Control	
Planning Enforcement	
HS2 Site Visit	
Roadside Drain cleaning vehicles	

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