



HILLINGDON
LONDON



Residents' Services Select Committee

Councillors on the Committee

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

Date: WEDNESDAY, 13 MARCH
2024

Time: 7.00 PM

Venue: COMMITTEE ROOM 5 -
CIVIC CENTRE

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

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Contact: Liz Penny, Democratic Services
Officer

Email: 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

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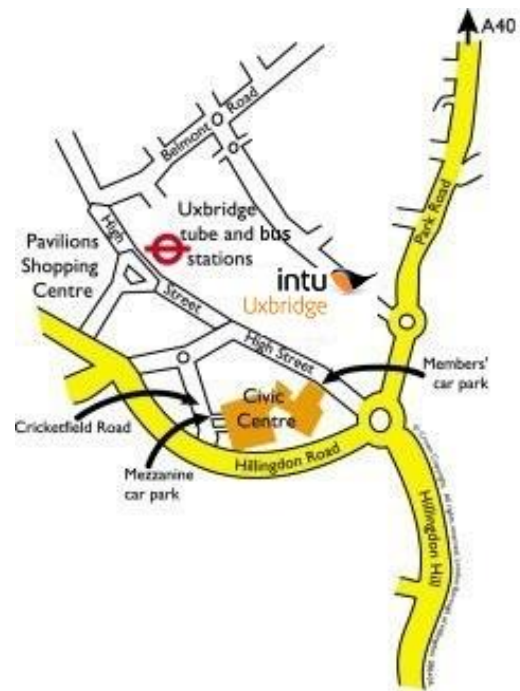
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Terms of Reference

Residents' Services Select Committee

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

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

Statutory Crime and Disorder Scrutiny

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

Cross-cutting topics

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

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

Agenda

- 1 Apologies for Absence
- 2 Declarations of interest in matters coming before this meeting
- 3 To receive the minutes of the previous meeting 1 - 6
- 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 Review of Homeless Prevention & the Customer Journey - Witness Session 1 Report to follow
- 6 Crime & Disorder Scrutiny: Safer Hillingdon Partnership Performance Update 7 - 80
- 7 Tree Planting 81 - 84
- 8 Strategic Climate Action Plan 85 - 104
- 9 Forward Plan 105 - 116
- 10 Work Programme 117 - 120

Minutes

RESIDENTS' SERVICES SELECT COMMITTEE

13 February 2024



HILLINGDON
LONDON

Meeting held at Committee Room 5 - Civic Centre

	<p>Committee Members Present: Councillors Wayne Bridges (Chair), Colleen Sullivan (Vice-Chair), Scott Farley (Opposition Lead), Janet Gardner, Ekta Gohil, Sital Punja and Peter Smallwood</p> <p>Others Present: Melissa Blower - Housing Project Manager Julia Johnson – Director of Planning, Regeneration & Environment Liz Penny – Democratic Services Officer Ian Thynne – Head of Environmental Specialists</p>
47.	<p>APOLOGIES FOR ABSENCE (<i>Agenda Item 1</i>)</p> <p>There were no apologies for absence.</p>
48.	<p>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING (<i>Agenda Item 2</i>)</p> <p>None.</p>
49.	<p>TO RECEIVE THE MINUTES OF THE PREVIOUS MEETING (<i>Agenda Item 3</i>)</p> <p>RESOLVED: That the minutes of the meeting dated 16 January 2024 be agreed as an accurate record.</p>
50.	<p>TO CONFIRM THAT THE ITEMS OF BUSINESS MARKED AS PART I WILL BE CONSIDERED IN PUBLIC AND THOSE MARKED PART II WILL BE CONSIDERED IN PRIVATE (<i>Agenda Item 4</i>)</p> <p>It was confirmed that all items of business were in Part I and would be considered in public.</p>
51.	<p>PROPOSED REVIEW OF HOMELESS PREVENTION & THE CUSTOMER JOURNEY - SCOPING REPORT (<i>Agenda Item 5</i>)</p> <p>Melissa Blower, Housing Project Manager, presented the Scoping Report. It was confirmed that the Select Committee had agreed to focus on the Customer Journey i.e. how customers were supported as they moved through the process. Members heard that customer feedback and best practice would be considered as part of the review. On completion of the review, conclusions and recommendations would be agreed by the Select Committee prior to being submitted to Cabinet for consideration.</p> <p>Members welcomed the review topic and agreed the Scoping Report subject to a number of minor amendments:</p> <ol style="list-style-type: none"> 1. It was recommended that a witness representing Olympic House Housing and

Homeless Shelter in Uxbridge, be invited to participate in the review; and,

2. Given the significant impact of housing difficulties on the mental health of local residents, it was further recommended that social prescribers be invited to attend as witnesses to the review. It was noted that a large number of witnesses were proposed in the current Scoping Report hence an additional witness session may be required.

Councillors observed that some witnesses may be reluctant to attend a Select Committee meeting to address Members in a formal setting. It was suggested that written representations could be made in lieu of attendance. Alternatively, an informal meeting or a small private meeting with Councillors could be arranged elsewhere as this would be less daunting. A Councillor site visit to Housing Reception was also proposed.

Members noted that DLUHC (Department of Levelling Up, Housing and Communities) had just published a commissioned report on the London Plan and had made recommendations regarding Housing. It was confirmed that the scope of said report would be included in ongoing plans for Hillingdon in the future.

In response to further questions from the Committee in respect of training, it was confirmed that a training matrix would identify gaps in training so these could be addressed. Customer feedback and case reviews would further inform training plans in the future. Members were informed that customer feedback would focus on customer satisfaction and experience rather than on the outcome of their request for housing assistance. Feedback would be gathered at the end of the customer journey.

RESOLVED: That the Select Committee considered and agreed the scoping report to initiative the review subject to the inclusion of witnesses representing Olympic House and social prescribers.

52. **COMMUNITY INFRASTRUCTURE LEVY AND S106 MONITORING - ANNUAL REPORT** (*Agenda Item 6*)

Having authored the report in the agenda pack, Julia Johnson, Director of Planning, Regeneration and Environment, was in attendance to respond to questions from the Committee.

Members referenced paragraph 11, page 21 of the pack which referred to the neighbourhood portion of the Community Infrastructure Levy (CIL) and the requirement to engage with communities where development had taken place to agree on how best to spend the neighbourhood funding. Members sought clarification as to what more could be done to carry out boroughwide community engagement. It was confirmed that all community groups could apply for Chrysalis funding through the Council's website which was then allocated on an annual basis.

In relation to the £6.45 million Hillingdon CIL spend allocated to fund the new West Drayton Leisure Centre (paragraph 13, page 21), Councillors enquired how much of this CIL funding had been generated in West Drayton in the last 3 years and how much had come from Hayes developments. The Director of Planning, Regeneration and Environment agreed to check this and provide the information outside of the meeting.

The Committee was pleased to note that spending on projects in the south of the

Borough had exceeded that in the north – this was a good news story. However, it was noted that the information in the report did not specify where the allocated money had come from in each case. It was difficult to scrutinise the matter effectively without these details. Members were informed that statutory requirements in terms of the information required to be published had been met. Further details of specific funding allocations would be included in Cabinet Member reports on an ad hoc basis. Appendix 4 of the Infrastructure Funding Statement (page 59 of the agenda pack) listed all the S106 financial covenants secured in 2022/23. The information was by planning application reference. It was agreed that the addition of addresses would be useful – this information was available and would be requested for future reports.

Members noted that the Council could charge a 5% administration fee and enquired why TfL was only being charged 4% at present. It was confirmed that the Borough took 4% and the remaining 1% was paid to TfL.

RESOLVED: That the Committee noted and commented on the information presented within the report.

53. **LOCAL FLOOD RISK MANAGEMENT STRATEGY** (*Agenda Item 7*)

Ian Thynne, Head of Environmental Specialists, had authored the Local Flood Risk Management Strategy report and was in attendance to answer questions from the Committee.

At the request of Members, it was agreed that the finalised Strategy would be brought before the Select Committee again at a later date once the consultation period had concluded. Democratic Services would add this to the Work Programme. It was also agreed that details of the obligations of the Fire Service, the Police and the Council in respect of flooding would be incorporated into the Strategy as this information was currently missing.

Members noted that, since the flooding in 2016, the number of permeable areas in Hillingdon had reduced significantly. It was confirmed that a section in the Local Flood Risk Management Strategy sought to encourage residents to understand their role in the management of flooding and the importance of maintaining gardens and limiting impermeable paving areas. Another part of the Flood and Water Management Act which was likely to be enacted at the end of 2024 would incorporate a separate planning process for all developers obliging them to demonstrate the use of Sustainable Drainage Systems (SuDS).

In response to further questions from the Committee, it was confirmed that the asset register was constantly under review and regularly updated. It would be reviewed again at the end of the consultation period.

Members sought clarification regarding staffing noting that it was difficult to recruit staff with the appropriate level of expertise. The Committee was advised that recruitment was underway to fill the two posts currently vacant. Some promising candidates had applied, and interviews would be held in the near future. In the meantime, consultants had been employed to bridge the gap.

The Committee was informed that officers worked closely with Cllr Patel of Harrow Council to discuss Hillingdon's ongoing relationship with Thames Regional Flood and Coastal Committee. With regard to how Hillingdon was getting third party funding for

natural flood management projects that the Council was entitled to as part of that Committee across NW London and beyond, Members heard that officers had made good headway with a number of projects across the Borough as listed in the Strategy. The Council was performing well in terms of project delivery and was adept at accessing funding from the Environment Agency. Three or four more bids would be going in shortly and there were currently eight or nine projects underway.

In response to concerns raised by the Committee, it was clarified that officers were predominantly concerned with preventing flooding from affecting communities and were exploring natural flood management techniques, such as allowing green spaces to flood for positive reasons. The potential impact of floods on wildlife was recognised but did not constitute a major part of the current Strategy. It was explained that most wildlife could adapt to short-term flooding, and the focus was therefore on preventing long-term impacts on communities.

Members heard that the Strategy had been launched on 22 January 2024 and had initially been promoted through the Communications team on the Council's website and via social media. Further details would be provided to Members outside of the Committee. Residents' associations had also been contacted by email. A review would be scheduled for the week commencing 19 February to consider the responses to the consultation thus far. The aim was to encourage people to engage with the process. The consultation period was not set in stone and, with the Cabinet Member's agreement, could be extended if necessary.

Members sought further clarification regarding engagement with flood action groups (flags) and community groups. It was confirmed that officers were trying to balance their resources between assisting flood action groups and delivering projects. The Strategy proposed quarterly meetings with flags, but they would also be expected to meet independently on a more regular basis – the aim was to encourage communities to empower themselves. If the resource could be brought in-house, this matter would be explored in more detail.

Councillors raised concerns about issues with sewage and sewers in their wards and the difficulties residents faced when trying to contact Thames Water. Officers acknowledged these concerns and confirmed that they were trying to build a better relationship with Thames Water. The Council put pressure on Thames Water as much as possible and aimed to formalise the arrangements with them. As part of the flags, attempts were being made to get more representation from Thames Water in the community, but this was challenging. The projects undertaken by the Council aimed to try to stop the flooding before it reached Thames Water, for example by holding water back within the Council's network. It was acknowledged that the role of the local flood authority was to try and bring all parties together to achieve a more collaborative way of working. This was what the Strategy set out to do - good progress had been made but there was still work to be done both with Thames Water and with local communities. The Strategy would be reviewed annually and residents would be kept informed of progress.

Members enquired how the Environment Agency and Thames Water could be held to account. It was confirmed that the Environment Agency was the main source of funding for most of the work undertaken by the Council. Officers sought to bring all parties together to manage flood water as best they could.

The Committee noted that flooding did not affect everyone. However, it was pointed out that all residents used the roads, drains, and sewers, hence it was important to address all communities across the Borough, not just those with residents' associations. Members heard that approximately 40,000 properties were at risk of surface water flooding within the Borough. Projects were located where the risk was greatest and were not necessarily undertaken in response to requests put forward by resident associations or concerns raised by flags. It was hoped that, in the future, more community groups would come together to talk about risk

	<p>management and highlight their concerns to the Council.</p> <p>Councillors expressed their concerns regarding the issue of frequent flooding in Dawley Road, Hayes and enquired what residents could do in these circumstances. It was explained that the root of the problem lay with Thames Water sewers whose statutory requirement it was to manage the drainage network. New sewers had a higher specification and increased capacity, while older sewers had reduced capacity hence could only manage what they had originally been designed to do. Where possible, Council officers would attempt to stop the water getting into the sewers in the first place – such a project was currently underway in Hayes End. In response to further questions from the Committee, it was confirmed that Section 106 money was collected to make a development appropriate and policy compliant and would not normally be used to solve an existing problem.</p> <p>Members asked about the pressure that could be applied by the Council and the levers they had at their disposal. It was confirmed that the Council did not have any enforcement powers hence worked more collaboratively, relying on goodwill to some extent. Members were advised that they could contact the Head of Environmental Specialists in the first instance with any concerns. Officers would then approach Thames Water to establish a course of action. It was acknowledged that this was not the ideal way of working and the Strategy aimed to reformulate the way the Council worked with its partners.</p> <p>It was explained that, in planning terms, when new developments came into the system, there was a requirement for them to manage their own surface water drainage system to a runoff rate. Rainfall was expected to run off at a controlled and restrictive rate.</p> <p>RESOLVED: That the Residents’ Services Select Committee noted the content of the Strategy.</p>
54.	<p>FORWARD PLAN (<i>Agenda Item 8</i>)</p> <p>RESOLVED: That the Forward Plan be noted.</p>
55.	<p>WORK PROGRAMME (<i>Agenda Item 9</i>)</p> <p>A change to the date of the Residents’ Services Select Committee’s April meeting was noted. It was confirmed that the meeting was due to be held on 16 April rather than on 10 April. This had been incorrectly recorded on page 127 of the pack.</p> <p>A site visit to Botwell Leisure Centre was due to be held on Tuesday 27 February at 6pm.</p> <p>RESOLVED: That the Work Programme be noted.</p>
	<p>The meeting, which commenced at 7.00 pm, closed at 7.58 pm.</p>

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. 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 REPORT

Committee name	Residents’ Services Select Committee
Officer reporting	Richard Webb, Director of Community Safety and Enforcement
Papers with report	Appendix A – Safer Hillingdon Partnership Dashboard Appendix B – Hillingdon Serious Violence Strategy Appendix C – Domestic Abuse Strategy
Ward	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 on the work of the Safer Hillingdon Partnership, as the statutory community safety partnership for the Borough.

In January 2023, the Police, Crime, Sentencing and Courts Act 2022 introduced a serious violence duty on specified responsible authorities. One of the duties is to identify an appropriate partnership forum to have responsibility for the collective response to serious violence. In London, Borough Community Safety Partnerships have assumed that responsibility. This report provides a summary of the Safer Hillingdon Partnership’s work to meet the new serious violence duties.

RECOMMENDATION

That the Residents’ Services Select Committee notes the contents of the reports 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

The Director of Community Safety and Enforcement for Hillingdon Council will attend the meeting to receive questions. The Council’s Safer Communities Team facilitates the Safer Hillingdon Partnership.

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. Appendix A of this report includes the last dashboard for the period of the partnership strategy, showing how relevant

indicators changed in 2022/23.

In December 2023 the partnership agreed new priorities for 2024. Those priorities are-

- 1) Violence Against Women and Girls (VAWG), including domestic abuse.
- 2) Combatting drugs (from a community safety perspective).
- 3) Anti-Social Behaviour.
- 4) Other violent crime including meeting the serious violence duty and knife crime.

In determining the priorities for the partnership it was agreed that disproportionality should also be a focus of the partnership plans for each priority.

Work is now progressing to develop a new overarching community safety strategy for the partnership and delivery plans reflecting how the partnership members will work together to improve our response to the agreed community safety priorities. As part of preparing these delivery plans, a new partnership dashboard will be developed to reflect measures which the partnership will use to monitor progress against the plans and the impact of activity relating to these priorities.

Serious Violence

The new serious violence duties came into force in January 2023. The organisations who are subject to these duties are Local Authorities, the Police, Youth Offending Teams, Integrated Care Boards and Local Health Boards, Probation Services and Fire and Rescue Authorities. The duty applies equally to all duty holders and the neither the Act nor the supporting guidance specifies who should lead the activity required to meet the duty requirements. The Crime and Disorder Act 1998 has been amended to make preventing and reducing Serious Violence a statutory requirement for Community Safety Partnerships.

Across London, a definition of 'serious violence' has been agreed to ensure a consistent focus across the strategies implemented by London Borough Community Safety Partnerships. This London definition of serious violence is-

"Any violence and exploitation affecting young people under the age of 25, domestic abuse, and sexual violence. Within the context of these types of violence, it encompasses homicide, grievous bodily harm, actual bodily harm, rape, assault by penetration, sexual assault, personal robbery, threats to kill and violence against property caused during the commission of one of these offences.

Domestic abuse is as defined in the Domestic Abuse Act 2021."

The main serious violence duties applying to responsible authorities are to:

- a) Establish the local 'strategic needs assessment' which seeks to identify the drivers of serious violence acting in the local area and the cohorts of people most affected or at risk.
- b) Prepare, publish and implement a strategy to prevent and reduce serious violence in the area. This strategy should outline the multi-agency response that the partnership will take to address the drivers identified in the strategic needs assessment and the activity taking to prevent and reduce serious violence in the local area.
- c) Review and update the strategy on at least an annual basis. The review should specifically consider how the interventions and solutions have impacted on serious violence within the area.

During 2023 a serious violence needs assessment was prepared for the partnership. In common with other areas, the data available for this assessment lacked some of the detail required to ensure

we have a robust understanding of the nature of serious violence in the Borough, the causes and drivers of that violence and the persons most at risk. Therefore, it was agreed that further work to finalise our collective understanding of serious violence in Hillingdon is needed in 2024.

In January 2024 the partnership agreed the first serious violence strategy for Hillingdon. This is included in Appendix B. The strategy reflects our initial priorities for preventing and reducing serious violence, namely:

- 1) To finalise our shared understanding of the causes and drivers of serious violence in Hillingdon, the people and communities most at risk of becoming victims or being drawn into violence and the services which contribute to tackling violence.
- 2) To engage communities in co-designing our further response to serious violence.
- 3) Using our improved understanding and insight, to build on our existing work to ensure a comprehensive response at primary, secondary and tertiary prevention levels and including establishing robust learning process for serious incidents.
- 4) To establish a monthly Hillingdon problem solving process to ensure resources are being utilised to achieve the greatest impact.

It is anticipated that the strategy will be updated for 2025 to reflect the development work that needs to be undertaken on our response to serious violence as reflected in these priorities. In particular, the update will need to reflect community involvement in codesigning the future approach and services which will have the biggest impact on serious violence in the Borough.

Safer Hillingdon Partnership Sub-Groups

There are currently three sub-groups which report to the Safer Hillingdon Partnership. These are the Domestic Abuse Steering Executive, Combatting Drugs and Alcohol Partnership and Prevent Partnership Board.

In 2023, a new Domestic Abuse Strategy was developed by the Domestic Abuse Steering Executive (DASE) and adopted for Hillingdon. This strategy is included in Appendix C.

This new Domestic Abuse Strategy includes the DASE vision for Hillingdon to be an area in which no form of domestic abuse is tolerated and where victims and their children know how and where to get the help they need. The priorities set out in the strategy are:

- Priority 1 - Prevention and early intervention.
- Priority 2 - Provision of services which provide protection and support.
- Priority 3 - Pursuing perpetrators and supporting perpetrators to address their behaviour.
- Priority 4 - Partnership working to ensure a coordinated community response.

In support of these priorities, two new programmes are being established in Hillingdon. The IRIS (Identification and Referral to Increase Safety) initiative is a training programme for staff in general practice surgeries to provide the support which enables staff in those surgeries to better identify and support/signpost women experiencing domestic violence to wider support services. Ultimately, IRIS aims to improve the health care response to domestic violence and abuse. This programme is now being implemented in Hillingdon.

The second initiative being implemented is the DRIVE programme. This programme challenges the behaviour of high risk, high harm perpetrators of domestic violence and abuse. It has been shown to reduce violence, victimisation and reoffending and is also being implemented in Hillingdon under DASE.

In 2023 a new Combatting Drugs and Alcohol Partnership Board (CDAPB) was established. This

Board was established to meet the requirement that each local authority has a forum to coordinate the delivery of the national Harm to Hope, Drug and Alcohol Strategy at a local level. The Board reports to the Safer Hillingdon Partnership to ensure there is oversight of the work of the Board and the use of funding allocated to support the delivery of the strategy.

There are three national objectives of the national strategy, supported by significant 3-year investment:

- 1) To establish a world class treatment and recovery system that improves the outcomes for those people in our community who experience drug and alcohol dependency, and enable them to improve their life chances, and reduce the number of deaths that occur from substance misuse.
- 2) To break drug supply chains, referred to as 'closing county lines,' and as a result reduce homicide, and tackle the supply of drugs in prison.
- 3) To reduce the demand for recreational drugs, notably to reduce the number of school aged children using drugs and support young people and families most at risk of substance misuse.

The first meeting of the CDAPB took place in August 2023. A partnership plan is now under development.

In 2023 the statutory Prevent duty guidance was updated. Our Prevent Partnership Board undertook a review of our partnership approach to implementing the Prevent duties and has agreed actions to respond to the updated guidance. Our annual plans, including a programme of awareness and training events to support staff in local organisations to understand and recognise risks of radicalisation, is well established and supported by partners.

In February 2024 a new joint Police and Council community safety problem solving approach commenced for the Borough. This approach involves a monthly meeting of key senior officers from the Police and Council during which information on new or emerging community safety risks is shared and decisions made on how we collectively respond to those risks. This meeting is intended to ensure there is a shared understanding of the community safety related threat, risk and harm in Hillingdon and to enhance our collaborative response to the community safety issues most likely to impact on Hillingdon residents and communities. By reviewing new issues monthly the forum supports the longer-term planning approach reflected in the Safer Hillingdon Partnership Plans through providing a mechanism to ensure we respond promptly to new and emerging risks.

Financial Implications

None at this stage.

Legal Implications

None at this stage.

Safer Hillingdon Partnership - 2022/23 Dashboard

Theme	Target	2022/23 full year target	2022/23 Full Year Outcome	RAG against full year target	Sources	Commentary against performance
Theme 1	Reduce residential burglary by 1% per annum for the next three years (2020/21 to 2022/23)	1824	1099		Iquanta data	
	Reduce non-residential burglary by 1% per annum for the next three years (2020/21 to 2022/23)	460	308		Iquanta data	
Theme 2	Reduce violence with injury by 5% per annum for the next three years (2020/21 to 2022/23)	2530	2397		Iquanta data	
	Reduce violence without injury by 5% per annum for the next three years (2020/21 to 2022/23)	4401	4382		Iquanta data	
	Reduce personal property robbery by 5% per annum for the next three years (2020/21 to 2022/23)	622	376		Iquanta data	
	Reduce Business property robbery by 5% per annum for the next three years (2020/21 to 2022/23)	72	82		Iquanta data	
	Reduce knife crime with injury by 5% per annum for the next three years (2020/21 to 2022/23)	112	84		SNB MOPAC http://data.london.gov.uk/resources/	
	Theft from motor vehicle	No target	2360		SNB MOPAC http://data.london.gov.uk/resources/	
	Theft of motor vehicle	No target	981		SNB MOPAC http://data.london.gov.uk/resources/	
	Increase drugs stop searches	No target	2519		MET Police - Stop and Search https://www.met.police.uk/stopands	
	Increase weapons stop and searches	No target	489		MET Police - Stop and Search https://www.met.police.uk/stopands	
	Increase stop and searches for Other category	No target	791		MET Police - Stop and Search https://www.met.police.uk/stopands	
Page 11	To maintain current level of recorded Violence against the Person recorded against young people receiving a criminal justice disposal	74	48		YIS data	
	To maintain current level of recorded Possession with Intent offences recorded against young people receiving a criminal justice disposal	10	3		YIS data	
	Reduce ASB reported to the police by 5% per annum for the next three years (2020/21 to 2022/23)	7788	N/a		SNB MOPAC http://data.london.gov.uk/resources/snb-dashboard/	Full year data not obtained.
	Reduce community and neighbourhood nuisance reports by 5% against the 2018/19 figure	1075	633		LBH data	
	Reduce incidents of fly tipping reported to Council ASBIT by 5% against the 2018/19 figure.	883	551		LBH data	
	Record maximum of 181 arson incidents	181	55		LFB data	
	Increase in awareness and reporting of disability hate crime	No target	21		SNB MOPAC http://data.london.gov.uk/resources/	
	Increase in awareness and reporting of domestic abuse hate crime	No target	3176		SNB MOPAC http://data.london.gov.uk/resources/	
	Increase in awareness and reporting of faith hate crime.	No target	43		SNB MOPAC http://data.london.gov.uk/resources/	
	Increase in awareness and reporting of transgender crime.	No target	6		SNB MOPAC http://data.london.gov.uk/resources/	
Theme 3	Increase in awareness and reporting of racist and religious hate crime.	No target	653		SNB MOPAC http://data.london.gov.uk/resources/	
	Agree the police treat everyone fairly regardless of who they are -increase by 2% by 31/03/2021	79%	83%		SNB MOPAC - Public Voice Dashboard/ Public perception data	
	Agree the police can be relied upon to be there when needed-increase by 2% by 31/03/2021	71%	70%		SNB MOPAC - Public Voice Dashboard/ Public perception data	
	Agree the police are dealing with the things that matter to this community-increase by 2% by 31/03/2021	63%	73%		SNB MOPAC - Public Voice Dashboard/ Public perception data	
	Agree the police listen to the concerns of local people-increase by 2% by 31/03/2021	68%	75%		SNB MOPAC - Public Voice Dashboard/ Public perception data	
	Feel well informed about local police activities over the last 12 months-increase by 2% by 31/03/2021	43%	36%		SNB MOPAC - Public Voice Dashboard/ Public perception data	
	Know how to contact their local ward officer-increase by 2% by 31/03/2021	15%	26%		SNB MOPAC - Public Voice Dashboard/ Public perception data	
	Police do a good job in the local area-increase by 2% by 31/03/2021	61%	58%		SNB MOPAC - Public Voice Dashboard/ Public perception data	
Theme 4	Reduce repeat victims of domestic abuse by 5%	156	186			
	Increase number of cases per 10,000 population from 18 to Safe lives recommended rate of 40 over 3 years (by April 2021)*	40	42		Safelives website http://www.safelives.org.uk/user/19862/marac_proc_download	
	Increase number of repeat cases heard from 14% to the safe lives recommendation of 28% over 3 years (by April 2021)	28-100%	21%		Safelives website http://www.safelives.org.uk/user/19862/marac_proc_download	
	Identify victims of domestic abuse and making referrals	60% - 75%	24%		Safelives website http://www.safelives.org.uk/user/19862/marac_proc_download	

** RAG rating at or better than target is Green, within 10% of target is Amber, greater than 10% from target = Red

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Hillingdon Serious Violence Strategy

2024-2027

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Foreword

Violence devastates the lives of individuals, families and communities. It takes many forms, some of which are visible in our communities and public places and much of which is hidden from public sight. But the serious and long-term impact it has on victims, their families, those who witness it and those who have to deal with the consequences is common across all forms of violence.

Being able to live without fear of violence is fundamental to our health and wellbeing. We are committed to making Hillingdon a place where people can live, travel and work without being limited by fears for their safety.

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This strategy represents a new partnership commitment to prevent and tackle violence in Hillingdon. The underlying causes of violence are complex and multi-faceted. No one organisation can tackle violence on its own - making a real difference requires a collaborative approach between public bodies, community organisations and communities. The Safer Hillingdon Partnership has adopted serious violence as one of its priorities and will lead this collaboration for the Borough.

The strategy supports a new balance between prevention and law enforcement. It is our first strategy entirely dedicated to reducing and preventing violence. Whilst identifying those responsible for acts of violence is vital, this strategy recognises that violence is preventable. We know that people at risk of being drawn into violence, or becoming a victim due to their circumstances, can often be identified and helped to ensure that they have the choice to take a different path and to reduce the risks they face. The World Health Organisation Social Ecological Model for Understanding and Preventing Violence identifies a number of factors which may increase the risk of a person being drawn into violence or becoming a victim of violence. By focussing on early intervention and prevention, and developing our approaches jointly with local communities and the organisations working in the most impacted areas, we intend to reduce the impact of violence on individuals and communities and protect those who are most vulnerable from becoming victims. In doing so, we will build safer and more resilient communities where people are able to reach their full potential.

Cllr Eddie Lavery

Cabinet Member for Residents Services, Hillingdon Council

Chair, Safer Hillingdon Partnership

Executive Summary

Hillingdon Partners are determined to do all they can to break the deadly cycle of violence that devastates the lives of individuals, families and communities. This strategy consolidates and builds upon the findings of a serious violence needs assessment, and services already in place which help to tackle and prevent serious violence, and reflects our view on what more needs to be done to reduce the harm of serious violence within an overarching prevention strategy. Our vision is to ensure that we have the right programmes and services in place in Hillingdon to robustly tackle the underlying causes of serious violence.

The Safer Hillingdon Partnership Serious Violence Strategy sets out our analysis of the available evidence from data and the opinions of professionals, and a view of the relevant work that is already being undertaken, whilst exploring best practice. It also identifies where there are gaps in information to help shape future activity that must be undertaken. The aims of the strategy and thinking are described within a 'Theory of Change', in other words a comprehensive description of how and why the strategy will deliver success.

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This strategy sets out a framework for improvement through four priorities, the first being to finalise our shared understanding of the causes and drivers of serious violence in Hillingdon, the people and communities most at risk of becoming victims or being drawn into violence and the services which contribute to tackling violence. Our second priority is to engage communities in co-designing our further response to serious violence. Using this improved understanding and insight, we will build on our existing work to ensure a comprehensive response at primary, secondary and tertiary prevention levels and including establishing robust learning processes for serious incidents. We will also update this strategy annually to reflect how we are adopting our work to changing circumstances and knowledge.

This strategy also sets out 9 principles which will guide our approach to serious violence, including that we will adopt a public health approach seeking to address the underlying risk factors that increase the likelihood that an individual will become a victim or a perpetrator of violence and that we recognise that each part of the local system has a role to play. Our approach will focus on prevention, seeking to address underlying causes and culture leading to violence before serious violence takes place, through to taking robust action where there is a risk of serious violence.

At its heart, the strategy recognises that it is not enough for partner agencies to address the challenge of serious violence. It recognises that success can only be achieved through working with our communities.

Purpose

This Serious Violence Strategy for Hillingdon sets out our partnership approach to preventing and reducing serious violence impacting on people and communities in the local area.

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It has been prepared following work to identify the kinds of serious violence that occur in Hillingdon and, as far as it has been possible to do so, our assessment of the causes and drivers of that violence. In particular, it reflects the findings of the Serious Violence Needs Assessment undertaken in 2022 and the views of partner organisations which provided context and insight into the data relating to serious violence.

This strategy has been prepared to meet the statutory serious violence requirements on specified authorities under the Police, Crime, Sentencing and Courts Act 2022. It will be reviewed annually and supported by a delivery plan providing more detail on the actions being progressed to meet the priorities set out.

What do we mean by ‘Serious Violence’?

Across London, a definition of ‘serious violence’ has been agreed to ensure a consistent focus across the strategies implemented by London Community Safety Partnerships. This London definition of serious violence is-

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“Any violence and exploitation affecting young people under the age of 25, domestic abuse, and sexual violence. Within the context of these types of violence, it encompasses homicide, grievous bodily harm, actual bodily harm, rape, assault by penetration, sexual assault, personal robbery, threats to kill and violence against property caused during the commission of one of these offences.

Domestic abuse is as defined in the Domestic Abuse Act 2021.”

Our Vision

We recognise that there are a wide range of factors that may lead to some people being at greater risk of being drawn into, or becoming a victim of, serious violence. Many of these factors are societal and the outcomes of work to address them will not be seen in the short-term.

Therefore, whilst the overarching aim of this strategy is to reduce serious violence in Hillingdon, our short-term vision is to-

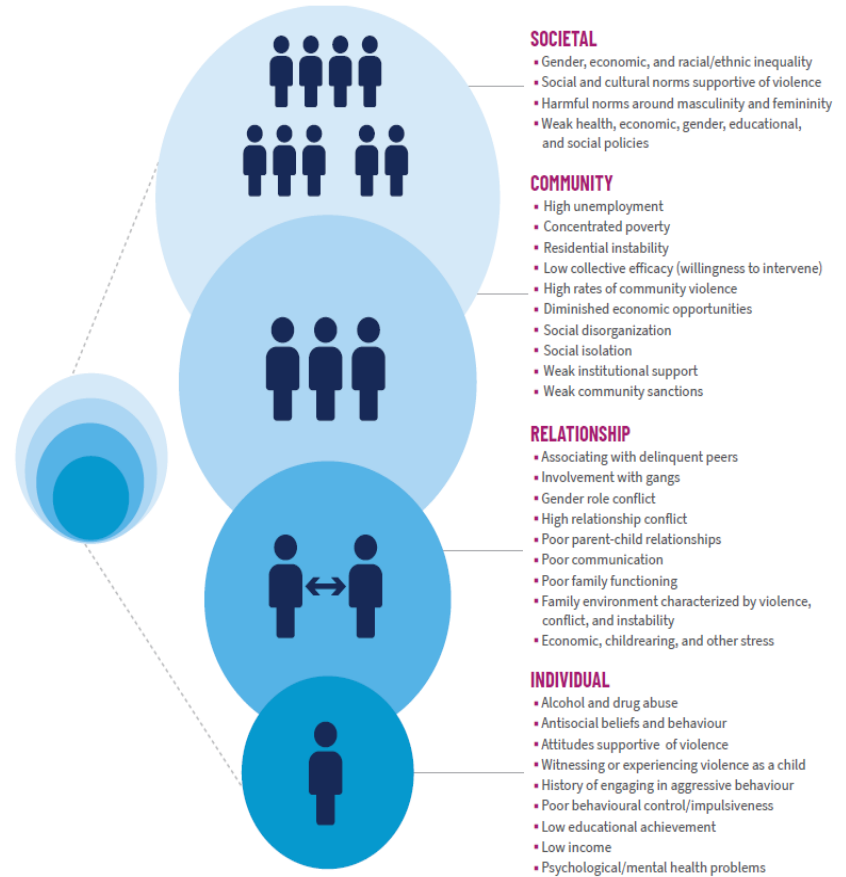
- Ensure we have the right programmes and services in place in Hillingdon to robustly tackle the underlying causes of serious violence.

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In focussing on this vision, we will increase confidence and feelings of safety in Hillingdon, ensuring people feel able to seek the help they require, which in turn will improve our understanding of what we need to do to further reduce the risk of serious violence.

In some services and in relation to some violent crimes, an increase in demand for services or in reported incidents may result from work under this strategy. Therefore, it is too simplistic to view success as a reduction in reported crimes.

World Health Organisation Social Ecological Model for Understanding and Preventing Violence. Factors which may increase risk.



The Principles Underpinning our Approach

Our work under this strategy will be based on 9 key principles -

- Adopting a Public Health approach, addressing the underlying causes that result in people being drawn into violence or being at increased risk.
- Focussing on prevention.
- Facilitating a coordinated community response.
- Understanding the whole local system.
- Understanding how life events and experiences impact on risk (a 'Life-Course Approach').
- Being evidence informed.
- Having an integrated approach.
- Understanding inter-sectionality and disproportionality.
- Having strong Governance and accountability.

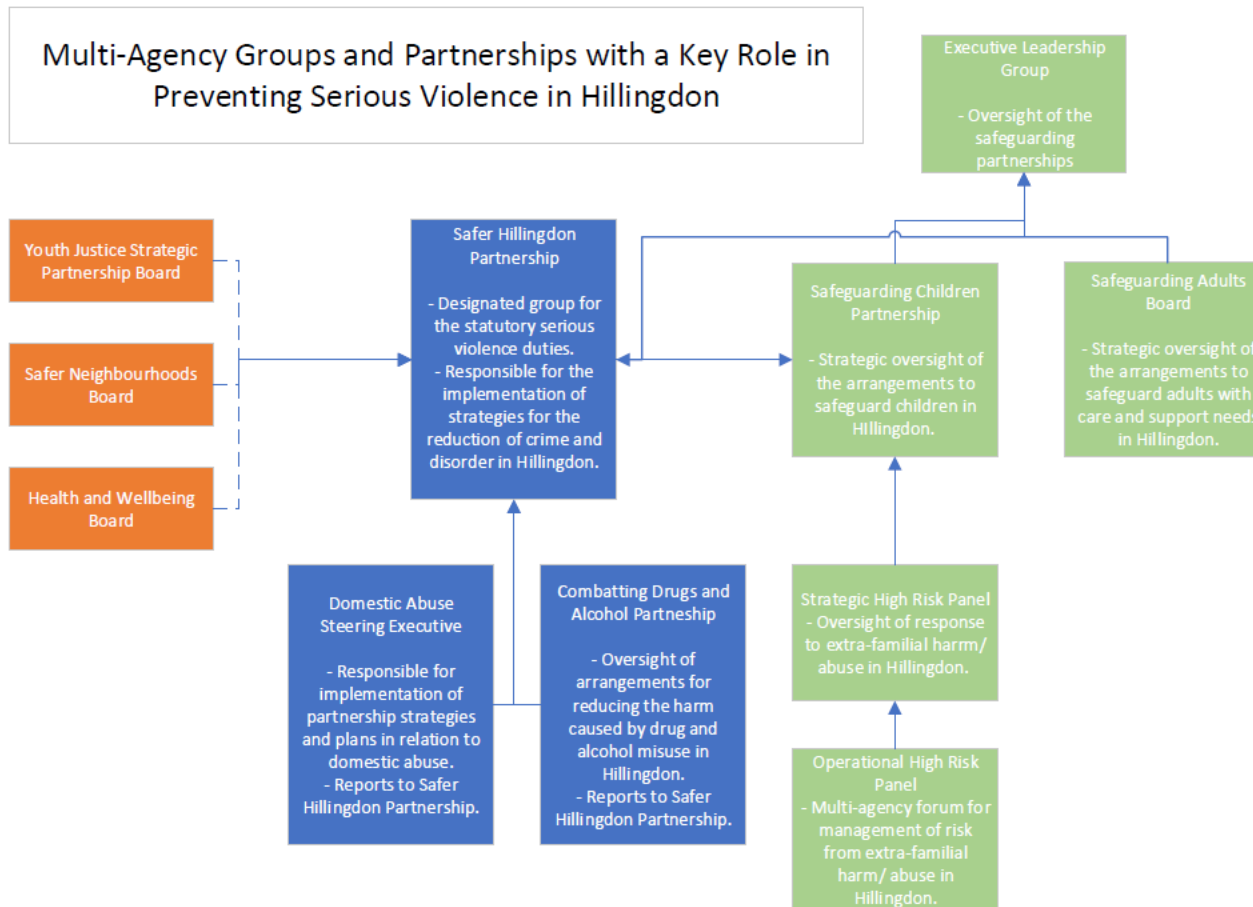
These principles are explained on the following page and more detail is provided in appendix 1.

Hillingdon Approach and Principles

Principle	Summary
Public Health	Violence is a public health issue because living without fear of violence is a fundamental requirement for health and well-being. It's also a public health issue because violence is a major cause of ill health and poor well-being and is strongly related to inequalities. A Public Health approach seeks to improve the health and well-being of all individuals by addressing underlying risk factors that increase the likelihood that an individual will become a victim or a perpetrator of violence. It is based on the belief that violence is preventable. Research has identified the risk factors that contribute to violence, and the tactics, strategies and principles that can be implemented to prevent it. See appendix 1 for more details.
Prevention	Closely associated with the public health approach, our model of prevention is often referred to as primary, secondary and tertiary prevention.
Co-ordinated Community Response	Working more closely and collaboratively with the local community will play a crucial part in the success of this strategy. Hillingdon recognises that it is imperative that the experiences of communities inform the development and implementation of solutions.
Whole Systems Approach	A whole systems approach is based on the idea that if something happens in one part of the system, other parts will also be affected. Another founding belief of systems theory is that it is not the individual elements that are important but the relationships and interactions between the parts, which enable a system to function.
Life Course Approach	Life course and developmental factors are the ecological contexts, experiences, outcomes, and individual factors across the lifespan that increase or decrease the chances that a person will engage in violence. During childhood, a combination of individual characteristics, social, physical and environmental experiences lead to increased risk of violence or development of protective factors.
Evidence informed	Evidence-informed practice is not only about applying academic research to practice situations. It is a two-way process whereby practice informs evidence and evidence informs practice. Whilst we value and aim to embed the use of academic evidence, we follow a model that brings together various forms of evidence including lived and community experience, professional expertise, local, national and international data, and lessons learned from review and reflection.
Integrated approach	Preventing violence goes beyond the responsibilities, competencies and expertise of any one agency or profession. There is no single cause or solution to violence. As a result, in order to identify where there is a risk of violence, and to respond accordingly, we need to work in collaboration.
Equalities / Intersectionality	Ensuring service delivery reflects service demand and seeking to address the gaps and barriers to access that exist in services to best support those with protected characteristics and those disproportionately affected.
Governance & Accountability	Governance is essential to optimising the success of this strategy. It provides a framework for decision making, accountability and transparency essential for achieving strategic aims. Oversight of the delivery of this strategy will be reported upon through a local partnership board that reports to Safer Hillingdon Partnership.

Local Partnership

In Hillingdon, the partnership forum designated to lead on the multi-agency arrangements to fulfil the statutory serious violence duties is the Safer Hillingdon Partnership. In doing so, this partnership will work closely with the other strategic partnerships in the area which have a role in preventing serious violence. The diagram below sets out those partnerships and their relationships.



Policy and Strategy Context

We recognise that the challenge of serious violence sits within a complex picture of statutory duties, local and national strategies. This strategy therefore does not sit in isolation but takes into account and complements those strategies and plans.

Statutory Duty & relevant Legislation	National Strategies and Guidance	Local Strategies and Guidance
<ul style="list-style-type: none"> • ASB, Policing, Crime and Policing Act 2014 • Care Act 2014 • Crime and Disorder Act 1998 • Domestic Abuse Act 2021 • Education Reform Act 1988 • Local Authorities Social Services Act 1970 • Local Government Act 1972 • Mental Health Act 1983 • Modern Slavery Act 2015 • Police, Crime, Sentencing and Courts Act 2022 	<ul style="list-style-type: none"> • ASB Action Plan • Domestic Abuse Act Statutory Guidance • London VAWG strategy 2022-2025 • Modern Slavery Statutory Guidance • Serious Violence Duty Guidance • Serious Violence Strategy • From Harm to Hope (Ten-year drug strategy) • Women’s Health Strategy 2022-23 • Working Together to Safeguard Children 2023 	<ul style="list-style-type: none"> • Contextual Safeguarding Strategy • Domestic Abuse Strategy • Multi-agency Practice Principles for responding to child exploitation and extra-familial harm • Protocol for the working relationship between the Youth Justice Service and Children’s Social care • Youth Justice Plan 23/24 • Youth Justice Board Strategic Plan 2021-24 • MOPAC Police and Crime Plan 2022-2025 • New Met for London Plan • London Violence Reduction Unit strategy to 2025

Hillingdon Borough – Population Overview

Full demographic data is available on the Hillingdon Council website ([here](#)). The summary below merely provides a snapshot of information available. The crime data available during the development of this strategy has limited information about specific circumstances of victims and perpetrators. Therefore, improving the available information to inform our plans is an area for development in this strategy.

- Latest census data shows a Hillingdon Borough population of 305,900. This has increased by 11.7% since the 2011 census. London population increased by 7.7% over same period. The population is predicted to grow at a slower rate over the next 10 year period.
- Population projections by age-band show an ageing population but minimal growth or smaller populations in the younger age bands. This is reflected in reduced pupil enrolments into primary and secondary schools.
- Exceptions to this trend may be found in Hayes (Botwell) with significant projected growth in younger age bands associated with local development. *(It may reasonably be inferred that a focus on crime reduction linked to serious youth violence will be required in Hayes for a longer period)*
- The ethnic profile in 2021 showed 48.2% white British and 51.8% BAME which has changed from 60.6% and 39.4% respectively. *(It is imperative that crime data and/or estimated crime rates across demographic groups is secured in order to complete an accurate equalities impact assessment to inform service provision against a background of a changing population)*
- Christianity remains the predominant religion at 49.2% versus 10.6% Muslim, 8% Hindu and 6.7% Sikh.
- The south of the borough tends to be more deprived, relatively speaking but Hillingdon has no Lower Super Output Areas in the most deprived decile nationally. *(Our plans needs to consider the potential for intersectionality considering deprivation with protected characteristics on crime rates, and response to crime. Currently locations in the South are high crime generators)*

Hillingdon Borough – Risk and Protective Factors Overview

The Serious Violence Needs Assessment includes a summary of how Hillingdon compares with all England and all London data on the 39 risk factors used to measure the drivers involved in the exacerbation of serious violence (PHE Fingertips Protective Factors)

Factors where there has been no recent significant change are:

- Primary school fixed periods of exclusion,
- Employment of people with mental illness or disability
- Number of children on child protection plans.

Factors where data shows risk is decreasing:

- 16- to 17-year-olds Not in education, employment of training (NEET) or whose activity is not known
- Long term claimants of Job Seekers Allowance

Factors where data shows risk is increasing:

- Secondary school fixed periods of exclusion

Factors where the local data shows lower risk in Hillingdon than England and the region:

- Admission episodes for alcohol-specific conditions
- Hospital admissions due to substance misuse (15 to 24 years)
- Persistent absentees - Secondary school

Factors where data is similar to England and the region:

- Self-reported wellbeing: people with a low satisfaction score
- Percentage who have ever tried cannabis at age 15
- Percentage who have taken cannabis in the last month at age 15
- Percentage who have taken drugs (excluding cannabis) in the last month at age 15
- Children in need due to abuse or neglect rate per 10,000 children aged under 18 years
- Suicide rate

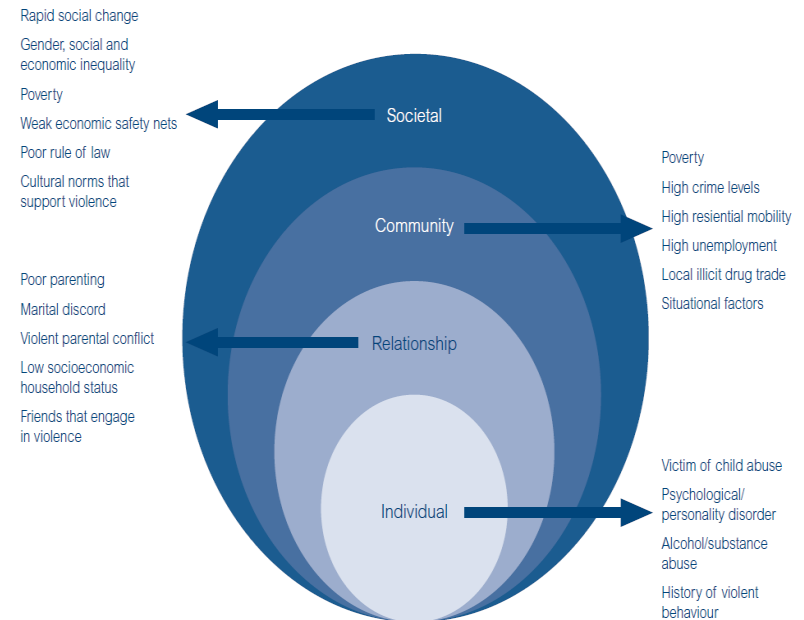
Factors where data shows higher risk than England but similar to the region

- Percentage who have tried other tobacco products at age 15
- Persistent absentees - Primary school
- Estimated prevalence of opiate and/or crack cocaine us

Factors where data shows lower risk than England (no regional comparison)

- Child Poverty, Income deprivation affecting children index (IDACI)

Risk Factors From “Public health approaches to reducing violence”, Local Government Association, 2018



What We Know...

The following pages summarise the main information available about serious violence in Hillingdon which will inform our local plans.

What data tells us...

National Data

- Homicides **decreased by 10%** to 602 (2023) from 667 (2022)
- Robbery offences **increased by 11%** to 77,337 (2023) offences from 69,432(2022)
- Offences involving knives **rose by 3%** from 49435 (2022) to 50833 (2023)
- Firearms offences **increased by 13%** (to 6,645 offences) from the year ending June 2022 (5,860 offences),
- **Hospital admissions fell by 11%** from 4769 to 4147 in same period
- **Arrest rates for domestic abuse rose to 36.3 arrests** per 100 from 29.6 in the year ending March 2022
- CPS domestic abuse **charging rate increased** for the second year to 76.5% in the year ending March 2023 from 72.7% the previous year
- In the year ending March 2019, the crime survey estimated 25% of women aged 18 to 74 years, around 5.1 million women, had experienced some form of abuse before the age of 16 years.
- Of women who were victims of rape or assault by penetration since the age of 16 years, the crime survey year ending March 2017 and year ending March 2020 combined estimated 63% reported mental or emotional problems and 10% reported that they had tried to kill themselves as a result.
- Women were most likely to tell someone they knew personally about experiencing partner abuse (*in the following order –friends /neighbours, family/relatives, counsellor/therapist, health professionals, police*)
- An OFSTED report published in 2021 investigated sexual abuse in schools. It found nearly 90% of girls, and nearly 50% of boys, said being sent explicit pictures or videos of things they did not want to see happens “a lot or sometimes” to them or their peers.

Local Data

Police Data

- Homicide (non-DA) up 100% (6) (London 6.5% (98)), Homicide DA (1)
- Knife crime with injury (age 1-24) down 16.7% versus MPS up 3.9% (Mopac dashboard)
- Knife crime with injury has strong association with robbery
- Knife crime up 9.2% versus MPS up 15.2%
- Violence with injury up 1.1% versus 1.8% MPS
- Violence without injury up 4.6% versus 3.9% MPS
- Sexual offences down 7.8% versus 3.9% MPS
- Rape down 9.4% versus 4.2% MPS
- Town Centres feature as 'hotspots'
- Peak periods are 1400-1530 & 2100-2300

Youth Offending Data

- FTE up 21% in line with national trends. Proportion of 13/14 year olds increased.
- Violence most predominant offence
- Significant disproportionality for young black males

NOTE: The partnership recognises that there are significant gaps in data requiring the violence needs assessment to be revisited.

Police data: Granular breakdown of SV offences to include, repeat victims, perpetrators, address locations, demographic breakdown of all parties, vulnerabilities/aggravating factors such as mental health, substance misuse, alcohol, better insight into high demand areas (Uxbridge, Colham/Cowley, Heathrow villages, Wood End and Hayes Town)

Hospital Data: Requires further analysis

What community opinion tells us...

National Information

- Crime Survey for England and Wales (CSEW) for the year ending June 2023 showed that total crime decreased by 10%
- Crime Survey for England and Wales estimated that 2.1 million people aged 16 years and over (1.4 million women and 751,000 men) experienced domestic abuse in the year ending March 2023
- People felt less safe walking alone in all settings after dark than during the day; with women feeling less safe than men in all settings after dark
- More women (27%) than men (16%) reported they had experienced at least one form of harassment in the previous 12 months
- More people had stopped walking in quiet places such as “parks or open spaces” after dark in the last month because of feeling unsafe; an increase in both men (from 18% to 24%) and women (from 32% to 37%)
- The crime survey showed that 57% of women who had experienced abuse before the age of 16 years, also experienced domestic abuse later in life. In comparison, 17% of women who did not experience abuse before the age of 16 years experienced domestic abuse later in life.

Local Information

Note: The partnership recognises that there is a need to consult with the community in respect of Crime & Disorder, and serious violence.

- There is no information available from community, voluntary or others in respect of serious violence

Children and Young People’s Annual report (Highlights)

- Worries: Social media, being out late, VAWG, stabbings, gangs (violence), searches at school (*makes people think it’s dangerous*), exclusions
- Working well: Awareness raising sessions such as Pride, BHM, Mental Health Awareness week
- How to improve: Consult, training professionals, mental health services.

What professionals tell us...

Knife crime

Workshop October 2023

- 18- to 24-year-olds are recruiting / coercing younger children into SYV where they are carrying weapons which is linked to Organised Crime and predominantly drug dealing.
- Increases since the last academic year in children, not previously known to services carrying bladed articles into schools.
- The most likely view is they don't feel safe at school or because they don't feel safe travelling to and from school.
- There is a need to understand the school's picture more and the increase in knife carrying, possibly linked to reductions in stop and search to be explored
- Police do schools inputs, secondary and primary schools finding younger pupils being exploited to carry knives and to take them into schools
- Issues with re-housing, trying to move young people and families who are subject to violence is very difficult – Raised at the High-Risk Panel meeting
- Little known regarding the types of knives being used or where acquired / purchased

Other inputs

- Better engagement with communities to understand diverse communities
- Grey area of support for transition through to adulthood
- Swift escalation from zero to high risk
- Over representation from Hayes & West Drayton

Domestic Abuse

Workshop October 2023

- Under-reporting versus census
- HBV under-reported
- Apparent North/South divide in Borough
- Need to map current services
- Operation Encompass is in place
- Language barriers to reporting/ seeking help
- IRIS project due to commence locally
- Further work required in respect of children as victims
- Gap in provision for DA perpetrators

Other

- Opportunities to review service provision and gaps and make more accessible
- Gaps in community engagement, involvement and the community voice
- Better information as to the VAWG agenda and also female role in violence
- Improved support for victims

NOTE: The partnership recognises that there are significant gaps in data requiring the needs assessment to be revisited.

- Plans are for the Domestic Abuse Steering Executive to oversee the completion of a comprehensive domestic abuse needs assessment.

Sexual Offences

Workshop October 2023

- Youth justice seeing increases in sexualised behaviour (touching and images)
- Under-reporting of sexualised behaviour
- Social media, impact of pornography on young males
- Belief that sexual offences remain under-reported, and a need to better understand barriers to reporting
- Believed links between domestic abuse and sexual offences
- Links between gangs and sexual violence

Needs assessment - Gaps & Recommendations

Knife crime	Domestic Abuse	Sexual Offences
<p>A series of observations made that in effect require a stand-alone violence needs assessment.</p> <ul style="list-style-type: none"> • Lack of granular data to enable more detailed analysis • Better understanding of school's picture and the increase in knife carrying required • Consider seasonal and preceding events (homicides) • Information gap as to type of knives being used and where they are sourced from • Information gap in respect of adults with care and support needs and how violent crime affects them • Better collaboration between services working with schools 	<p>A series of observations made that in effect require a stand-alone domestic abuse needs assessment. (summarised points only below)</p> <ul style="list-style-type: none"> • Demographic profile of victims • Mapping of service provision • Understanding HBV • Domestic abuse within older adult community (under-reported) • Data collection plan for a revised needs assessment • Children as victims, what support available • How to support families experiencing domestic abuse • Data recording of demographics to be improved 	<p>A series of observations made that in effect require a stand-alone VAWG (Including sexual offences) needs assessment</p> <ul style="list-style-type: none"> • Need for a 'problem profile' in respect of sexualised and inappropriate behaviour • Need to better understand barriers to reporting sexual offences • Need for further analysis/access to data to ensure a comprehensive understanding of violence against women and girls
<p>Overarching Needs Assessment Recommendation: Further analysis if access to more granular data was identifiable</p> <p>Overarching gap: Access to granular detail/data to inform a comprehensive understanding of the local challenges.</p>		

What Works & Continuous Learning

National learning and insight

Hard to Escape Report: - Key points summary: Ethnicity and gender are key risk factors. Known risk factors around vulnerability don't always act as predictors. Exclusion from mainstream school is seen as a trigger point for risk of serious harm. Effective practice is not widely known about or used. Trusted relationships with children are important. Responding to the 'critical moment'. Parental engagement is nearly always a protective factor. Moving children and families works for a short period but is not effective as a long-term strategy. More priority should be given to disrupting perpetrator activity. The National Referral Mechanism (NRM) is not well understood and is inconsistently used. Comprehensive risk management arrangements can make a difference.

Punishing Abuse: An in-depth study, from which keywords/phrases are summarised: - Poverty, abuse or family violence (domestic abuse). Potential discrimination. Mental, physical and neurodivergence needs. Intergenerational experience. Known to services from young age. Education disenfranchisement / exclusion. Trauma (adverse childhood experience). Children from migrant families. Children in public care.

EIF: What works to Prevent Gang Involvement, Youth Violence and Crime: What works: - Skills based, - Family focused, - Mentoring, - Community, - Gangs specific. What does NOT work: - deterrence and discipline.

YEF: High success: A&E navigators. CBT. Focused deterrence. Social skills training. Sports Programmes. Trauma-specific therapies. Moderate success: Bystander. Functional Family Therapy. Hot-spot policing. Mentoring. Multisystemic therapy. Pre-court diversion. Relationship violence prevention. Restorative justice.

Local learning and insight

2019 Homicide: Several contextual factors were apparent. Both parties were known weapons carriers. The victim had been previously targeted by the perpetrator and un-named suspects and the victim had not assisted police, indicating a lack of confidence in the system. There was a context of local drug dealing, gangs and exploitation. The victim had been excluded from school and there was a background of viewing social media showing videos of assaults. Both young people were migrants.

Feb 2023: A review of the circumstances of 11 children linked to serious youth violence showed the following:

- Unidentified and unmet health needs.
- Experience of maltreatment.
- 9 out of 11 had been exposed to domestic abuse.
- Several had a close relative with a criminal history.
- The location of the children's homes they stayed in was in the same area, Hayes.
- There is a need for professional curiosity, early intervention and diversion.

Our Priorities

Appendix 1 includes a summary of some of the main initiatives and services in Hillingdon which contribute towards preventing serious violence.

It is clear that we do not yet have a comprehensive and robust understanding of the causes and drivers of serious violence in Hillingdon. Therefore, our priorities for the first year of this strategy are-

- 1) To finalise our shared understanding of the causes and drivers of serious violence in Hillingdon, the people and communities most at risk of becoming victims or being drawn into violence and the services which contribute to tackling violence.
- 2) To engage communities in co-designing our further response to serious violence.
- 3) Using our improved understanding and insight, to build on our existing work to ensure a comprehensive response at primary, secondary and tertiary prevention levels and including establishing a robust learning process for serious incidents.
- 4) To establish a monthly Hillingdon joint problem solving process to ensure resources are being utilised to achieve the greatest impact.

The delivery plan that will be developed to support this strategy will be structured around the four themes below:

Primary Prevention - changing attitudes and behaviours towards violence at a societal, community and personal level to prevent violence from happening

Secondary Prevention - early intervention at point of identifying risk of violence

Tertiary Prevention - an intervention at the point of harm being caused, that may range from rehabilitation through to enforcement

Whole System Approach – public health prevention approach across the partnership. **A systemic approach to Serious violence**

Whole system approach

Systemic Approach - To ensure a whole system, public health approach to serious violence is established, which is evidence based and informed and supported by a co-ordinated community response model.

In the first year we will improve our understanding of serious violence in Hillingdon and develop a delivery plan building on what is already in place.

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GOAL/MISSION:

- To ensure a whole system, public health approach to serious violence, based upon the principles of prevention, supported by a co-ordinated community response model, that is evidence based, integrated and recognises the diverse needs of Hillingdon's communities.

WHAT WE AIM TO ACHIEVE:

- Intelligence: A comprehensive understanding of serious violence, its drivers and what works through a project managed approach. This will include community and voluntary sector involvement.
- Co-ordinated community response (CCR): Develop a CCR based upon collaboration, co-production, co-operation, counter narrative and consensus.
- Needs Assessments: Ensure a comprehensive understanding of need in relation to serious violence that includes an assessment in respect of Equalities and Intersectionality.
- Effectiveness: Develop clear links across the plans of the strategic partnerships in Hillingdon to coordinate the different aspects of our response to serious violence.
- Project and Grant funding: Make best use of available funding including working with community/voluntary sector organisations.
- Performance and quality assurance: Develop reporting arrangements to monitor performance and provide accountability.

Primary Prevention

Primary Prevention - To prevent serious violence before it occurs.

By challenging the attitudes and behaviours which foster serious violence, we can help prevent it from happening. If we are to reduce serious violence, it will take all community members and professionals believing that it is preventable.

Aimed at the population as a whole.

GOAL/MISSION:

Our aim is to prevent serious violence before it occurs. By challenging the attitudes and behaviours which foster serious violence, we can help prevent it from happening.

WHAT WE AIM TO ACHIEVE:

To reduce the incidence of violence by:

- Seeking to change societal attitudes and behaviours towards violence by ensuring communities and young people inform and support our plans and activity.
- Working with schools to deliver evidence-based approaches at primary and secondary school.
- Taking problem solving approaches to higher risk locations and seeking to make public spaces feel safer through effective partnership and environmental design.
- Ensure professionals and communities have appropriate knowledge to enable them to respond to vulnerabilities (e.g. trauma informed practice, bystander training, stalking and harassment awareness, etc.)

Secondary Prevention

Secondary Prevention - By developing prevention mechanisms that specifically target those at risk of either committing serious violence or being the victim of serious violence, we will reduce both the number of future assaults and make a sustainable positive change

Aimed at populations which can be identified as at risk.

GOAL/MISSION:

Our aim is to prevent those at risk of committing serious violence from doing so and to protect those at higher risk of becoming a victim of violence.

WHAT WE AIM TO ACHIEVE:

To reduce the incidence of violence by:

- Ensuring effective early identification and intervention for those at risk of involvement in violence and ensuring risk management plans in place.
- Ensuring clear pathways to intervention are in place that inform professionals of how to 'recognise and respond' to risk.
- Making changes to the local environment to make public spaces safer.

Tertiary Prevention

Tertiary Prevention – Developing mechanisms to identify and specifically target those at high risk of either committing further serious violence or becoming a repeat victim of serious violence, we will reduce both the number of future assaults and make a sustainable positive change.

Page 36

Aimed at populations who have committed violence and/or experienced victimisation.

GOAL/MISSION:

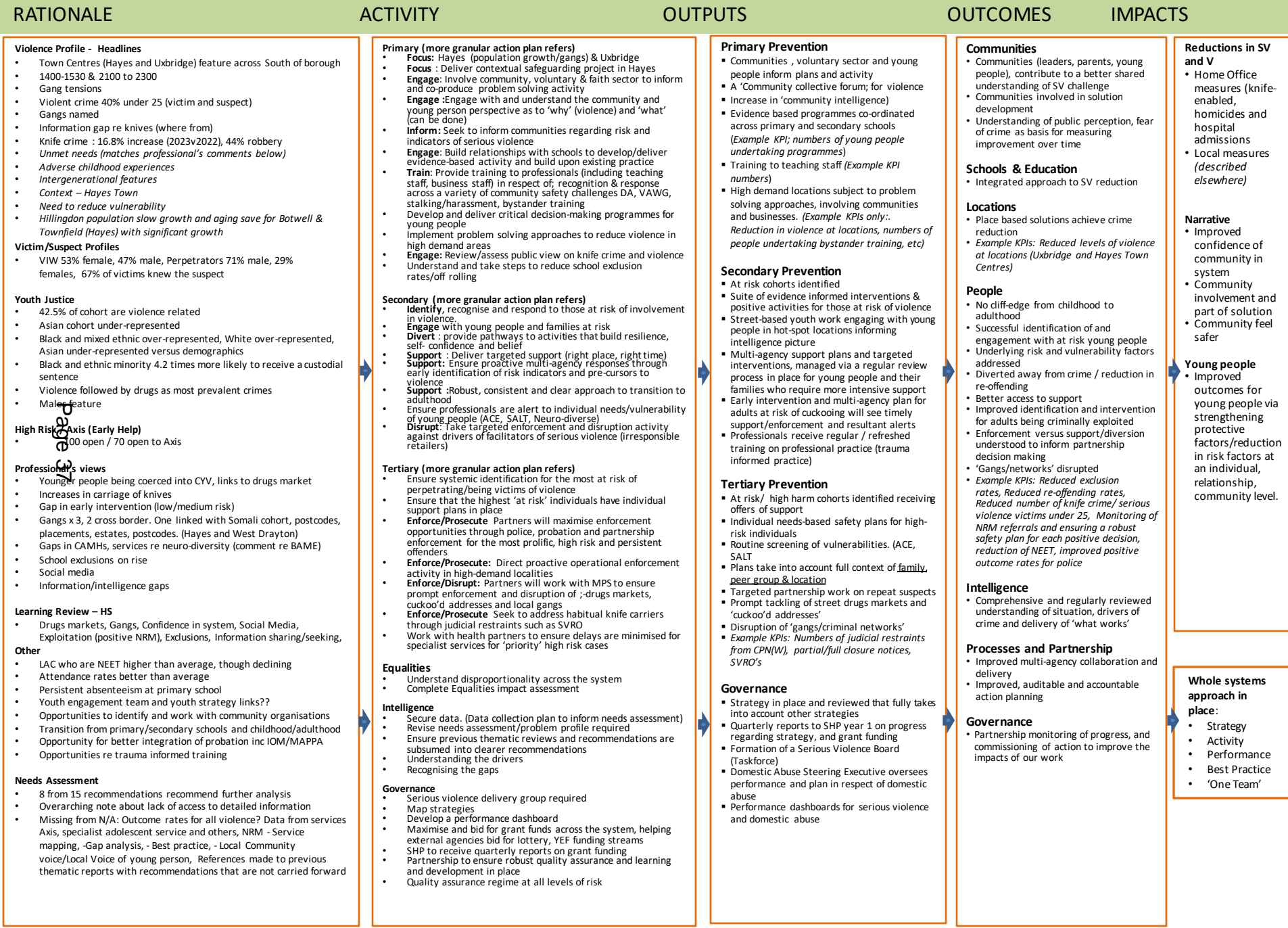
Identify and target those at highest risk of causing further serious harm with a range of support and where necessary enforcement activity to prevent serious violence.

WHAT WE AIM TO ACHIEVE:

To reduce the incidence of violence through:

- The systemised identification of high-risk cohorts and those who are repeat offenders:
- Identification of needs and vulnerabilities of those cohorts.
- Planning appropriate interventions for those cohorts.
- Working as a partnership to reduce the risk of reoffending.
- To reduce the incidence of violence through proactive tackling of the street drugs markets, cuckooing of vulnerable people's properties, and by disrupting 'gangs/criminal networks.

HILLINGDON SERIOUS VIOLENCE STRATEGY – Theory of Change



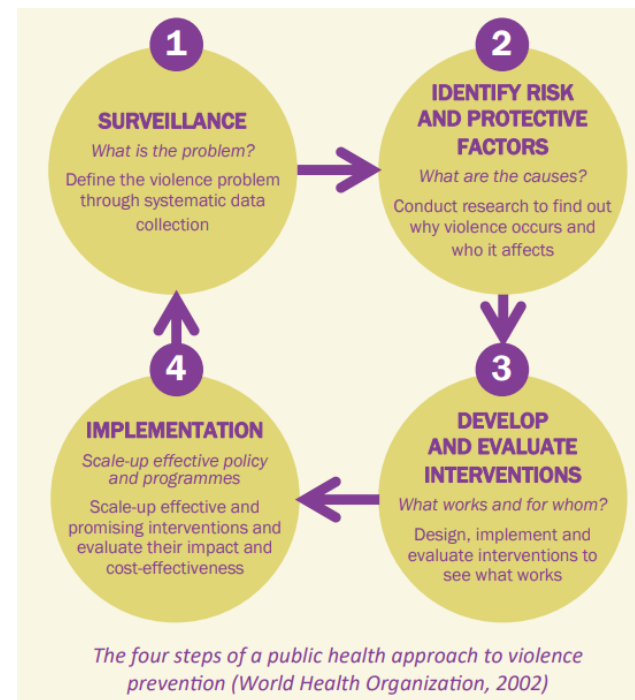
Appendix 1

Hillingdon Strategy Principles – Further Detail

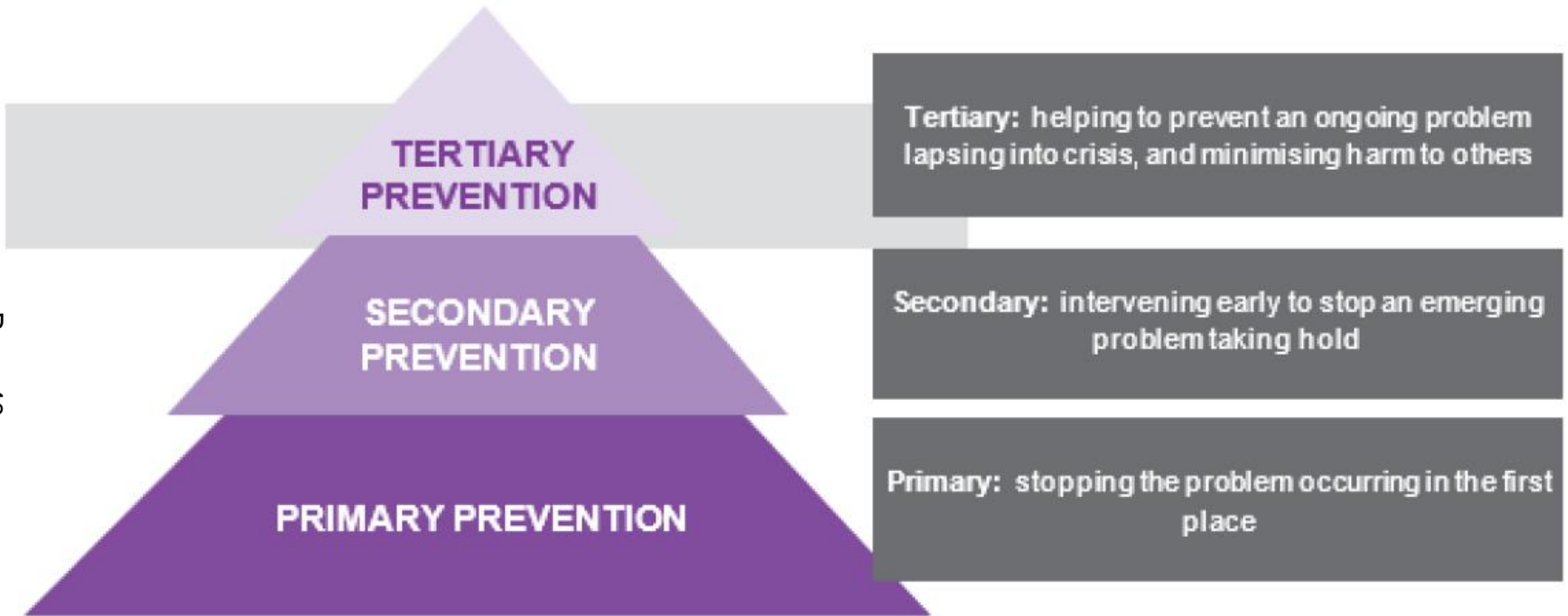
Hillingdon Principle – Public Health

In Hillingdon our strategy, while retaining clear links to related national strategies, is based upon the World Health Organisation's public health model. A 'public health model' is the term given to treating violence as a public health problem, rather than simply a law and order issue. We will work in partnership with a broad range of agencies to understand the causes and consequences of serious violence, focusing on early intervention and prevention, and informed by evidence and evaluation of interventions. A wide range of agencies will be involved including police, education, local authorities, youth justice, probation, health and public health, as well as drawing from expertise from communities and the voluntary sector.

As this approach seeks to address the root causes of serious violence, it is anticipated that the actions taken will address not only this issue but also other challenges we face, as the underlying factors can frequently be similar. Also, due to the nature of the approach, it is recognised that many of the actions taken will not have an immediate impact or be a short-term fix; while the effect of enforcement or disruption actions may be experienced in the short term, preventative actions are more likely to be seen in the medium or longer term.



Hillingdon Principle - Prevention



Hillingdon Principle – Coordinated Community Response

We recognise that there is a significant opportunity and need to work better together with local communities and voluntary organisations to address serious violence. The best practice approach and principles of a coordinated community response championed by Standing Together in addressing domestic abuse provides a model for coordinated community responses through: ***collaboration, co-production, co-operation, counter narrative and consensus.***

Collaboration: Working closely and collaboratively with our local communities, community organisations and partners to ensure success of this strategy.

Co-production: Working with communities, community organisations and partner agencies to ensure a comprehensive understanding of the challenges to devise and implement work to address the challenges of serious violence and its causes

Co-operation: Ensuring open discussion and dialogue where stakeholders are confident to express views and share information for the purposes of addressing the challenges of serious violence. We recognise the need to understand the 'local picture' that cannot be achieved without working with local people.

Counter-narrative: We will work together to develop a counter narrative in respect of the challenges of serious violence in all its guises from serious youth violence through to domestic abuse. This will be better achieved through understanding the local picture, the local drivers and triggers for serious violence, through the lens of those who live locally and those who have experienced serious violence.

Consensus: We will seek consensus and understanding of how serious violence is to be addressed in order to make the best use of the available resources, and to help leverage other resources to address the challenge.

We will achieve this by building upon existing mechanisms such as the local Safer Neighbourhood Board and seek to develop opportunities and links with other forums.

Appendix 2

- Existing Services Contributing to Preventing or Reducing Serious Violence

Service Provision – Cross-Cutting

Primary

- Holiday Activity Fund
- Community Parent Champions
- Youth Voice group
- Young People’s Centres and Bus
- Public health programmes (KISS, link, Sorted (drugs and young people), ARCH)
- Mentoring
- MPACT (Moving Parents and Children Together) intervention. lead by SORTED
- Universal youth offer
- 24/7 point of contact for children

Secondary

- AXIS Detached Youth Outreach Service
- Adolescent Development Service and programmes
- Health Hub
- Restorative Justice training for schools offered by YJS
- Operational High-Risk Panel
- Professionals meeting (specific case management discussions)
- Contextual Safeguarding project in Hayes
- Stronger Families Service
- MPS Tasking focus on gangs, VAWG, etc.

Tertiary

- Youth Justice Service
- Operational High-Risk Panel
- National Probation Service Offender Management
- IOM
- MAPPA

Service Provision – Cross-Cutting (continued)

Primary

- Safeguarding resources and training materials
- Stronger Families Service
- Brilliant Parents programme
- Education Inclusion toolkit for schools to help identify underlying need

Secondary

- Hillingdon hospitals tool for health professionals to assist in identification of children at increased risk of harm
- Weekly Multi-agency Safety Net Meetings at The Hillingdon Hospital (THH, Children Social Care and ARCH, CNWL, AXIS)
- The Hillingdon Hospital (THH) hospital IDVA
- Weekly Multi-agency Safety Net Meetings at THH (Hospital, Children Social Care and ARCH, CNWL, AXIS)

Tertiary

Service Provision – Knife Crime and Youth Violence

Primary

- School Based Programmes E.g. 'Your Life You Choose'
- 2020 Dreams programme
- Growing Against Violence primary schools programme
- Operation Pegasus (knife crime operation)
- Operation Alumna (schools based robbery programme)
- Schools based knife awareness workshops
- Public Space CCTV

Secondary

- Axis Detached Youth Outreach Service
- No Knives Better Life programme
- Operation Dovyan (MPS and Border Force programme)
- Missing children return home interviews and analysis of trends and patterns
- NWL Forensic Child and Adolescent Mental Health Service for children who exhibit violent or harmful sexual behaviour, in the Criminal Justice System or who are fire setters.

Tertiary

- Operational High-Risk Panel
- Youth Justice Service
- IOM
- MAPPA
- Professionals meetings (for specific case management)
- MPS Gangs Team



Service Provision – Domestic Abuse

Primary

- Workshops in education via education lead in Childrens Services
- Awareness campaigns, e.g. White Ribbon Day

Secondary

- Therapeutic Support for child victims of domestic abuse
- Community based support services (e.g. Hillingdon Womens Centre)
- Operation Encompass (schools)

Tertiary

- Daily high-risk safeguarding meetings
- MARAC
- Hillingdon Domestic Abuse Advocacy Service
- Refuge provision
- Operation Dauntless

Recognised Service Gaps

Through the preparation of the needs assessment and this strategy, a number of gaps in service provision have been identified.

Cross-Cutting

- Systematic analysis of data to provide robust insights and support partnership planning.
- Place based crime reduction/prevention programmes

Knife Crime

- Multi-agency knife crime/violent crime reduction plan.
- Response to increasing incidents of young people found carrying knives near schools.

Domestic Abuse

- Perpetrator programmes relating to all risk levels
- Outreach programmes into communities where reporting appears to be lower than expected.

VAWG/ Sexual Violence

- Multi-agency Violence Against Women and Girls reduction plan.

Glossary

Abbreviation	Full description
CAHMS	Child and Adolescent Mental Health Service
DA	Domestic Abuse
HDAAS	Hillingdon Domestic Abuse Advocacy Service
IOM	Integrated Offender Management
MAPPA	Multi-Agency Public Protection Arrangements
MOPAC	Mayor's Office for Police and Crime
MPS	Metropolitan Police Service
NRM	National Referral Mechanism
SV	Serious Violence
SYV	Serious Youth Violence
THH	The Hillingdon Hospital
VAWG	Violence Against Women and Girls
VRU	Violence Reduction Unit
YJS	Youth Justice Service

Hillingdon Domestic Abuse Strategy 2023-2025

Preventing and eradicating violence and abuse in
Hillingdon is everybody's business



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Foreword

Domestic abuse and the many forms of violence and abuse which disproportionately affect women and girls are wholly intolerable, are a fundamental abuse of the victims' human rights and represent serious crimes. The Safer Hillingdon Partnership (SHP), together with its partners, is committed to preventing, tackling and eradicating domestic abuse (DA) and violence against women and girls (VAWG) in all its forms. We aim to make our borough a safer place for all; for those who live in, work in or visit the borough, and to ensure that women, children and men are safe in their own homes.

Our vision is for Hillingdon to be an area in which no form of VAWG is tolerated and where victims and their children know how and where to get the help they need. The same is true for the professionals supporting and working for and with them. We want to ensure that the professionals working together have the right capability to provide the right support at the right time for victims and survivors. The implementation of this strategy will be underpinned by a robust delivery and communication plan that will represent a further step change in how the SHP responds to violence and abuse in Hillingdon and leads to real change for our residents and visitors to the borough.

We will continue in this work through this and other supporting strategies and plans.

This strategy sets out our community partnership approach as we enhance our commitment to intervene as early as possible to support victims, survivors, children and their families to seek help and support, report crimes, stay safe and rebuild their lives. We know too, that exposure to violence and abuse early on in life can have long lasting consequences, which is why we are committed to these priorities and to ensuring that the right people are provided with the right support and help at the right time. We will do this through our Stronger Families Hub and in the provision of all our other services.

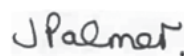
Whilst we have zero tolerance to violence and abuse, we also want perpetrators to recognise their destructive behaviour and to seek help.

We all have a responsibility to help put an end to DA and VAWG, which is why together we must have absolute zero tolerance to it. As a partnership and as a community we can end it and make a very real difference to many, many people's daily lives.

We would like to thank everyone involved in preventing, responding to and tackling domestic abuse and VAWG and safeguarding our residents and supporting those victimised to recover.



**Councillor Eddie Lavery,
Cabinet Member for Residents' Services,
Chairman Safer Hillingdon Partnership**



**Councillor Jane Palmer,
Cabinet Member for Health and Social Care,
Chairman Domestic Abuse Steering Executive**

Foreword by a survivor

It has been over 20 years since I was the victim of daily domestic violence and abuse – it never goes away, and it never leaves you. To this day, I cannot trust anyone, I am always on the defensive, alert to problems – my mind jumps to the bad days of violence.

I remember this like it was yesterday. Not everyone understands what you are going through – you blame yourself, and think everyone is blaming you too.

It is not just the adults that are affected, it affects the children and others too. To this day my children – now adults themselves – are affected. We all bear the scars, notably the psychological scars of what happened, these are constant reminders. It never goes away.

Professionals, like the police, social workers, housing officers and teachers must understand the signs and indicators of domestic violence and abuse. They can make a real difference to the lives of victims, survivors and their children. What they do and say is vital.

I was placed in a refuge close to where my perpetrator lived. I was placed in many refuges, but he found me every time. The police took my children to school. How can this be? My children should never have seen what they saw. Professionals need to understand victims and their children and the many affects upon them and the consequences too. The professionals need to understand and learn from victims' experiences.

I am hypervigilant to what people say to this day. Some people can't understand why I didn't leave him – they blame me. I think the professionals at the time blamed me too. They all knew what was going on.

It is great to see some of the developments that are taking place in the borough. The professionals must work together, they must share information and work with all the family members, not just one part.

Sally, a local resident

Introduction

The purpose of this strategy is to set out our partnership approach in Hillingdon to preventing and ending domestic abuse, whilst improving the health and wellbeing of individuals and families. This strategy seeks to build upon our existing successful partnership work, to further increase public awareness and to build a sustainable coordinated community response with local communities, individuals, family members, friends, employers and co-workers to tackle violence and abuse in all its forms. We will achieve this through projects and initiatives in an agreed programme of work overseen by the Domestic Abuse Steering Executive. The principles informing this programme are set out in this strategy and will be further developed in a supporting delivery plan.

We will continue to promote a zero-tolerance approach to the perpetration of violence and abuse of women and girls who are disproportionately victimised by domestic abuse, sexual violence and exploitation and stalking. We recognise that such offences very rarely happen in isolation and all too often come together in a continuum of offending. So, for example, forced marriage is domestic abuse and will often be associated with sexual offending and in some cases modern slavery too. This strategy is inclusive and recognises that men, boys and older people experience such crimes too. Our coordinated community response approach is intolerable of any violence and abuse against any community member irrespective of their sex, age or other background.

The reality is that inter-personal violence happens in public and private spaces with such a prevalence that it is all around us. We are all affected by it.

We know through our own local experiences, through research and reviews, such as the Home Office's *'Key Findings from Analysis of Domestic Homicide Reviews'* that domestic abuse is still under-reported and is not consistently identified or recognised by professionals in contact with victims. Given the dire impact on victims and their children, both in the short and longer term, and the significant economic impact resulting from domestic abuse, we recognise that a lot more still needs to be done to empower victims, survivors, witnesses and 'by-standers' including family members, neighbours, friends, employers and co-workers to come forward, report the violence and seek or provide support. Early responses and interventions are vital to reduce the threat and risk of offending and to prevent such abuse deepening. Therefore, we also recognise that early identification and intervention by front line professionals is critical but that a collective, community response will be needed to truly make a difference.

Reported data on domestic abuse shows a national surge in domestic abuse cases during the Coronavirus pandemic, and sadly Hillingdon was not immune from this. Forced isolation; being trapped with an abuser over extended periods of time, restrictions on movement and the wider impact of the lockdowns led to an increase in already abusive relationships and households. The public health restrictions meant that domestic abuse victims had no respite from their abusers and were unable to safely access help and advice from support services or access services in the same way that they had been used to.

It is crucial that we consistently raise awareness of what domestic abuse is, how it presents; what are the signs, indicators and 'red flags' and what to do next, including how to find specialist support services and how to safely access these.

Our approach also aims to break the cycle of repetitive abuse and harmful behaviours and repeat victimisation by holding perpetrators to account. We also want to create an environment whereby perpetrators who want to change can do so; they can come forward and seek the right help to change for the right reasons.

Our joined up approach also ensures that we provide support to families, recognising that some victims may not want to be separated from their abuser, emphasising the importance of a whole family approach.

The impact of domestic abuse

The human cost and suffering caused to domestic abuse victims is immense, and in some cases it has unimaginable impacts to those who have not experienced it. Victims, survivors and their children suffer long-term negative effects of psychological, physical, sexual, emotional and financial abuse, which present in many different ways.

NICE research documents that the physical impacts of domestic abuse include:

- direct results of physical violence, including bruising, stab wounds, broken bones, burns, traumatic brain injury, back or pelvic pain, headaches, and death.
- long-term physical health conditions caused as a result of the impact of domestic violence and abuse on the cardiovascular, gastrointestinal, endocrine, and immune systems through chronic stress or other mechanisms.
- reproductive impacts, including gynaecological disorders, pelvic inflammatory disease and pregnancy complications.
- psychological impacts, including anxiety, depression, eating disorders, symptoms of post-traumatic stress disorder (PTSD) and increased likelihood of misusing drugs, alcohol or prescribed anti-depressants.

With the exception of gender-specific impacts on women (such as gynaecological problems), the impacts for men and women are similar. However, for men, severe physical violence is less likely and severe depression is more likely, especially in older men.

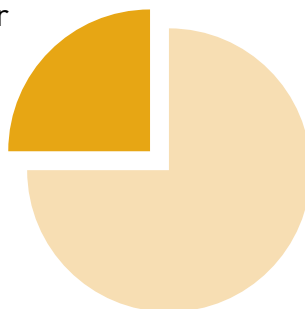
Department of Health research showed that children living in households where there is domestic violence and abuse can be significantly harmed by neglect that may result, in addition to being exposed to, or being involved in, the abuse.² Exposure to domestic violence and abuse affects the mental, emotional and psychological health of the child and their social and educational development. It also increases their likelihood of experiencing, or becoming perpetrators of, domestic violence and abuse as adults, and exposes them directly to physical harm.^{3,4} In a research study conducted by CAADA (Co-ordinated Action Against Domestic Abuse)⁵:



62 per cent of children exposed to domestic violence and abuse were also directly harmed (physically, emotionally or neglected) as well as witnessing the abuse of a parent.

25 per cent of both boys and girls exposed to domestic violence and abuse exhibited abusive behaviours themselves, most frequently towards their mother or sibling (and rarely towards the main perpetrator of the domestic violence and abuse).

Children were more likely to show abusive behaviours after exposure to the domestic violence and abuse had ended.



In addition to other impacts,

52 per cent of children had behavioural problems,

39 per cent had difficulties adjusting at school, and

60 per cent felt responsible for negative events.

The levels of injuries caused can leave lasting and in some cases life-long physical and psychological injuries as well as limiting life opportunities. Whatever the circumstances, domestic abuse victims, survivors and their children carry their experiences with them. Their experiences cannot be undone which is why early intervention must remain one of our key priorities.

There are also substantial wider societal costs too associated with responding to domestic abuse on policing, healthcare, social care, the criminal and civil justice system as well as the impact on employers and the wider economic consequences. The 2019 to 2020 Statutory Homelessness Annual Report showed that around one in 11 households in England (8.7 per cent) who were homeless or threatened with homelessness recorded domestic abuse as the main reason. And the charity St Mungo's reported that 35 per cent of women they worked with who had slept rough left home to escape violence.

Government research⁶ published in 2019 established that overall, in the year ending 31 March 2017, domestic abuse is estimated to have cost over £66 billion in England and Wales. The biggest component of the estimated cost is the physical and emotional harms incurred by victims (£47 billion), particularly the emotional harms (the fear, anxiety and depression experienced by victims as a result of domestic abuse), which account for the overwhelming majority of the overall costs. The cost to the economy is also considerable, with an estimated £14 billion arising from lost output due to time off work and reduced productivity as a consequence of domestic abuse. Costs to health services were estimated at £2.3 billion and the police at £1.3 billion, whilst housing costs totalled £550 million, which includes temporary housing, homelessness services and repairs and maintenance.

Children and young people

We recognise that children and young people are victims in their own right in instances where they live in households where violence between parents exists. Children's traumatic experiences can have lasting impacts on their mental health, physical health, confidence and general wellbeing. We have also recognised that there are children and young people who commit violence and abuse against their siblings, parents, guardians or carers. As a result, we prioritise early intervention and support for children and young people at risk of exposure to domestic abuse.

In the financial year 2021/22, in Hillingdon there were 741 children in the high-risk domestic abuse cases heard by the multi-agency risk assessment conferences. Similarly, a significant number of children are represented in the high-risk cases being managed by the Hillingdon Domestic Abuse Advocacy Service (HDAAS). There are year-on-year increases in the referrals to both of these services, which is complemented by the rising number of children affected by the violence and abuse.

Prevention starts with changing attitudes by working with children from a young age to raise their awareness and educate them about equality and respect. There is evidence that educational programmes can help change the attitudes of young people towards domestic abuse and the government's commitment that relationship and sex education will be made mandatory in schools is an important step.

While speaking to victims and survivors, a majority had witnessed domestic abuse as children. A focus on the support for children and young people witnessing abuse is needed to address a cycle of abuse.

¹ cks.nice.org.uk/topics/domestic-violence-abuse/background-information/consequences/

² DH (2017) Responding to domestic abuse: a resource for health professionals. Department of Health.

³ NICE (2014) Domestic violence and abuse: multi-agency working. National Institute for Health and Care Excellence

⁴ RCN (2017) Domestic abuse. Royal College of Nursing.

⁵ CAADA (2014) In plain sight: effective help for children exposed to domestic abuse. Coordinated Action Against Domestic Abuse.

⁶ www.gov.uk/government/publications/the-economic-and-social-costs-of-domestic-abuse

Our vision, commitment and priorities

Our vision

Our vision is for Hillingdon to be an area in which no form of domestic abuse is tolerated and where victims and their children know how and where to get the help they need.

Our commitment

As a partnership we remain committed to:

Preventing and eradicating all forms of violence and abuse against women, children and men in Hillingdon borough and supporting those so victimised to achieve their full potential in life.

Our priorities

Our work priorities have been informed by consultation with, and listening to, victims/survivors, statutory partners, charities, voluntary organisations and the domestic abuse commissioned services. They are:

- Priority 1 - Prevention and early intervention
- Priority 2 - Provision of services which provide protection and support
- Priority 3 - Pursuing perpetrators and supporting perpetrators to address their behaviour
- Priority 4 - Partnership working to ensure a coordinated community response.

Priority 1 – Prevention and early intervention

Together we will work with victims/survivors, communities, civil society organisations, statutory organisations and other partners to make the domestic violence and abuse unacceptable and dishonourable in all of our communities. We will use evidence-based models, a resilient coordinated community response and Think Family approaches.

Priority 2 – Provision of services – protection and support

We will seek to provide support services which ensure victims are safe and supported to recover and rebuild their lives following domestic abuse. To do this we will seek to develop a clear understanding of victim's needs, and ensure we understand their experiences of our services and those acting on our behalf. We will listen and take action to improve what we do. We will commission services intelligently and secure the right ones to meet local needs in providing high quality coordinated services.

Priority 3 – Pursuing perpetrators and supporting perpetrators to address their behaviour

Together we will work with partners to strengthen the responses to perpetrators. We will work with partners including non-justice agencies to strengthen their part in assessing, intervening and minimising the risks posed by perpetrators. We will robustly manage repeat offenders and as a priority support perpetrators to change their behaviour.

Priority 4 – Effective partnership working

Together with the Safer Hillingdon Partnership, we will work collaboratively with a broad coalition of partners as part of a coordinated community response; to create a safer borough for all and a safer, stronger future for victims, survivors and future generations so that they can realise their full potential in life.

Our values

We have adopted a number of underpinning principles which guide our approach to tackling domestic abuse and supporting victims:

- viewing the problem through the lens of gender and taking a gendered approach

In a gendered approach we take account of the differences in women's and men's lives and how this affects them, for example in health, employment and other opportunities. Seeing domestic abuse in the context of gender helps to make sense of the wider context, nature, scale and consequences of it to understand how we can stop it.

- understanding the inter-sectional needs of victims/survivors

If we are to truly provide the best possible service to victims and survivors we must understand who they are and how this affects their ability to access services.

- taking a trauma informed approach

Professionals seek to understand the victim and their experiences. There is no such thing as a typical victim and each victim will be affected by their experiences in different ways. Accordingly, professionals should not and cannot make subjective assessments about victims and their experiences. We must 'walk in the victim's shoes' if we are to truly understand them, their experience and the impact of the violence and abuse upon them.

Our five guiding principles are: safety, choice, collaboration, trustworthiness and empowerment.

- professionals exercising due diligence supported by 'professional curiosity'

Professionals doing their job to the best of their ability within their training and being curious, asking questions and not accepting matters at face value.

We also recognise that how we deliver our services is crucial too; with professionalism, care, compassion, sensitivity, understanding and trust being paramount. In the exercise of professional curiosity, our partnership professionals will ask questions at the right time for the right reason.

What we know about domestic abuse in Hillingdon

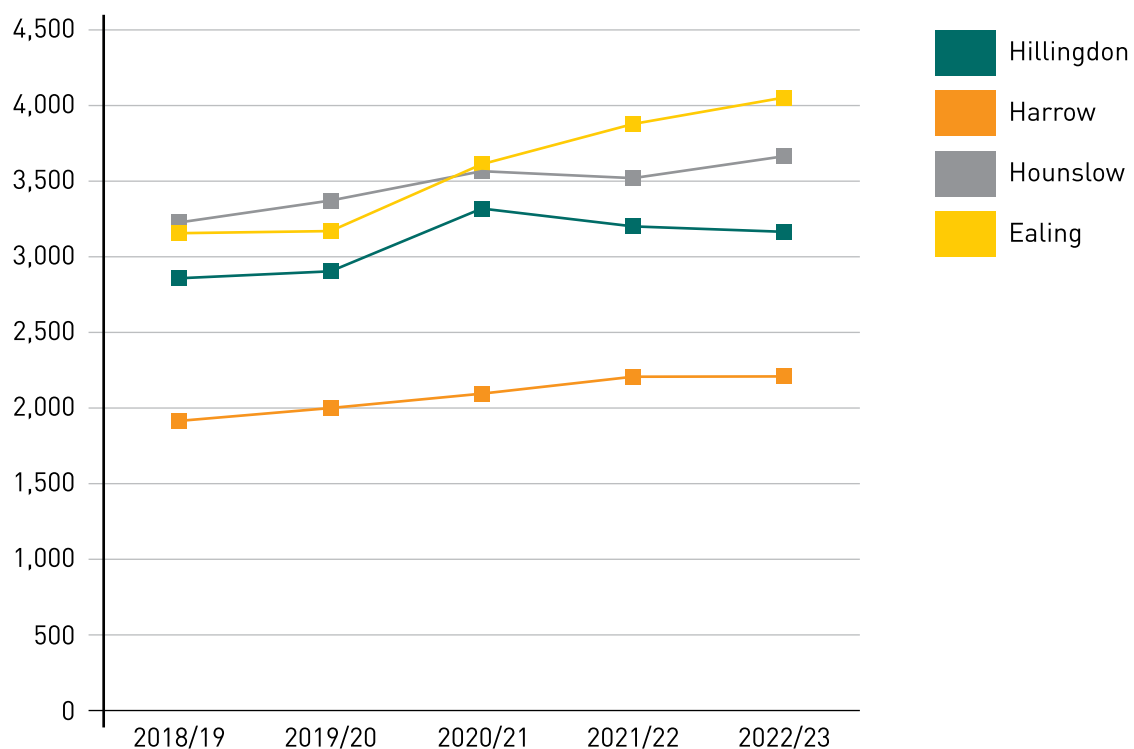
Our understanding of domestic abuse in Hillingdon comes from a number of different sources, including incidents reported to the police, information recorded by services, and context provided by partner organisations.

In relation to crime data, domestic violence is considered to be – “Any incident of threatening behaviour, violence, or abuse (psychological, physical, sexual, financial or emotional) between adults.”

Data from the Mayor’s Office for Police and Crime shows that recorded domestic abuse crimes decreased marginally in the period January to December 2022 compared with the same period in 2021 (from 3,193 to 3,165, down 0.9 per cent).

However, since 2018 there has been an increase of 11 per cent (equating to 307 incidents per year) with 2,858 incidents recorded in 2018 and 3,165 incidents in 2022.

The graph below shows the five year trend in incident numbers in comparison to other neighbouring London boroughs.



Similarly, there has been an increase in the number of victims experiencing high-risk levels of domestic abuse being referred to HDAAS and to the multi-agency risk assessment conference (MARAC). In the three years to March 2021:

- The Domestic Abuse MARAC managed 1,529 referrals of high-risk cases. This is a 49.8 per cent increase compared with the three-year period from 2015 to 2018.
- The Hillingdon IDVA service supported 2,267 referrals of high-risk cases. This is a 19 per cent increase compared to the three-year period 2015 to 2018.

There are a number of factors which may account for this increase in referrals including the increasing awareness within communities to support the recognition of domestic abuse and also local professionals more readily identifying high-risk cases. The COVID-19 pandemic had a significant influence on domestic abuse throughout 2020/21.

As the number of high-risk cases identified is increasing, so too is the disturbing number of children in these violent and abusive households and relationships. This is further highlighted in

the number of cases being referred to and supported by the Hillingdon Stronger Families Hub. The Hillingdon Stronger Families Hub provides a single point of contact for families that may need information, advice or support. In the 12 months to August 2023 the Stronger Families Hub received over 25,000 requests for assistance. Of the total number, just under 4,000 (3,929) of these related to domestic abuse which accounted for 15.51 per cent of all requests received by the Hub. This is the highest reason for Hillingdon's Children's Social Care being contacted and support being requested (excluding 'vulnerability' which is a category of need that applies to a wide range of child welfare matters).

Over 34 per cent of the referrals to the hub were from the police, over 19 per cent from schools, and over 18 per cent from health services. 1,500 of these referrals were sent to the Stronger Families locality team which provides targeted support.

London Domestic and Sexual Violence helpline

In the addition to the above data, between 2018 and 2021, 2,984 Hillingdon residents (women and men) have called the London Domestic and Sexual Violence helpline for advice and assistance. For some, this is the first crucial step in getting help.

How we will improve our understanding of domestic abuse in Hillingdon

There are gaps in our shared understanding of domestic abuse in Hillingdon which we need to address. The Domestic Abuse Steering Executive has agreed that a domestic abuse dashboard should be developed to better support the executive in its understanding of the nature of domestic abuse and how it is changing. This dashboard will need to contain relevant data from a range of partners and will be developed in 2024.

Our understanding of how domestic abuse affects people from different communities and how accessible our support services are to all victims also needs to improve. We need to be clear if domestic abuse affects some communities more than others and whether our support services meet the needs of all communities.

We also need to make sure we regularly hear from survivors of domestic abuse so that we can improve our approach based on the experiences of people who have suffered from this crime.

The Safer Hillingdon Partnership Serious Violence Needs Assessment will be prepared in 2023. The purpose of this needs assessment, which is being prepared as part of the work to meet the new statutory duties to prevent and tackle serious violence, is to document the nature of serious violence in Hillingdon, the causes and drivers of that violence and the response to it, to help us form a strategy to reduce serious violence. Serious violence includes domestic abuse and therefore this needs assessment will provide insight into domestic abuse in the borough and help us refine our plans so they are as effective as possible.

How we are tackling domestic abuse and supporting victims in Hillingdon

The borough has seen its domestic abuse provision evolve and develop over the few last years.

Hillingdon Domestic Abuse Advocacy Service

In June 2022, the Hillingdon Domestic Abuse Advocacy Service (HDAAS) was introduced which consists of both Independent Domestic Violence Advocates (IDVAs) and floating support caseworkers.

HDAAS adopts a one front door approach to the IDVA and Floating Support Service, enabling an easier and more accessible service for referral partners and those wanting to self-refer. The service utilises a single duty number, a single referral mailbox and a single referral form.

IDVAs work with clients who are deemed to be experiencing high risk domestic abuse and are at point of crisis. An IDVA's role is to carry out a thorough risk assessment and bespoke safety plan for their client based on the identified risks, needs and concerns. The IDVA will continue offering support to their client until the level of risk reduces and the client's case can either be closed or referred on to their floating support colleagues. An IDVA will support clients with:

- ongoing police investigations, ensuring the client is fully understanding the criminal process and aware of all safety measures the police can apply for and implement
- civil orders, either through solicitors or making their own application
- housing issues, whether that's approaching the local authority for emergency accommodation, refuge, liaising with housing associations or applying for sanctuary scheme in the home
- liaison with social care, children's and adults
- referring cases to and attending the daily adults' MASH meeting to discuss high risk, complex cases
- referring cases to and attending MARAC
- referring cases to Stronger Families. Attending strategy meetings, initial child protection conferences, core group meetings and working alongside the allocated social worker.
- considering wellbeing options for clients, including empowerment programmes, counselling and therapeutic remedies
- supporting clients with making applications around their finances and benefits.

Once the risk in a case reduces, the IDVA will discuss whether the client would like to be referred to one of their floating support colleagues. Floating support provide:

- continued work around any outstanding actions within a client's safety plan
- continued liaison and advocacy with services such as police, solicitors, housing, social services and benefits agencies
- assessing and addressing any additional risks or incidents
- reviewing the safety plan and implementing further safety measures if needed
- ongoing emotional support.

An IDVA's role is typically more short-term crisis intervention and a floating support worker's role is more long-term ongoing support.

When a victim of domestic abuse is at point of crisis, it can become incredibly overwhelming for them to fully grasp and understand what is happening, especially in cases where there are many professionals involved. We know from experience when clients are being given a lot of information it is not always easy for them to retain what they are being told because there is so much going on

at the same time. An IDVA's role is vital as they are able to assist in providing clarity, context, guidance and reassurance for clients. IDVAs can liaise with professionals on the client's behalf to ensure the client's voice is being heard.

IDVAs are trained and qualified and their role is to find the best way to keep clients and their children safe by assessing risk and safety planning. IDVAs must be independent in their work, client-centred and work within a multi-agency framework. Studies show that when victims of domestic abuse engage with an IDVA, there are clear and measurable improvements in the safety of both victims and their children. This includes a reduction in escalation and reduction of repeat incidents.

A floating support worker's role is equally as vital as they are involved on a more long-term basis. It is once the crisis ends that the client will see the loss of a structured professional support network. They may, at this point, become more vulnerable, more at risk of resuming the abusive relationship or entering another abusive relationship and will need their floating support worker to maintain regular contact, provide emotional support and reassurance.

The amalgamation of IDVA and floating support is an incredibly positive development for the domestic abuse provision in Hillingdon. It allows the two services to work closely together, to discuss cases, analyse risks and potential escalation of risk, share good working practices and outcomes for clients, fluidity when referring between IDVA and floating support, and consistency for clients who have trust in the service and don't have to continuously repeat themselves.

HDAAS consists of highly committed, knowledgeable and experienced IDVAs and floating support workers. Our IDVAs and floating support workers make a real difference to our clients' lives, leaving them feeling stronger, empowered and able to make informed decisions for themselves and their children.

The below chart and graph highlights a comparison of the referral figures to HDAAS for the last two years, July 2021 to June 2022 and July 2022 to June 2023



	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
2021-22	60	44	67	47	60	44	62	58	66	55	75	76	714
2022-23	69	92	89	76	72	73	85	74	74	59	75	89	927

The figures show a significant increase in referrals since HDAAS began in June 2022 which is highly positive and encouraging, demonstrating awareness of HDAAS and confidence in engaging with the team for support.

HDAAS has a strong working relationship with the council's Stronger Families team and the two services have daily interaction when assessing and understanding risk levels for cases if there are children involved. The HDAAS manager has access to Children's Services records and is able to carry out checks for HDAAS team members to identify if the family are known, who the allocated social worker is, and if and what interventions have taken place. This helps contribute to all safety planning and allows for safer working practices.

HDAAS team members have also had the opportunity to shadow colleagues in Stronger Families which has helped in their understanding of thresholds and risk management.

HDAAS provides bitesize training sessions with all partners and services within and outside of the London Borough of Hillingdon. This is to ensure there is wide understanding and awareness of what HDAAS is, the role it plays, what its functions are, how HDAAS can support colleagues in their various roles and departments if they are presented with a case of domestic abuse, and inform on referral pathways and appropriate referrals. This will assist in not only raising the HDAAS profile but also strengthening working partnerships, which is vital, as domestic abuse advocacy cannot take place in isolation. To safeguard victims of domestic abuse, multi-agency working and risk management is of the utmost importance and therefore making and maintaining strong links with our partners and colleagues is essential. HDAAS has a strong foundation of multi-agency working and it is essential when safeguarding victims of domestic abuse and their children that all partners must work together to ensure positive and safe outcomes.

The below chart illustrates a breakdown of HDAAS referral figures and partners for the last year, July 2022 to June 2023. The chart not only highlights the highest referrers, it also signifies the agencies who are not referring cases to HDAAS and where future awareness raising must be focused.

	Jul 2022	Aug 2022	Sep 2022	Oct 2022	Nov 2022	Dec 2022	Jan 2023	Feb 2023	Mar 2023	Apr 2023	May 2023	Jun 2023
Hospital	12	22	20	23	7	10	15	12	9	13	6	21
Adult SC	12	10	10	4	3	6	2	2	5	1	1	1
Children SC	14	12	16	16	22	17	26	16	15	18	20	31
Health visitor	1	0	0	0	0	2	0	1	2	1	3	0
Housing	2	3	0	2	4	1	2	4	7	1	3	1
MARAC	9	23	17	13	6	12	15	18	17	10	24	6
M/H	4	12	9	5	8	9	5	2	4	4	3	7
Out of borough IDVA	0	1	1	0	2	1	0	0	1	1	2	1
Police	5	4	3	1	5	4	9	9	4	5	7	8
Self-referral	5	3	8	8	10	8	6	6	6	5	3	9
Voluntary sector	3	1	2	0	2	3	1	1	1	0	0	1
Schools	0	0	0	1	2	0	0	2	0	0	0	3
GP	1	0	2	0	1	0	1	1	0	0	2	0
Drug and alcohol	0	0	0	1	0	0	0	0	1	0	0	0
Probation	0	0	0	0	0	0	0	0	0	0	0	0
Friends/family	1	0	1	1	0	0	0	1	1	0	0	0

Information on HDAAS can be found on the council's website along with other information around domestic abuse, useful contact details and telephone numbers for local and national organisations.

Hillingdon Multi-Agency Safeguarding Hub (MASH)

Children's MASH

The Multi-Agency Safeguarding Hub (MASH) has a dedicated manager and is complemented by single points of contact for a range of specialist areas. Domestic abuse referrals to the MASH are risk assessed daily by police officers in the co-located MASH Police Team. The MASH has direct access to colleagues from across the council and other local, London and UK wide agencies as part of the partnership objective to keep residents safe, whilst preventing, tackling and responding to domestic abuse and its many impacts.

Adults' MASH

A daily adults' MASH meeting takes place at midday. HDAAS plays an active part in these daily meetings by referring cases to be discussed and also providing advice and suggestions for cases that are discussed but not known to HDAAS. On occasions where HDAAS receive referrals where the clients are particularly vulnerable, the risks are high or HDAAS have not been able to make contact, referrals to this meeting provide a valuable opportunity to raise and discuss the case with other professionals, sharing information around concerns and to see which other agency or professional is already actively working on the case. It allows for immediate action plans to be formulated to address the risks shared.

Multi-Agency Risk Assessment Conference

The Multi-Agency Risk Assessment Conference (MARAC) is an integral part of IDVA's safety planning. As IDVAs support high risk clients, their cases will be referred to MARAC. In Hillingdon, the MARAC is held every two weeks. This was increased from once a month due to the volume of cases being referred to be heard.

From April 2022 to March 2023, MARAC heard 685 new cases which is a 23 per cent increase from the previous year. Of the 685 cases heard, there were 772 children in the households who will have been impacted by or been direct victims of the domestic abuse within the home. MARAC continues to see a year-on-year increase in cases being referred for information sharing and risk management.

Domestic Abuse Lead for Education

Hillingdon Council employs a Domestic Abuse Lead for Education. This role provides support and guidance to education providers including:

- domestic abuse training for schools and universities, including appropriate responses to disclosures of domestic abuse, immediate and longer-term safety planning advice and support
- individual case discussions detailing appropriate actions/steps to take if there are concerns for the safety of a victim/survivor and their children
- guidance and support on referrals to the Multi-Agency Risk Assessment Conference (MARAC)
- guidance and support on responding to separating/separated parents and child contact issues
- advice on when and how to refer to domestic abuse services, including Hillingdon Domestic Abuse Advocacy Service (HDAAS) and Southall Black Sisters
- guidance on Operation Encompass, how to activate, and appropriate responses to an alert. Operation Encompass is a police and education early information safeguarding partnership enabling schools to offer immediate support to children experiencing domestic abuse. Operation Encompass ensures that there is a simple telephone call or notification to a

school's trained Designated Safeguarding Lead/Officer (known as Key Adult) prior to the start of the next school day after an incident of police attended domestic abuse where there are children related to either of the adult parties involved. Information is shared with a school's Key Adult (Designated Safeguarding Lead or Officer) prior to the start of the next school day after officers have attended a domestic abuse incident. This sharing of information enables appropriate support to be given, dependent upon the needs and wishes of the child.

Stronger Families

In August 2021, Hillingdon Council with the support of local partner agencies, launched a pioneering Stronger Families Hub across its social care services, which has enabled teams to intervene early and ensure that local families have fast access to a wide range of support services around the clock. This redesign of our early help offer and prevention for families sees teams working more effectively together, providing a locality approach to support children at the earliest possible stage by working seamlessly with partners across the borough.

The hub is a great addition to local services for local families, which will enable teams to engage families earlier and provide long-lasting solutions to ensure a safe, stable and nurturing environment in which children, young people and parents can thrive. It has a key role in how we provide support to people affected by domestic abuse.

What is on offer through this one front door for families?

Specialist support and assistance for all children in Hillingdon, which is easily accessible around the clock, every day of the year, through:

- an online portal
- one email address
- one telephone number.

The online portal is directly linked to the child's electronic record and facilitates access to a wide range of support services including key working Locality teams, Special Educational Needs Disability and Advice Support Service, Portage, Participation Team and Adolescent Development Services as well as statutory support and protection services.

24 hour access to specialist support for children and families

Whilst operating all year round, the hub ensures children and their families can access support when needs arise and that practitioners have the required time to make informed evidence-based decisions rather than being confined to office hours and more 'traditional' working practices. This provides children, young people, families and professionals alike with the option to speak with a social worker at any time of day or night.

The services are much better placed and accessible, when needed.

Right person – right time – right intervention

The initial findings from the hub are positive and indicate that the needs of children and their families are addressed by the right person at the right time to lead to the right intervention – or targeted support – in the best interests of the child or young person and their family. We remain committed to families not having to re-tell their experiences more than once to prevent re-victimisation, re-traumatisation and to avoid delays or problems in accessing the most appropriate support when needed.

Since its launch on 2 August 2021, over 25,000 requests for assistance were considered with over 11,000 of these made via the parent-friendly Early Help Assessment which can be accessed and

completed anywhere and at any time by professionals to support timely and early decision-making affecting children and young people in support of our key priorities.

Over 1700+ have accessed support from Stronger Families

The Stronger Families Hub acts as the decision maker to ensure children access the right service at the right time. The ethos of the hub promotes targeted support and the timely provision of the most appropriate support service. Strong and effective working relationships with partners promotes children's best interests as well as a collaborative approach with parents, carers and professionals.

The hub seeks to be flexible and responsive to families' needs, including parents and carers who are working as well as families who experience difficulties out of office hours. The hub replicates the best of the day services whilst building the capacity of the service to meet the year-on-year increase in demand for support services from residents.

Whole family/think family approach

To break the cycle of violence and abuse in a sustainable way, Hillingdon Council adopts and encourages its partners to adopt a whole family or a think family approach.

In domestic abuse cases, services can often overly focus on either victims and their children or perpetrators, and on occasions 'forcing' the individuals apart, when this is not sought by the victim and perpetrator.

This approach encourages professionals to think more holistically when dealing with domestic abuse including in cases where a victim/survivor and/or perpetrator has complex needs or has care and support needs. It ensures that professionals think about all of the family members, people in the relationship or household members when making their assessments, developing plans and making decisions.

The four-stage model

Step one: Think family

This supports our approach to prevention and early intervention by understanding the relationship/household/family and the individuals involved, the situation in which they live and the relationship dynamic between the individuals.

Step two: Get the whole picture and develop informed and shared understanding

Seeing each person as an individual, as well as recognising the part they play in the relationship/household/family. It is vital to understand the strengths and areas for improvement for all the individuals involved.

Step three: Develop a workable plan, that works for everyone

New ways of achieving the best outcomes for the whole family. Only working with one family member will lead to limited short term outcomes.

Step four: Check it is working. Review it, and modify where necessary

Regular reviews will lead to better outcomes as the plan will constantly take into consideration changes, what works and areas for improvement, whilst also responding to feedback.

The whole education approach and Operation Encompass

Whilst it is recognised that children's education starts in the home, we also recognise that one of the most troubling places a child can be is their own home. Schools are a safe haven of love, care and support for children exposed to domestic abuse in Hillingdon.

We advocate taking a whole school approach involving using a number of interventions with multiple stakeholders such as pupils, parents, teachers, governors and support staff in the school environment. The aim is to reduce the number of children and young people experiencing violence and abuse including domestic abuse. This will be achieved by raising awareness of positive engagement and relationships whilst identifying stereotypes, negative social stigma and norms in an age-appropriate way. Everyone involved will be signposted to support services and more targeted support will be provided to victims and those who may already be displaying signs of perpetration.

Teaching professionals are essential in recognising the tell-tale signs, indicators and 'red flags' that a child or children are being exposed to domestic abuse or are otherwise having physical, sexual or psychological harm inflicted upon them.

The exposure to domestic abuse will affect children in many ways including (but not limited to):

- lateness
- declining behaviour towards other students and teaching staff
- hypervigilance
- protectiveness towards younger siblings
- decline in levels of concentration – lack of sleep and lack of food.

Being alert to the domestic abuse incidents, and a child or children's exposure to them, teaching professionals can contextualise how they may present at school in the day or days following and therefore influence an appropriate intervention, which meets the children's needs.

Commissioned Specialist Services

Hillingdon Council also commissions two specialist services to provide expert support to victims of domestic abuse.

Crisis Refuge Services, provided by Refuge

This service offers accommodation and support for women and their children who are victims of domestic abuse and in crisis. Accommodation is provided for up to six months during which time the victims receive support to help rebuild their lives so they can move to longer-term, self-sustained accommodation. It is a service for people who require immediate support to secure safety whilst fleeing a high-risk domestic abuse relationship.

Refuge is a national organisation that operates the crisis refuges across the country and provides other services to domestic abuse victims.

Therapeutic and Counselling Support, provided by Richmond Fellowship

This specialist service provides therapeutic and counselling support for children and young people who have witnessed or experienced domestic abuse. Support is provided on an individual basis or in age-appropriate group sessions depending on the assessment of the most appropriate support for the individual. This service has supported over 150 children and they have expanded their service offering to groups of parents too.

Community driven solutions and 'active' bystandership

The council and its partners are wholly committed to preventing and eradicating violence and abuse in Hillingdon. However, to do this in a sustained way, the council must have the support of the wider community.

Research and experience tells us that family members, friends, neighbours, employers, co-workers and other members of the public are critical in supporting domestic abuse victims, and signposting them to support services.

To achieve our aim, we will take a multi-layered approach with various local partners, including the police and local voluntary sector organisations.

We aim to prevent domestic abuse happening in the first place. We will work with the community members to:


- raise awareness of domestic abuse and its signs, indicators and 'red flags'
- signpost victims and potential perpetrators to support services
- signpost family, friends, neighbours, co-workers and employers to advice and support
- encourage men, young men and boys to change misogynistic attitudes, discrimination and derogatory attitudes and behaviours towards women and girls.

Gender inequality, discrimination and power and control are the root causes of domestic abuse and the victimisation of women.

Men have a fundamental part to play as role models in standing up and speaking out against misogyny and discrimination against women. We are committed to working with men and boys to:

- better understand motivations and drivers relating to VAWG and domestic abuse
- decode the use of terminology used, so that men and boys have a better understanding of misogyny, sexism and discrimination of women and girls
- be role models
- know how to respond
- know how to be an 'active bystander' by taking positive action.

Where can community members get support?

The council hosts a dedicated domestic abuse page on its website with information about support services  www.hillingdon.gov.uk/abuse.

Local employers' initiative and Safe Spaces Scheme

We will continue to work with local employers as they are vitally important in raising awareness of and responding to domestic abuse. Employees spend a lot of time at work and close bonds and friendships are developed leading to potential disclosures of concerns, abuse and violence being raised.

We will continue supporting local employers, their staff and our own staff to have the confidence to recognise the signs, symptoms and 'red flags' of domestic abuse. Additionally, we want employers to create the environment and conditions, that empowers employees to speak up, to speak with co-workers or their managers and seek access to support.

Recognising the importance of places of work in providing support for victims of domestic abuse, the council worked with the Hillingdon Women's Centre, Belina Grow and The Sharan Project to deliver an initiative throughout the COVID-19 pandemic with the following outcomes:



273
trained
employees



69
organisations engaged in
the programme



20,820
potential
beneficiaries

WAVE training

Welfare And Vulnerability Engagement (WAVE) training is a package developed to provide those working in the licensed industry with an awareness of vulnerability, their responsibilities to it and how to deal with it. The training aims to increase the skills, knowledge and confidence of those working in licensed premises, focusing on identifying vulnerability and making appropriate interventions.

Ask for Angela

A consumer-facing campaign which allows people who feel like they are in an unsafe situation to ask for help using the “Angela” code word, informing a staff member of their need, and allowing them to access discreet help.

How we will assess the impact of our work

We will utilise a range of data and information to monitor how domestic abuse is changing in Hillingdon and understand the impact our work is having.

We will adopt a delivery plan setting out the specific activities we are taking to tackle domestic abuse and update this plan annually. We will report on progress on the actions within the plan with a focus on the outcomes being achieved. This plan will also include details of the data we are monitoring to measure the success of our work as it relates to the activities in the plan. Data showing the success of our work could include:

- i. numbers of reports of domestic abuse and other forms of violence against women and girls incidents to the police in Hillingdon. This includes – although not exclusively – sexual abuse, forced marriage, female genital mutilation, modern slavery and public place sexual harassment.
- ii. numbers of repeat victims of serious domestic abuse crimes
- iii. seriousness of crimes perpetrated (violence with injury and sexual violence in domestic abusive relationships)
- iv. feedback from people with lived experience of domestic abuse on the partnership's response and support they received
- v. community confidence in our professionals and our partnership in preventing and tackling domestic abuse and VAWG crimes
- vi. numbers of perpetrators accessing support programmes to change their behaviour
- vii. perceptions on feelings of safety.

To further enhance the inclusive and informed local partnership arrangements the quality of the working arrangements will be measured through consultation and feedback.

The data outcomes from 2018 to 2021 will be used as the baseline to measure success the success of this strategy.

Governance and accountability

Effective oversight of our actions and projects which impact on domestic abuse in Hillingdon is important to ensure that we are collectively accountable for meeting our commitments and that we are doing all we can to reduce domestic abuse and support victims.

The Hillingdon Domestic Abuse Steering Executive is the multi-agency group that develops and delivers this strategy and supporting plans. The Domestic Abuse Executive Steering Group chairperson provides a direct link to the Safer Hillingdon Partnership Board (our local statutory Community Safety Partnership with responsibility for developing plans to tackle crime and disorder in the area). These groups will receive reports from the operational multi-agency groups that coordinate work on individual cases and deliver agreed projects.

Through the Safer Hillingdon Partnership the Domestic Abuse Steering Group is connected to the Safeguarding Children Board, the Safeguarding Adults Board and the Health and Wellbeing Board, which ensures policies and strategies are consistent and complementary.

The Domestic Abuse Steering Executive meets four times a year.

Accountability

The Safer Hillingdon Partnership (SHP) holds the statutory responsibility for the development of plans to reduce crime and disorder in Hillingdon.

The SHP has senior representation from Hillingdon Council, the Metropolitan Police Service, London Fire Brigade, National Probation Service and Integrated Care Board. The chair of the Safer Neighbourhoods Board also attends this partnership.

What we did under our last strategy

In measuring our progress against our last strategy we undertook to use the data outcomes from 2017/18 as the baseline measurement. Our priorities and the progress made against them follow.

To increase the reporting of domestic abuse (DA) and other forms of violence against women and girls (VAWG) incidents to the police or other agencies

- In the three years to March 2021, there have been 9,185 DA crimes/incidents recorded by the police which compares to 7,842 DA crimes/incidents recorded between 2015 and 2018. An increase of 17 per cent.
- There were 3,165 incidents reported in 2022.

To prevent and reduce the number of serious crimes perpetrated

- The council developed a new 'in-house' dedicated team to provide advocacy and other support to domestic abuse victims known as the Hillingdon Domestic Abuse Advocacy Service (HDAAS). The service brings together our specialist IDVAs and floating support to provide services to all victims, no matter their risk level.
- There are year-on-year increases in the referrals of high-risk cases to the Hillingdon IDVA service, meaning more victims are receiving assistance from this specialist provider. In the past three years 2,267 cases have been referred to this service.
- The council has introduced the Stronger Families Hub detailed above and which offers information, advice and support 24 hours a day, seven days a week. The hub is one of the first of its kind and is a single point of contact for all professionals and residents. This early help and prevention for families results in our teams adopting a multi-agency, locality approach to support children at the earliest possible stage by working closely with partners across Hillingdon in services for young people, to enable teams to intervene early and ensure that local families have fast access to a wide range of support services around the clock.
- An adult Multi-Agency Safeguarding Hub (MASH) has been established, which supports daily risk management meetings relating to adults at risk.
- There are also year-on-year increases to the Domestic Multi-agency Risk Assessment Conference managing the threats/risks and harm to high-risk case. In the last three years 1,529 cases have been managed by this forum – an increase of 49.8 per cent on the previous comparative period.

To increase the satisfaction of victims exposed to DA and VAWG incidents and crimes

- The feedback from victims and survivors is of critical importance to understand how well we are doing, how our services are delivered and to identify gaps in what services we deliver.
- This is a complex area which needs to be undertaken confidentially and safely over a period of time.
- This work is under development and will be included in the delivery plan for this updated Domestic Abuse Strategy.

To increase the community's confidence in our professionals and our partnership to preventing and tackling DA and VAWG

- The partnership led the development of the Employers' Initiative and Safe Spaces Scheme in partnership with the Hillingdon Women's Centre. This initiative led to 69 local employers/organisations and 273 employees being trained to recognise the signs of abuse, how to respond and access support, 20,820 additional potential beneficiaries
- This work will be further developed in the form of the 'By-Stander Programme' which will be included in the delivery plan for this updated Domestic Abuse Strategy. This work is being led by the Prevention and Engagement sub-group.

To increase the early identification of perpetrators, holding them to account and working to rehabilitate them and change their harmful behaviour

- In partnership with the Crimestoppers Trust, we led a campaign in May 2020 and March 2021 to raise awareness of domestic abuse whilst encouraging community members to report domestic abusers.
- This campaign was designed to encourage domestic abuse perpetrators to self-report and seek help.
- The campaign was focused in the areas of South Ruislip, West Ruislip, Eastcote and East Ruislip, West Drayton, Yiewsley, Yeading, Botwell, Northwood, Northwood Hills and Harefield.

During Phase One: Social media campaign

- The campaign achieved the following reach across all the digital channels; There were 5,045,835 impressions, which is the number of times the content of the campaign was viewed during its operation.
- In addition, digital billboards were used on Uxbridge Road and Westbourne Parade, at fast food outlets and in Sainsbury's and Tesco's superstores advertised the campaign. As part of this outdoor campaign, the total estimated reach was 982,527 people.

Phase Two: Social media campaign

- The campaign achieved 350,992 impressions (as described above).
- 10,000 Crimestoppers domestic abuse campaign information leaflets were distributed by young people engaged with the Youth Justice Service to local residents. This had the dual effect of raising the issue of domestic abuse with those young people too, and how to access support.

To develop a sustainable Hillingdon Coordinated Community Response

- There is a governance, leadership and partnership structure in place with an accompanying meeting structure led by the Domestic Abuse Steering Executive (DASE), which performs the role of the Local Partnership Board, as required by the Domestic Abuse Act 2021.
- The DASE is supported by five operational sub-groups whose membership is drawn from multi-agency organisations including local non-government organisations.
- The DASE reports to the statutory Safer Hillingdon Partnership body.

To further enhance the inclusive and informed partnership with statutory and voluntary sector organisations and our communities, which will be measured through feedback


- Charities and independent bodies have been involved in the Domestic Abuse Partnership structure, such as the Police Independent Advisory Group (IAG) and Hillingdon Women's Centre.

Crimestoppers

Crimestoppers is an independent charity that gives you the power to speak up to stop crime, 100 per cent anonymously.

It is available to anyone by phone and online, 24/7, 365 days a year.

 www.crimestoppers-uk.org and  www.fearless.org

 0800 555 111

Appendix A: Glossary of terms

Types of violence against women and girls

Violence against women and girls

Any act of gender-based violence that is directed at a woman because she is a woman or acts of violence which are suffered disproportionately by women. (United Nations)

Domestic violence and abuse

A pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality. This can encompass, but is not limited to, psychological, physical, sexual, financial and emotional abuse. In extreme cases this includes murder. Controlling behaviour is: a range of acts designed make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour. Coercive behaviour is: an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim. (Cross-government definition introduced in 2012)

Female genital mutilation (FGM)

All procedures that involve partial or total removal of the external female genitalia, or other injury to the female genital organs for non-medical reasons. (World Health Organisation)

Forced marriage

A marriage conducted without valid consent of one or both parties, where violence, threats, coercion or deception is used to force one or both parties to get married. (Section 121 Anti-social behaviour Crime and Policing Act 2014)

Honour based violence/abuse

Violence committed to protect or defend the honour of a family and/or community. Women and girls are disproportionately targeted for alleged or perceived breaches of a family's or community's codes of honour or behaviour.

There is no statutory definition of honour based violence/abuse.

Sexual violence including rape

Sexual contact without the consent of the woman/girl/man/boy. It can happen anywhere – in the family/household, workplace, public spaces or social settings in the UK.

Sexual abuse

Sexual abuse involves forcing or enticing a child or young person to take part in sexual activities, including prostitution, whether or not the child is aware of what is happening. The activities may involve physical contact, including penetrative (e.g. rape, buggery or oral sex) or non-penetrative acts. They may include non-contact activities, such as involving children in looking at, or in the production of, sexual online images, watching sexual activities or encouraging children to behave in sexually inappropriate way. (Working to Safeguard Children [2006])

Stalking

Repeated (i.e. on at least two occasions) harassment causing fear, alarm or distress. It can include threatening phone calls, texts or letters; damaging property; spying on and following the victim.

Appendix B: Abbreviations

Abbreviation	Full wording
ACE	Adverse Childhood Experiences
CR MARAC	Community Risk Multi-Agency Risk Assessment Conference
DA	Domestic Abuse
DASH	Domestic Abuse, Stalking, Harassment and Honour Based Violence
DV	Domestic Violence
DHR	Domestic Homicide Review
FM	Forced Marriage
FGM	Female Genital Mutilation
GBV	Gender Based Violence
HBA	Honour Based Abuse
HIDVA	Hillingdon Independent Domestic Violence Advocacy (IDVA) Service
HDAAS	Hillingdon Domestic Abuse Advocacy Service
IDVA	Independent Domestic Violence Advocate
MASH	Multi-agency Safeguarding Hub
MOPAC	Mayor's Office for Policing and Crime
NHS	National Health Service
MAPPA	Multi-Agency Public Protection Arrangements
MARAC	Multi-Agency Risk Assessment Conference
SDG	Sustainable Development Goal
SHP	Safer Hillingdon Partnership
UN	United Nations
VAWG	Violence Against Women and Girls

Appendix C: Legal Framework

Domestic Abuse Act 2021

In April 2021, the first statutory definition of domestic abuse, which reflected the depth and breadth of victimisation in England and Wales was published:

Section 1(1) Domestic Abuse Act 2021 defines “domestic abuse” for the purposes of this Act as:

- (2) Behaviour of a person (“A”) towards another person (“B”) is “domestic abuse” if –
 - (a) A and B are each aged 16 or over and are personally connected to each other, and
 - (b) the behaviour is abusive.
- (3) Behaviour is “abusive” if it consists of any of the following –
 - (a) physical or sexual abuse.
 - (b) violent or threatening behaviour;
 - (c) controlling or coercive behaviour;
 - (d) economic abuse (see subsection (4));
 - (e) psychological, emotional or other abuse.

The Domestic Abuse Act amongst other areas:

- creates for the first time a statutory definition of domestic abuse, emphasising that domestic abuse is not just physical violence, but can also be emotional, coercive or controlling, and economic abuse
- for the first time defines children as victims of the domestic abuse
- provides for a new Domestic Abuse Protection Notice and Domestic Abuse Protection Order
- places a duty on local authorities in England to provide support to victims of domestic abuse and their children in refuges and other safe accommodation
- prohibits perpetrators of abuse from cross-examining their victims in person in the civil and family courts in England and Wales
- creates a statutory presumption that victims of domestic abuse are eligible for special measures in the criminal, civil and family courts
- clarifies by restating in statute law the general proposition that a person may not consent to the infliction of serious harm and, by extension, is unable to consent to their own death
- creates an offence of non-fatal strangulation
- enables domestic abuse offenders to be subject to polygraph testing (commonly referred to as lie detector testing) as a condition of their licence following their release from custody
- places the guidance supporting the Domestic Violence Disclosure Scheme (“Clare’s law”) on a statutory footing
- provides that all eligible homeless victims of domestic abuse automatically have ‘priority need’ for homelessness assistance
- ensures that where a local authority, for reasons connected with domestic abuse, grants a new secure tenancy to a social tenant who had or has a secure lifetime or assured tenancy (other than an assured short-hold tenancy) this must be a secure lifetime tenancy.

RESIDENTS' SERVICES SELECT COMMITTEE - TREE PLANTING

Committee name	Residents' Services Select Committee
Officer reporting	Stuart Hunt – Head of Green Spaces Sophie Coughlan- Arboricultural Manager
Papers with report	Nil
Ward	All

HEADLINES

The purpose of this report is to provide Members with an update on the Council's recent and future tree planting projects.

RECOMMENDATIONS

That the Residents' Services Select Committee:

- 1. Notes the Tree Planting update; and**
- 2. Suggests any specific areas/ locations where Members / residents would like to see more trees to be considered further.**

SUPPORTING INFORMATION

Tree planting season runs between November and March each winter.

It is the Council's aim to plant more trees each year than are removed to ensure an overall net gain in Hillingdon's tree canopy cover. Where appropriate officers try and replant within the location a tree has been removed. Depending on why a tree has been removed this is not always possible but officers will then aim for the same street or leave the area vacant for a few years before a new tree is planted.

Table showing the total number of trees (Standards and Whips) planted and removed each financial year; the significant increase in numbers planted signifies the start of the Council's partnership with Trees for Cities.

Financial Year	Number of trees removed	Total trees planted (Standards and Whips)
18/19	160	601
19/20	186	469
20/21	213	14288
21/22	193	11655
22/23	90	17295
23/24	55	8378

Trees for Cities

The Council has a three-year partnership agreement with Trees for Cities (2023-26) - this is the second partnership agreement with them.

In the first partnership agreement (2020-23) officers planted a total of 23,429 standard trees and whips within eight sites

- 2020/21: £103,125: Of this, Hillingdon contributed £25,000 and Trees for Cities raised £78,125
- 2021/22: £186,379: Of this, Hillingdon contributed £85,000 and Trees for Cities raised £101,379

As part of this agreement the Council provides a list of sites it is felt would benefit from mass tree planting and Trees for Cities design a planting scheme, consult local residents, supply the trees and sundries required, carry out tree planting days with the local community and corporate volunteers, provide summer maintenance (watering) for the first three years and replace any that have failed.

The first partnership agreement was seen as a great success and as a result the second was signed with planting between 2023 and 2026.

In 2023/24 planting season officers focussed on two sites; Harvey Road Open Space, off West End Road and Court Park, with a total of 7,984 standard trees and whips planted.

Officers are currently assessing parks and open spaces for next winter's project and welcome Members' suggestions.

Trees for Streets

Launched on 1st September 2021 the Council's partnership agreement with Trees for Streets enables residents and companies to sponsor the planting of trees within Hillingdon's parks and streets.

Trees for Streets are asked to sponsor £230 or £320 depending on whether they wish to carry out the watering each summer. (These figures are based on the average cost from 2020 of planting within grass). The Council has had multiple requests for trees in hard areas (currently tarmac/ paving) and for these it covers the cost of the new tree pit (£283 per tree pit 2023/24).

Since its launch the Council has had sponsorships for 276 new trees from residents and companies spread throughout the Borough.

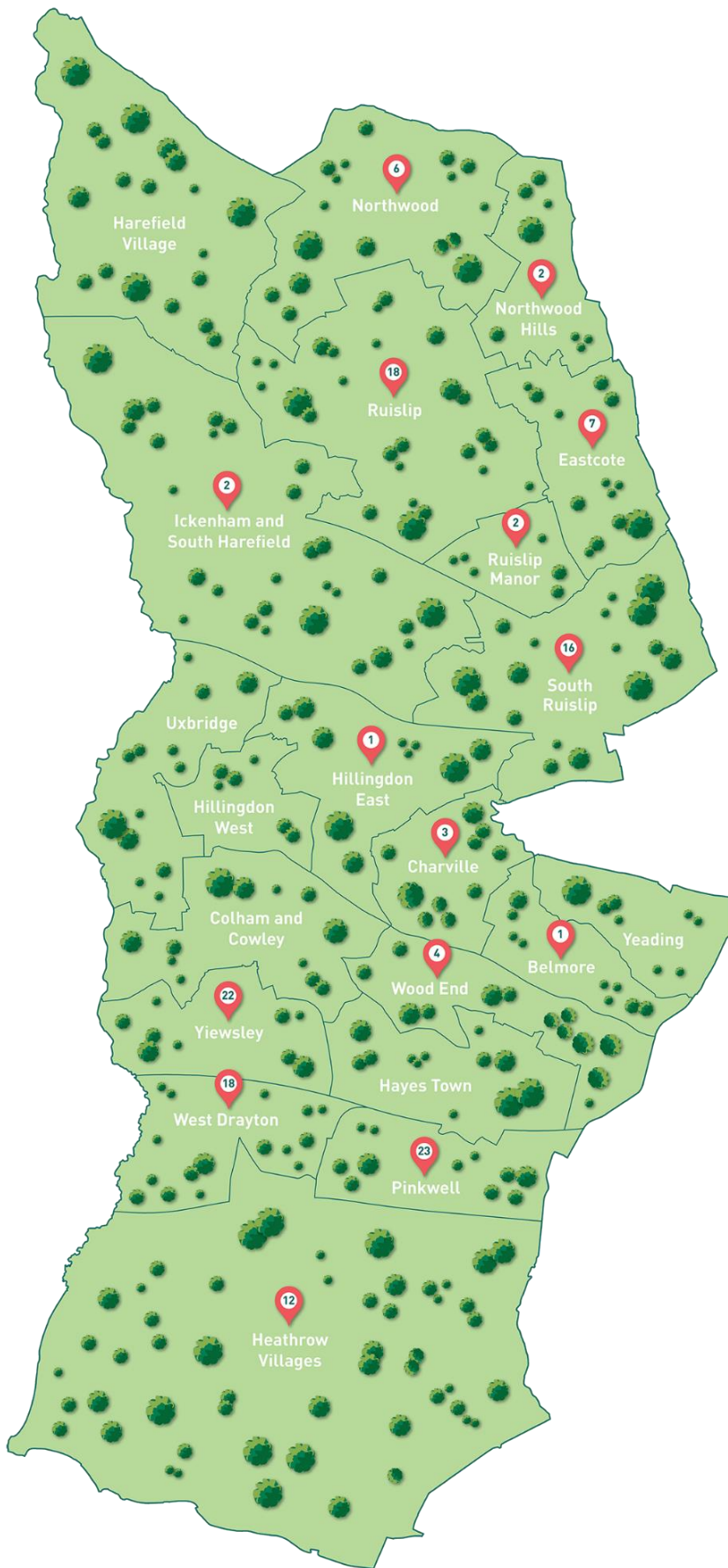


Figure 1: sponsorship distribution in 2022/23

Grounds Maintenance

The Council's in house Grounds Maintenance team plant on average 500 trees each winter. This consists of replacement and new locations, Trees for Streets sponsors and in house projects (e.g. Chrysalis).

Officers have been planting with the assistance of Grounds Maintenance now for four winters and find that this provides more control in terms of quality of tree stock, planting standards and flexibility on planting dates compared to using the Council's term tree contractor. It also enables the term tree contractor to focus on the tree maintenance work.

This summer was the first year officers also brought the summer maintenance in house. They are always looking for ways to improve and streamline the tree planting process. To this end they are investigating whether it will be feasible and cost effective to train staff to create the new tree pits within Hard Standing instead of the Council's Highways contractors completing the work.

Tree Species

Officers work on the principle of "Right Tree, Right Place", this means that smaller species are planted in narrow roads where space is limited and larger species where space allows, for example in parks. Officers aim for a diverse mixture and this year planted 45 different species. They plant staples such as Cherry and Field Maples which do well, and residents enjoy the cherry blossom. However, each year officers also choose a few different species that other London Boroughs or research has suggested will do well in the changing urban environment, such as Hibiscus. These are monitored to see how well they establish before a decision is made as to whether these should be planted again.

Woodland Creation Accelerator Fund (WCAF)

Officers were successful in their bid to the WCAF. This is revenue support for additional staff / consultants required to accelerate plans for tree planting providing funding for 2023-2025.

Officers are using the first lot of money to complete a project with Trees for Cities and Treeconomics to map the current canopy cover and identify sites for new highways trees in areas of low canopy cover, high deprivation and poor air quality. This when completed will provide officers with a greater understanding of the spread of trees throughout the Borough and can be used as evidence when applying for other grants. It will also enable officers to have a more focussed new location planting plan.

Other Funding

Currently other funding sources are underutilised due to staff resources; now with two tree officers there are more resources to fully explore these options.

STRATEGIC CLIMATE ACTION PLAN

Committee name	Residents' Services Select Committee
Officer reporting	Ian Thynne
Papers with report	Strategic Climate Action Plan – Progress Report
Ward	All

HEADLINES

In January 2020 the Council declared:

that there is a current global emergency and, as a consequent, agrees to extend the Council's climate change targets beyond those currently set, as follows:

*To become carbon neutral across the Council services by 2030 and;
To achieve 100% clean energy across the Council's services by 2030.*

Considerable work has gone into meeting these aims and aspirations. The most important step was the adoption of the Strategic Climate Action Plan in 2021 which specifically set out how the above 'vision' will be achieved through a range of actions and objectives.

The 2024 progress report sets out the current position, reports on progress, identifies where further work is required and sets the priorities for the forthcoming financial year.

RECOMMENDATIONS

That the Committee:

- 1. Notes the content of the Progress Report**

SUPPORTING INFORMATION

The Progress Report considers the work undertaken in the last financial year (23/24) along with the last set of available data (22/23, noting that 23/24 data will be available in late spring this year).

It identifies significant progress in tackling emissions within the corporate estate showing a 20% reduction in the 2019 baseline emissions from non-transport related operations, which is forecasted to be 30% with the delivery of a major piece of building improvement work to the Civic Centre, the single largest source of carbon for the Council.

The Strategic Climate Action Plan contained 9 key themes against which many sub actions were developed. The Progress Report also considers these wider objectives in the plan at a high level and captures the work relating climate change as a whole, as opposed to just carbon emissions. It shows progress against the majority of the key themes, but also identifies areas of further work.

The Progress Report also uses that analysis of the performance against the Key Themes to set out where priorities lie for the forthcoming financial year (24/25). It is noted that there is also a commitment to review the plan in 24/25 giving the opportunity to refocus action and workstreams to keep on track to those overarching 2030 commitments.

PERFORMANCE DATA

The Strategic Climate Action Plan is subject to a full annual review with the specific carbon neutral targets linked to data on energy usage.

RESIDENT BENEFIT

The Progress Report provides for an important analysis of performance against the Strategic Climate Action Plan. It allows for the identification of priorities, or where greater focus is required in order to meet the ambitious climate change objectives all of which are aiming to put residents first.

FINANCIAL IMPLICATIONS

There is no financial cost in setting out the Progress Report but invariably some of the work and priorities have financial implications either through project delivery or energy savings which result in cost benefits for the public purse.

LEGAL IMPLICATIONS

The production of the Progress Report is a non-statutory function.

BACKGROUND PAPERS

Nil.

APPENDICES

Strategic Climate Action Plan: Progress Report 2024.



London Borough of Hillingdon

The Strategic Climate Action Plan Progress Report 2024

**Report for Residents' Services Select
Committee
February 2024**

Introduction

The Council's Commitment

1. The Council declared a climate emergency in 2020 and set upon a path to achieve carbon neutrality from its own operations by 2030.
2. In July 2021, the Council adopted its own Strategic Climate Action Plan following lengthy consultation and involvement from a diverse range of respondents, including residents, climate action groups and businesses.
3. The Plan sets out the Council's corporate commitments and key objectives to meet the ambitious 2030 target. It reflects the Council strategy:

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

4. The plan is further divided into 6 Corporate Climate Commitments and then core objectives set against 9 key themes. The Plan is designed to direct and capture all the work associated with tackling the Climate Emergency in one place.

What is the Interim Progress Report?

5. The Council has committed to delivering an annual review of the Strategic Action Plan which is normally developed in June/July once outturns from energy contracts are provided for the previous financial year.
6. This progress report is therefore designed to take a high-level review of the current position of the Council's work in relation to the Action Plan. The report sets out the updated carbon footprint and compares the previous three years of reporting outputs from the baseline year (2019/20) to 22/23. The annual report that will be drafted in June/July 2024 will consider the latest energy outturns for the financial year 2023 to 2024.
7. In addition, the Council committed to a full review of the plan in 2024 so that it is kept up to date and relevant with goals and objectives and appropriately tailored to current demands and resources.

Background

Introduction

8. At the heart of the Plan is the Council's the carbon neutral target for 2030. The target relates to Scope 1 and 2 emissions associated with the corporate building stock that Council's operations but applies to the assets that are:

under our direct operational control and financial management. (C2.1, Strategic Action Plan)

9. This means that operational assets such as the Civic Centre, libraries, depots etc... are captured by the 2030 target. Assets such as housing stock or leased out buildings are not covered by the target. Appendix A includes the list of assets under our financial management, i.e. the Council pays the energy bills.

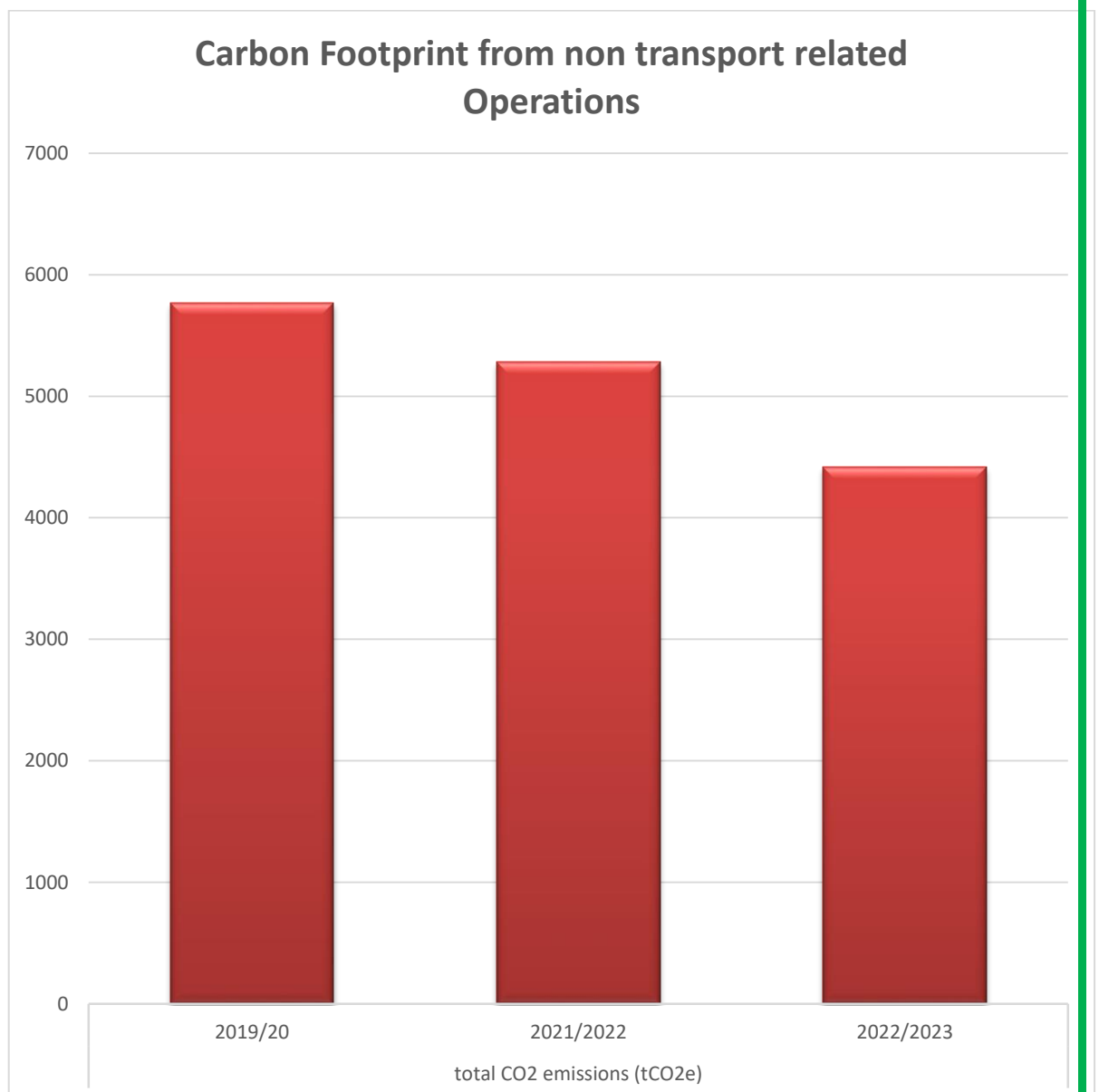
Scope 1	Scope 2	Scope 3
<p>These include emissions from activities owned or controlled by the Council that release emissions into the atmosphere.</p> <p>They are direct emissions.</p> <p>Examples of Scope 1 emissions include emissions from combustion in owned or controlled boilers, furnaces, and vehicles.</p> <p>This includes the burning of gas in boilers for space and water heating.</p>	<p>These include emissions released into the atmosphere associated with your consumption of purchased electricity, heat, steam and cooling.</p> <p>These are indirect emissions that are a consequence of the Council's activities, but which occur at sources that other control.</p> <p>This includes electricity consumption to enable Council operations.</p>	<p>Emissions that are a consequence of your actions, which occur at sources which you do not own or control and which are not classed as Scope 2 emissions.</p> <p>Examples of Scope 3 emissions are business travel by means not owned or controlled the Council such as the purchase and supply of materials.</p> <p>This is excluded from the Carbon Neutral commitment by 2030</p>

10. There are 5 key components that contribute to the Council's carbon neutrality target associated with the Scope 1 and 2 emissions and considered later in this report:
 - i. Emissions from corporate assets where the Council has operational control and financial management of energy purchasing
 - ii. Emissions from operational transportation (including grounds maintenance)
 - iii. Carbon reduction from sequestration i.e. coverage of tree canopies on Council land
 - iv. Carbon reduction from renewable energy production i.e. solar panels
 - v. Carbon reduction from sourcing green energy.
11. The Council separately made a commitment for Scope 3 emissions to be carbon neutral by 2035. This will be considered further in the 2024 Annual Review.

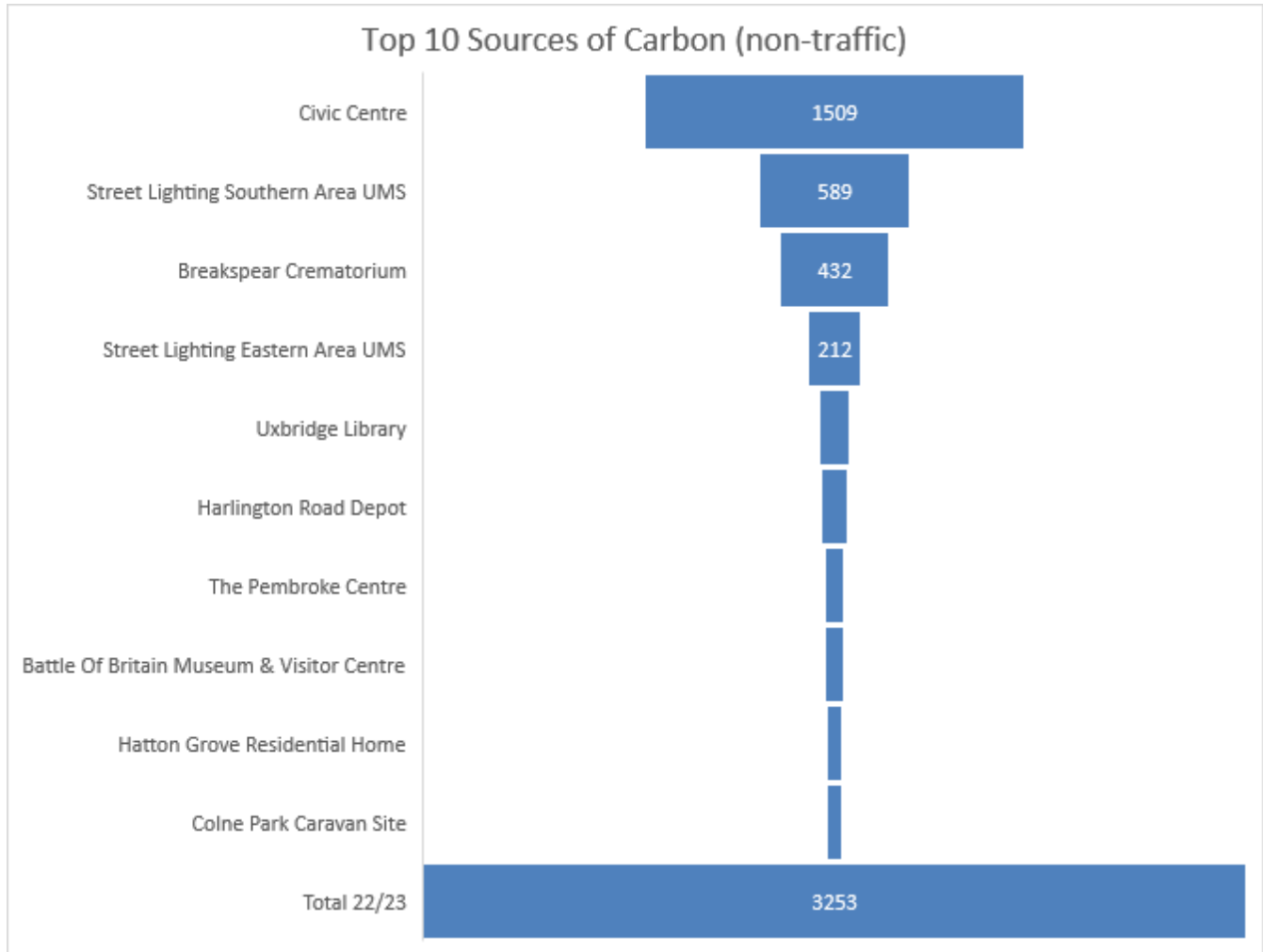
Progress on Target

Progress on emissions from corporate assets

12. The 2021 Strategic Climate Action Plan ('the Plan') reported baseline data from the 2019 fiscal year ending in March 2020. This data was based on best practice and the availability of information. The baseline has subsequently been refined as more information has become available and further analysis of the assets and their operational status may alter it further.
13. The graph below shows the carbon footprint associated with corporate assets (non-transport). It shows steady progress to reducing the non-traffic related emissions within the scope of the 2030 carbon neutral target. It must be noted that this represents the position on 31 March 2023.



14. The above graph relates to the 135 different assets (see appendix a) amounting to a carbon footprint of 4456 tCO₂. The chart below shows the contribution of the top 10 assets. 75% of the carbon footprint comes from just 7% of the operational assets. This illustrates where the focus for further interventions will have most impact.



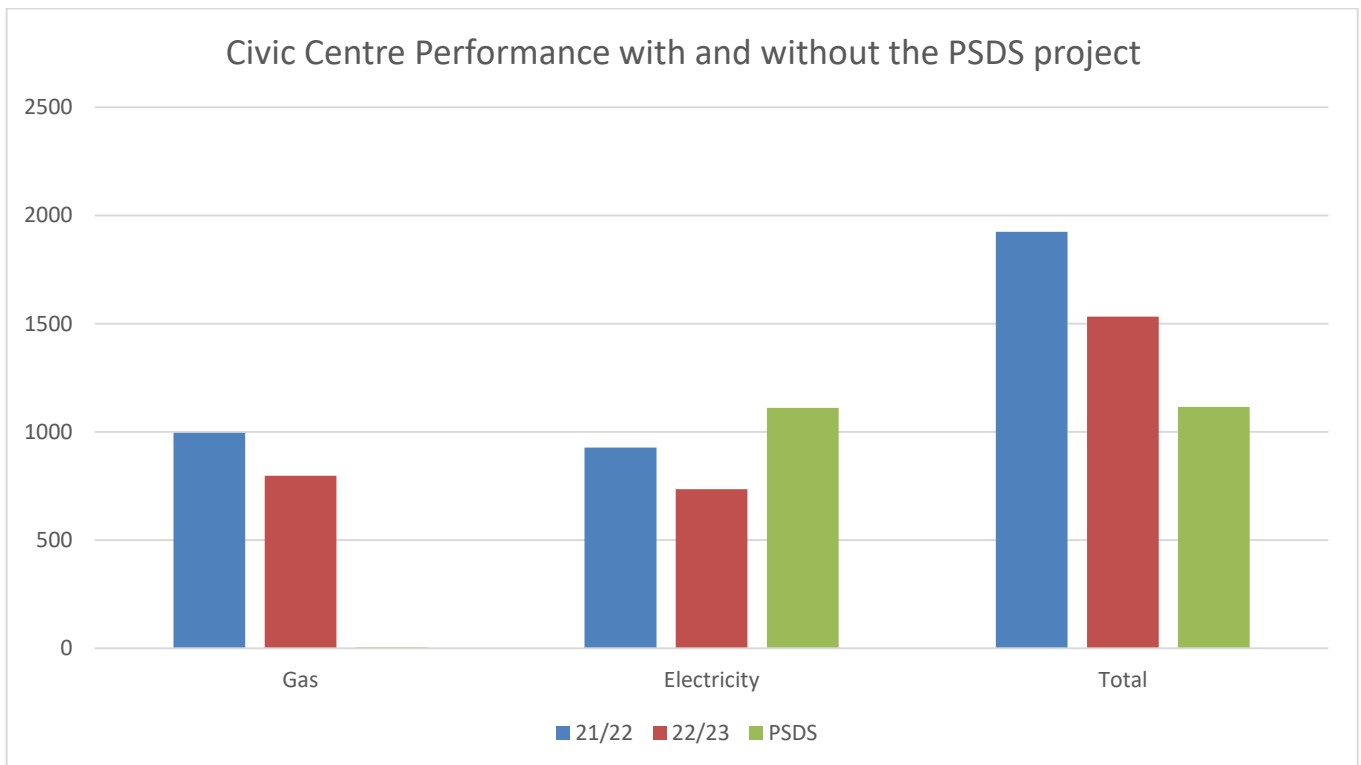
Next Steps

15. The progress on reducing the emissions stems from a number of interventions alongside decommissioning or disposal of assets. In order to capture this work and understand the forecast position the following work is being undertaken:
- i. Work has commenced with the Corporate Property team to identify the specific measures for each of the assets
 - ii. Work has commenced to identify the programme of work moving forward
 - iii. The carbon data is going to feed into the asset management strategy
 - iv. Work has commenced to identify the assets that are not in our operational control. Currently it is assumed that those under the Council financial management are also under operational control which needs to be tested further.

- v. To ensure that the Appendix A list of assets is all encompassing with particular regard to the Council leisure centres which are not included within the carbon data captured above.

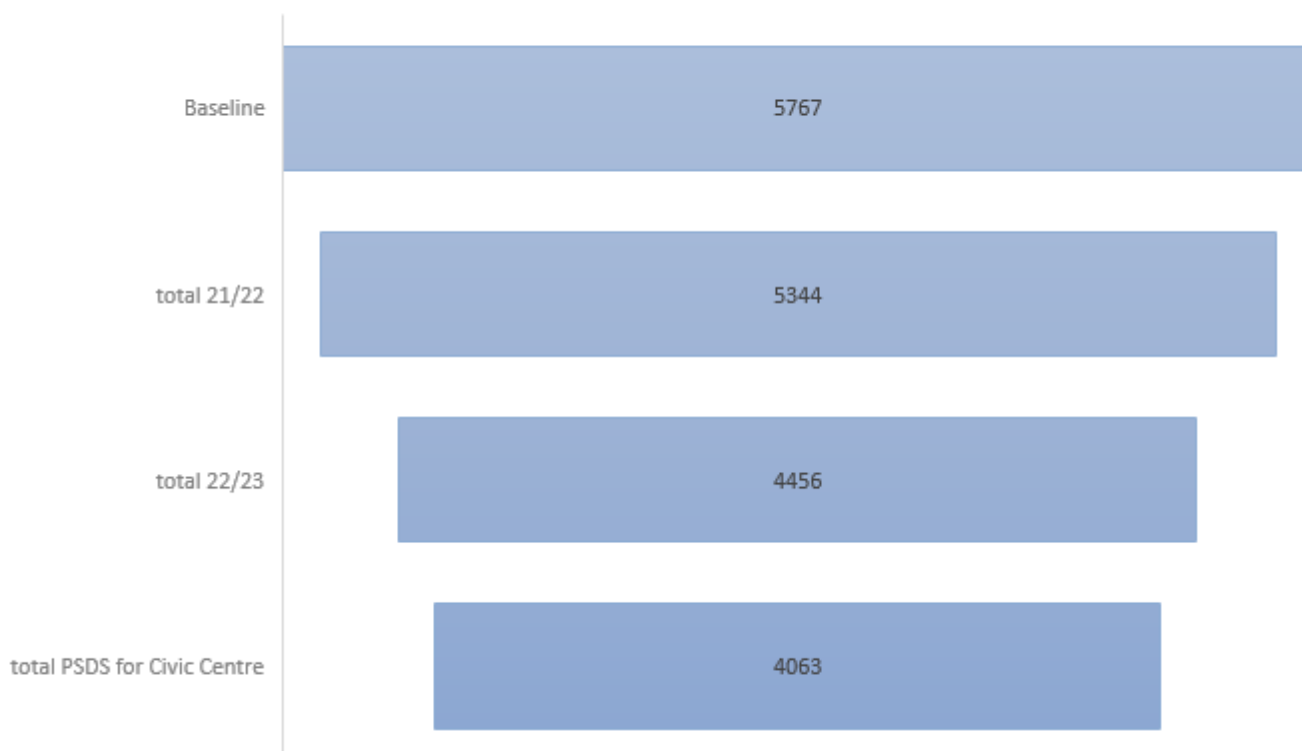
Public Sector Decarbonisation

- 16. A major workstream currently under way relates to the Public Sector Decarbonisation Scheme (PSDS). The PSDS provides grants for public sector bodies to fund heat decarbonisation and energy efficiency measures.
- 17. The Council secured £13,751,385 through Phase 3 of the PSDS. The funds, with match funding from Section 106, will deliver large scale carbon reduction interventions at:
 - Civic Centre, Uxbridge
 - Hillingdon Leisure Centre
 - Highgrove Leisure Centre
 - Winston Churchill Theatre and Hall
- 18. The first of those projects relates to the Civic Centre. The project involves removing the gas based heating system and replacing with more efficient air source heat pumps, secondary glazing, and additional insulation.
- 19. The Civic Centre is the largest individual contributor to the carbon footprint so the PSDS project will result in a major impact. The table below shows the forecasted improvements to the Civic Centre with the PSDS project intervention.



20. The project results in a near complete removal of gas with electricity based air source heat pumps taking on the cooling and heating load. This raises the electricity demand but ultimately results in a 40% (approx.) reduction in the carbon footprint.
21. It should be noted that the carbon performance will improve further. Electricity consumption falls within scope 2 whereas gas consumption is a scope 1 emission because it is burned at source usually within a boiler. As a fossil fuel, there is negligible change to the carbon conversion factor associated with gas; in contrast, the carbon conversion factor associated with electricity is linked to the wider carbon footprint of the national grid. An electricity based heating/cooling system will, without any further interventions, have a declining carbon footprint on the basis of a higher renewable energy creation on the national grid. Moving the Civic Centre to electricity based heating and cooling will positively expose it to wider national renewable energy progress.
22. Secondly, an electricity based heating/cooling system becomes more attractive to localised renewable energy generation. In theory, an air source heat pump that derives all its electricity from solar panels will result in a zero carbon output.
23. When factoring in the PSDS Civic Centre project, the forecast carbon footprint from operational assets (non-traffic) shows a 30% reduction from the 2019/20 baseline position reported in the Climate Change Strategy. The project is due be completed by the end of 2024 meaning reductions will start to be realised within the next reporting window.

Carbon emissions from Council operations (non traffic) with forecasted PSDS project benefits (tCO2e)



Carbon emissions from Council Transportation

24. The Council’s operational carbon footprint also includes emissions associated with transportation from day to day activities. This includes refuse collection, street cleaning and grounds maintenance.
25. Capturing the data associated with the fleet is complicated and an area that requires further work. The last reporting year was 2021/22.

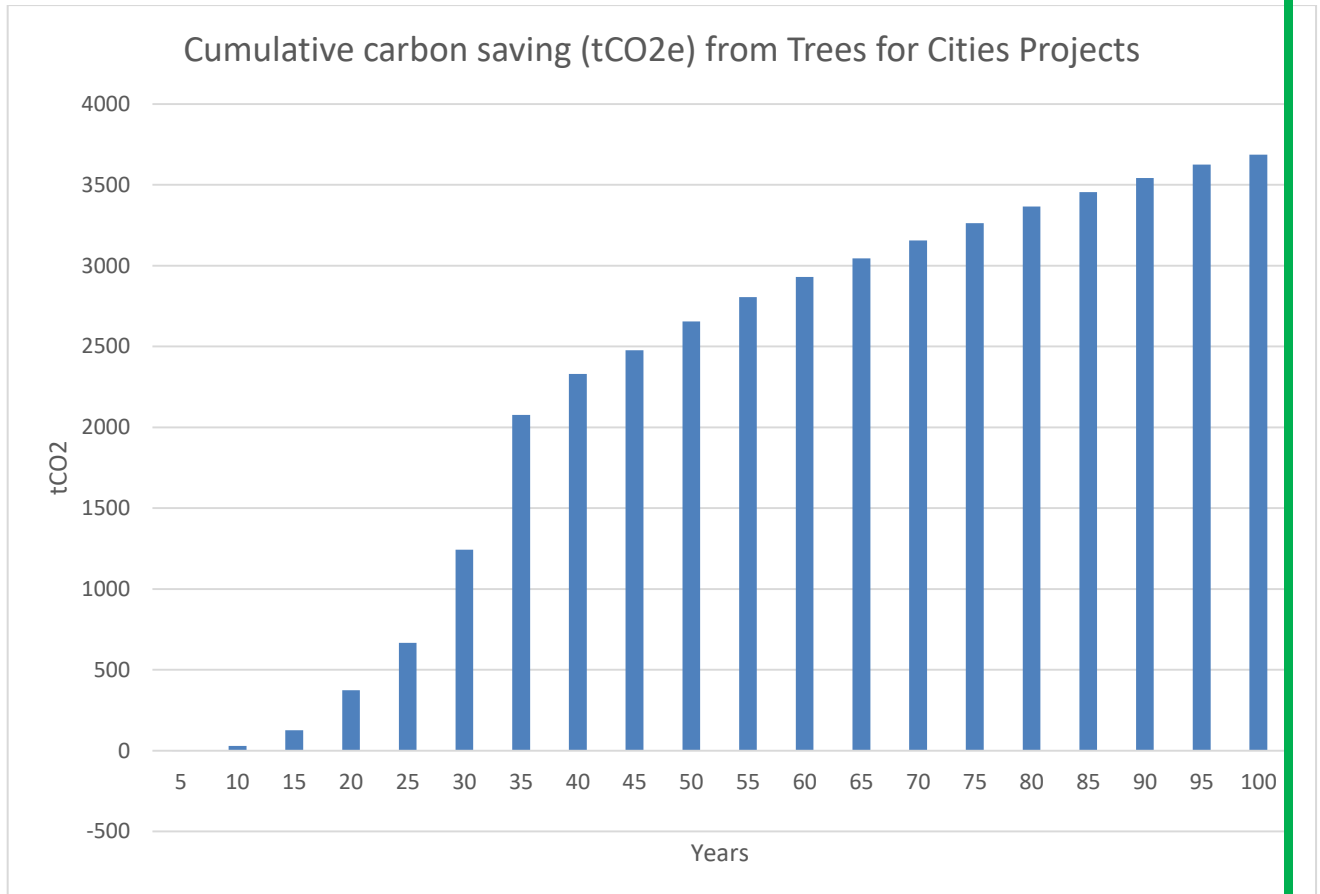
FY	Owned Vehicles		Leased Vehicles	
2021/22	Distance	GHG Emissions	Distance	GHG Emissions
Units	Miles	tonnes CO ₂ e	Miles	tonnes CO ₂ e
Quarter 1	2,154,000	1507.79	313,150	180.74
Quarter 2	0	0.00	0	0.00
Quarter 3	0	0.00	0	0.00
Quarter 4	0	0.00	0	0.00
Totals	2,154,000	1,507.79	313,150	180.74

Next steps

26. Capturing the data associated with the operational transportation is a priority. Although it is understood a considerable amount of work has gone into refining routes and improving the performance of vehicles to reduce emissions; for example, in 24/25 there will be a significant amount of electric vehicles within the fleet replacing older diesel powered vehicles. This has not yet been captured in the context of this plan.
27. Consequently, it is essential to develop the toolkit, backdate performance (if feasible) and understand the trajectory.

Carbon Reduction from sequestration

28. The Council embarks on large scale tree planting on an annual basis. Trees play a crucial role in carbon sequestration, i.e. removing carbon from the atmosphere. Carbon offsetting is often undertaken through new tree planting and is used as a way of ‘reducing’ a carbon footprint.
29. As a consequence, the Council’s trees play a vital role in carbon management. Between the planting season of 2021 to 2024 the Council has planted approximately 25000 whips (seedlings) and 1000 standards (more mature).
30. The carbon performance of this new tree planting is minimal in the first decade and is generally negative in the first five years due to delivery, disturbance of soil and planting requirements. However, as the trees mature, the carbon sequestration exponentially increases as shown on the following graph for the Trees for Cities project in Hillingdon from 2021 to 2023 (approximately 18500 whips):



Next steps

31. One area that is of benefit is the existing tree canopy across council land. These are often mature trees and perform a vital role in carbon absorption. Further work needs to be undertaken to determine a) the carbon value of these trees and b) how this will be considered to impact the Council’s carbon footprint.
32. Separately, a tree planting action plan needs to be developed to properly forecast where and when the next trees will be planted and how they link into the carbon footprint and other environmental aspirations, i.e. biodiversity and air quality.

Carbon Reduction from local renewable energy sources

33. The Council’s carbon footprint can be reduced through the localised creation of electricity from renewable sources. PVs are the most widespread example of this type of energy generation. There are PVs on the roof of the Civic Centre but not of a scale to have a meaningful impact on the carbon footprint.
34. It is likely that large scale electricity generation from PVs will be required to offset the Council’s carbon footprint. Options are being considered but further work is necessary to progress this, particularly given the project lead in times for delivery and grid connections etc...
35. Approximately 5MW of solar power is required to reduce 2000tCO₂ per annum. A 5MW requires approximately 25acres or 10hectares.

Carbon Reduction from purchasing green electricity

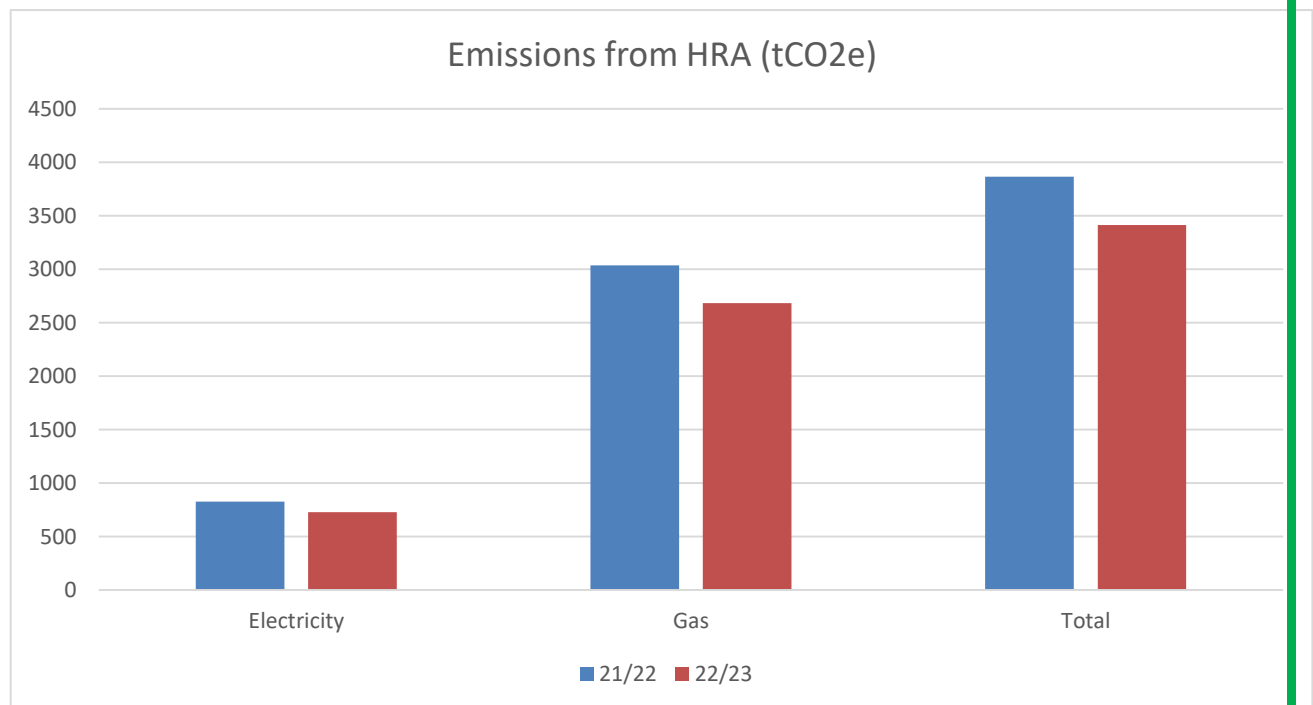
36. Certifying the grid electricity consumed in the Council's operational assets as coming from renewable sources will also reduce the carbon footprint. Until recent years the Council purchased Renewable Energy Guarantees of Origin (REGO). REGOs allow the Council to attribute zero carbon to the electricity demand within the scope of the certificate. Therefore, the Council effectively buys electricity from a renewable source which in theory immediately impacts the carbon footprint.
37. However, the cost of REGOs has risen dramatically on top of already higher than usual energy costs and are not actively sought in the same way as previously.

Next steps

38. To consider the purchasing and certifying of renewable energy in the context of the carbon footprint.

Outside of Scope of target - HRA

39. Although the HRA building stock falls outside the scope of the Council's carbon neutral target, it is still important to monitor emissions and work to reducing them.
40. The graph below shows a steady reduction in emissions in the last two reporting years (i.e. to March 2023). Further interventions have been undertaken which should see a further reduction in the March 2024 outturn.



Next steps

41. As with the work on the corporate assets, there is a need to capture the programme of activity and the highly positive work undertaken to date.

Wider Climate Actions

Theme	Progress	Commentary
Community Leadership	Development Required	The focus has been on getting the Council's 'own house in order' which means further development of the work on community leadership is required. Work has been undertaken with the Friends of the Earth and wider Council objectives reflected in the Plan have a significant resident facing element, e.g. flood risk work, waste management activity. However, further development of the work around these objectives is required.
The Council's Own Operations	Very Positive	As set out in the report, the progress against this objective is very positive. The primary issue is to capture all this positive work in the context of the Plan which will allow for trajectory analysis of the carbon neutral target. In turn, this will allow for the appropriate focus of attention and will assist with informing other workstreams, for example waste collection and asset disposal. Capturing it will also be a significant communications boost that itself can incentivise others to take action.
Building Better Places	Very Positive	Progress against this objective is very positive. The Council implements the policies of the London Plan which are highly progressive in securing zero carbon development. This is also the route to securing Section 106 funds to facilitate actions elsewhere in this plan.

		Work is necessary to determine whether the current cost of offsetting 1tCO ₂ (i.e. £95) from new development is sufficient. Anecdotally, the current level is too low, but an evidence base is needed to secure a higher level and for this to be pursued through the local plan.
Using and Producing Clean and Green Energy	Moderate	As set out above, the cost of REGOs has constrained the purchasing of them. Procuring clean energy needs to be considered in the context of this strategy. Work on large scale solar farms is ongoing but realistically, progress will only be reported as positive on submission of a planning application.
Waste Management	Very Positive	Progress against the waste management objectives is very positive. The Plan effectively mirrors the Waste Management strategy of the Council and doesn't introduce anything fundamentally different. There is however a need to capture the work in the context of this Plan.
Climate Change Adaptation and Mitigation	Positive	Progress against this objective is positive largely due to the work on the Local Flood Risk Management Strategy and other flood risk related activity. There is more to be done on water efficiency and public facing campaigns, but these are programmed. A climate change adaptation and mitigation action plan needs to be programmed as a workstream.
Carbon Offsetting	Positive	Progress against this objective is positive largely due to the tree planting and ongoing green space management. More work is required to align this work with the objectives of the plan with particularly focus on the biodiversity work which needs to be

		progressed further.
Sustainable Transportation	Positive	<p>Progress against this objective is positive due to the work with TFL, schools' campaigns and development of the cycle strategy. Further work on a sustainable transportation strategy needs to be programmed to ensure all the sub objectives of this theme are given attention.</p> <p>Importantly the work against this theme needs to be captured in the context of this Plan so as to ensure there is alignment against the climate change objectives.</p>
Transparency, Communication and Reporting	Development Required	<p>This is an area where progress needs further development. The theme requires the transparent reporting of the carbon footprint and be publicly available which is not currently feasible. Furthermore, there was not a full reporting of the progress in 2022/23 of the carbon footprint; additionally, data on fleet emissions is not as robust as would be expected and the progress reporting of the Plan has not been consistent.</p> <p>Fortunately, 2024 requires a full review of the plan which will help reset this element of the plan and with the new delivery structure set out below, reporting should become more consistent, robust and transparent.</p>

Very Positive	Most actions within the theme have been progressed well
Positive	Some actions within the theme have been progressed well with others programmed

Moderate	Progress has been made against a small number of the actions
Further development required	Further development against most actions in the theme is required or information is not captured.

Priorities for 2024/25

Asset Identification and carbon auditing of building stock

The Council has a range of building assets and work is ongoing to identify those that will still be in use in the long term and those that might be disposed of. Identification of the key carbon producing assets to be retained should be prioritised with energy audits undertaken.

Capturing the work undertaken to date and promoting this in the context of this plan would be beneficial.

Fleet

The carbon footprint associated with the Council's transportation is not sufficiently accurate. Work needs to be prioritised to enable the Council to accurately capture the carbon footprint associated with all its vehicles' movements. The baseline work to understand the makeup of the fleet has been undertaken but the next step is to determine how many miles are completed by each vehicle and what carbon factors are to be used in determining the associated emissions.

Carbon Offsetting – Solar Projects

Solar projects will invariably need to go through the planning system and there will be a lead in time to identify sites, secure planning permissions and grid connections. The sooner these projects come online, the more value they will have in offsetting the residual emissions.

Carbon Offsetting: Climate Parks and Tree Planting

A priority for 24/25 is to understand how much land can be put aside for additional tree planting to assist with carbon offsetting from 2030. Work should also be undertaken to understand the current carbon sequestration associated with the Council's green and open spaces.

Climate Change Adaptation

Recent heatwaves, droughts and floods have all heightened awareness of the need to be more resilient to the impacts of climate change.

The need for an adaptation action plan was set out in the main Plan and work to scope the coverage of this needs to be prioritised for 22/23 with a plan to be delivered in early 23/24.

Improved carbon reporting

The Council has committed to ensuring that its own carbon footprint is made available for scrutiny to satisfy aims of being transparent. This can only be done once there is a consistent capturing, recording and reporting of the carbon footprint.

Work to rationalise and reconcile the carbon information needs to be prioritised with the subsequent data made available publicly.

Programming of Work

The Plan includes a number of objectives and action plans. These broadly capture existing workstreams but work needs to be undertaken to programme actions and agree outputs. This is particularly important in relation to the Community facing work (Objective C1).

Sustainable Transportation Strategy – Programming

There is a lot of work on sustainable transportation but capturing in the context of this Plan is necessary which will allow for overlaps, i.e. with air quality objectives, to be properly identified and workstreams aligned.

Annual Review

There is a commitment to undertake a full review of the Strategic Climate Action Plan. This will need to be undertaken around June with a view to reconcile the objectives and properly programming workstreams.

Governance and Working Groups

CMT
Quarterly
Update

Corporate
Property
(objective C2)
Monthly

Green Spaces
Biodiversity,
Carbon
Offsetting,
Flood Risk,
Air Quality
(Objectives
C7 and C6)
Monthly

Sustainability
Transport
Objective C8
Monthly

Flood Risk
Managment
Objective C6
Monthly

Air Quality
Management
Obejctive C6
and Action
Plan
Monthly

Fleet
Management
6 Months

Energy
Procurement
6 Months

Waste
Management
6 Months

RESIDENTS' SERVICES SELECT COMMITTEE - CABINET FORWARD PLAN

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

HEADLINES

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

RECOMMENDATION

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

SUPPORTING INFORMATION

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

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

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

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

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

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

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

BACKGROUND PAPERS

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

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Scheduled Upcoming Decisions

Ref

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)
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SI = Standard Item each month/regularly Council Directorate/Service Areas: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services D = Digital & Intelligence

Cabinet meeting - Thursday 21 March 2024 (report deadline 4 March)

205	Support services contracts for the Single Homelessness Accommodation Programme	Cabinet will consider the award of support services contracts for the Single Homelessness Accommodation Programme (SHAP) recently announced. SHAP is a £200 million nationwide fund to deliver up to 2400 homes and support services for people sleeping rough or at risk of sleeping rough. The Council is in receipt of external funding for SHAP and an aspect of this programme will be the procurement of services within this, to support this endeavour.	N/A		Cllr Eddie Lavery - Residents' Services	Residents' Services	CS / R - Maggie Nelson / Sally Offin		NEW ITEM	Private (3)
174	Fencing Contract incorporating installation, repair and maintenance	The existing Fencing Contract that covers the installation, maintenance and repair of damaged areas of fencing, gates, bollards, barriers etc.. across 240 Green Spaces sites expires in March 2024. This report will seek Cabinet approval for new contracting arrangements from April 2024 following a procurement exercise.	N/A		Cllr Eddie Lavery - Residents' Services	Residents' Services	P/R - Jamie Bell / Allison Mayo			Private (3)
Page 109	Cowley House, Uxbridge	Following consultation with residents, Cabinet will consider the decant and disposal of Cowley House, 181 Cowley High Road Uxbridge UB8 2AJ. Cowley House is a small general needs housing block and a listed building. Cabinet will be advised that it is not viable to bring the property up to the new Landlord Compliance standards, hence the recommendation to dispose of the property.	Uxbridge		Cllr Jonathan Bianco - Property, Highways & Transport / Cllr Eddie Lavery - Residents' Services	Residents' Services	P - Julie Markwell			Private (3)
190a	Local Plan - Regulation 18 Consultation	This report seeks Cabinet agreement to undertake a public consultation on the Local Plan in line with Regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations. A draft version of the consultation document will be presented as part of this for approval. Agreement will also be sought to undertake related post consultation work, so that a draft consultation document can be prepared for a subsequent Regulation 19 consultation. Cabinet will also consider revisions to the Local Development Scheme for approval by the full Council.	All	Local Development Scheme - 11 July 2024	Cllr Eddie Lavery - Residents' Services	Residents' Services	C - Tom Campbell	Statutory public consultation and Select Committee		Public

Scheduled Upcoming Decisions

Ref

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 Directorate/Service Areas: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services D = Digital & Intelligence										
173	Contract for environmental specialist cleaning services	The existing Environmental Specialist Cleaning Services contract within Waste Services expires in March 2024. Such services include dog fouling bins, clinical waste, public toilets, dead animal collection and other waste materials. The report will seek Cabinet approval for new contracting arrangements from April 2024 following a procurement exercise.	N/A		Cllr Eddie Lavery - Residents' Services	Residents' Services	P/R - 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	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										
193	Anti-Social Behaviour Policy	The Cabinet Member will consider whether to adopt a new Anti-Social Behaviour Policy explaining the Council's role and responsibilities and how it will respond to reports of anti-social behaviour.	All		Cllr Eddie Lavery - Residents' Services	Residents' Services	P - Richard Webb			Public
194	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 relevant Member 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 Ian Edwards - Leader / Cllr Martin Goddard - Finance	Residents' Services	P / R - Rod Smith / Trudie Eldriny			Private (3)
194	Tenancy Strategy and Policy	Following consultation, the Cabinet Member will 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
193	Private Sector Placement Policy	The Cabinet Member will consider approving an updated policy on placing tenants in temporary accommodation and private rented accommodation.	All		Cllr Eddie Lavery - Residents' Services	Residents' Services	P - Debbie Weller			Public

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Scheduled Upcoming Decisions

Ref	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)
<p>SI = Standard Item each month/regularly Council Directorate/Service Areas: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services D = Digital & Intelligence</p>										
196	Shared Ownership Policy	The Cabinet Member will be requested to approve an updated policy for the sale, allocation and management of shared ownership properties, also relating to those such properties as part of the Hayes Regeneration Project.	All		Cllr Eddie Lavery - Residents' Services	Residents' Services	P - Debbie Weller			Public
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	CS - Democratic Services	Various		Public
Cabinet meeting - Thursday 18 April 2024 (report deadline 2 April)										
207	Beck Theatre, Hayes - contract extension	The Beck Theatre provides an annual programme of professional theatrical productions, as well as contributing to the Borough's broader cultural offer. Cabinet will consider the extension of the management contract for the operation and cultural programme delivery at the Theatre.	N/A		Cllr Eddie Lavery - Residents' Services	Residents' Services	R - Darren Deeks		NEW ITEM	Private (3)
139a	Housing Allocation Policy - Consultation Draft	Cabinet will consider for public consultation an updated Housing Allocation Policy which sets out how social housing is allocated to those on the housing register.	All		Cllr Eddie Lavery - Residents' Services	Residents' Services	P - Debbie Weller	Public consultation		Public
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private 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.	Various		All	TBC	C - Democratic Services	Various		Public
Cabinet Member Decisions expected - April 2024										
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	TBC	C - Democratic Services	Various		Public
Cabinet meeting - Thursday 23 May 2024 (report deadline 26 April)										
186	Draft Uxbridge Master Plan	As part of reviewing the Local Plan, the Council has been looking at the future challenges and opportunities that face Uxbridge, the Borough's largest and only metropolitan town centre. Cabinet will consider commencing full public and stakeholder consultation on a proposed draft new masterplan for Uxbridge, which be the basis for a consensus on the future redevelopment and prosperity of the town.	Uxbridge / all wards		Cllr Eddie Lavery - Residents' Services	Residents' Services	C - Julia Johnson	Public consultation and also select committee		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 Directorate/Service Areas: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services D = Digital & Intelligence										
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 - May 2024										
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	TBC	C - Democratic Services	Various		Public
Cabinet meeting - 27 June 2024 (report deadline 10 June)										
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	C - Democratic Services			Public
Cabinet Member Decisions expected - June 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		C - Democratic Services	Various		Public
Cabinet meeting - Thursday 25 July 2024 (report deadline 8 July)										
139b	Housing Allocation Policy	Following public consultation, Cabinet will consider the Housing Allocation Policy on how social housing is allocated to those on the housing register.	All		Cllr Eddie Lavery - Residents' Services	Residents' Services	P - Debbie Weller	Public consultation		Public
SI	Strategic Climate Action Plan	Hillingdon Council passed a Climate Change Declaration at its full Council meeting on 16 January 2020 which set out targets to become carbon neutral and achieve 100% clean energy across the Council's services by 2030. Cabinet in July 2021 approved the Council's Climate Action Plan to achieve this and also agreed to review progress annually.	All		Cllr Eddie Lavery - Residents' Services	Residents' Services	P - Jo Allen	Residents' Services Select Committee		Public
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	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	All	C - Democratic Services	TBC		Public
Cabinet Member Decisions expected - July 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 Directorate/Service Areas: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services D = Digital & Intelligence										
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		C - Democratic Services	Various		Public
AUGUST 2024 - NO CABINET MEETING										
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 12 September 2024 (report deadline 23 August)										
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 - September 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	C - Democratic Services	Various		Public
Cabinet meeting - Thursday 10 October 2024 (report deadline 23 September)										
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 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	C - Democratic Services	Various		Public
Cabinet meeting - Thursday 7 November 2024 (report deadline 21 October)										
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

Scheduled Upcoming Decisions

Ref

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 Directorate/Service Areas: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services D = Digital & Intelligence										
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 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	C - Democratic Services	Various		Public
CABINET MEMBER DECISIONS: Standard Items (SI) that may be considered each month										
SI	Urgent Cabinet-level decisions & interim decision-making (including emergency decisions)	The Leader of the Council has the necessary authority to make decisions that would otherwise be reserved to the Cabinet, in the absence of a Cabinet meeting or in urgent circumstances. Any such decisions will be published in the usual way and reported to a subsequent Cabinet meeting for ratification. The Leader may also take emergency decisions without notice, in particular in relation to the COVID-19 pandemic, which will be ratified at a later Cabinet meeting.	Various		Cllr Ian Edwards - Leader of the Council	TBC	C - Democratic Services	TBC		Public / Private
SI	Release of Capital Funds	The release of all capital monies requires formal Member approval, unless otherwise determined either by the Cabinet or the Leader. Batches of monthly reports (as well as occasional individual reports) to determine the release of capital for any schemes already agreed in the capital budget and previously approved by Cabinet or Cabinet Members	TBC		Cllr Martin Goddard - Finance (in conjunction with relevant Cabinet Member)	All - TBC by decision made	various	Corporate Finance		Public but some Private (1,2,3)
SI	Petitions about matters under the control of the Cabinet	Cabinet Members will consider a number of petitions received by local residents and organisations and decide on future action. These will be arranged as Petition Hearings.	TBC		All	TBC	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	R - Iain Watters			Private (1,2,3)

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Scheduled Upcoming Decisions

Ref

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 Directorate/Service Areas: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services D = Digital & Intelligence										
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 - Neil O'Connor			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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The Cabinet's Forward Plan is an official document by the London Borough of Hillingdon, UK

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RESIDENTS' SERVICES SELECT COMMITTEE - WORK PROGRAMME

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

HEADLINES

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

RECOMMENDATIONS

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

SUPPORTING INFORMATION

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

Meeting Date	Room
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
16 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, Botwell Leisure Centre 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

Residents' Services Select Committee	2023/24				2023/24				2024/25				2024/25								
	May No meeting	June 14	July 19 - Cancelled	August No meeting	September 26	October 25	November 29	December No meeting	January 16	February 13	March 13	April 16	May No meeting	June 13	July 18	September 24	November 27	January 14	February 19	March 13	April 22
Review: Homelessness & Customer Journey 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	Witness Session	Findings	Final report					
Regular service & performance monitoring Infrastructure Funding Statement Update (previously CIL Expenditure Monitoring - Annual Report & S106) each November Mid-year budget / budget planning report Strategic Climate Action Plan: Annual Update (Note to move to July annually to align with Cabinet reporting in September) Cabinet's Budget Proposals For Next Financial Year Cabinet Forward Plan Monthly Monitoring					X				X		X			X			X		X		X
One-off information items ASB Service Update Local Flood Risk Management Strategy The impact of HS2 (parking and traffic) High Street Regeneration post-Covid Public Spaces Protection Orders Graffiti Removal Sports - facilities, engagement & inclusivity Tree Planting Animal Welfare Street Champions Food Waste - success of the scheme Locata - Live Demonstration Consultation on Uxbridge Master Plan Weed Spraying Housing Allocation Policy Consultation Draft Update on Canal Site Visit Resident usage of new digital system to report ASB & impact of increased fees on fly tipping Heathrow Expansion & Local Community Update		X	X						X				X								
Crime & Disorder - Statutory Scrutiny (themed) Safety Hillingdon Partnership Development Safety Hillingdon Partnership Performance											X				X					X	
Past review delivery Review of Alley Gating																	X				
Internal use only 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)**
- CCTV Control Room - Civic Centre (25 July 2022)
 - Botwell Leisure Centre (27 February 2024)
 - Harlington Road Depot (28 September 2022)
 - Weed Killing Contractor (6 June 2023)
 - Heathrow Airport (Imported Food Office) (4 October 2022)
 - Noise Team
 - Hillingdon Fire Station (7 December 2022)
 - Graffiti Removal
 - Breakspear Crematorium (25 January 2023)
 - Harefield and Yiewsley Civic Amenity Sites
 - Traffic wardens / Abandoned Vehicles *
 - Canal Visit - 4 November 2023
 - The Battle of Britain Bunker (26 July 2023 at 6pm)
 - Building Control
 - Planning Enforcement
 - HS2 Site Visit

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