



HILLINGDON  
LONDON

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# Residents' Services Select Committee

**Date:** THURSDAY, 8 JANUARY 2026

**Time:** 7.00 PM

**Venue:** COMMITTEE ROOM 5

**Meeting Details:** The public and press are welcome to attend and observe the meeting.

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## Councillors on the Committee

Councillor Peter Smallwood OBE (Chair)  
Councillor Ekta Gohil (Vice-Chair)  
Councillor Darran Davies  
Councillor Jas Dhot  
Councillor Kamal Preet Kaur (Labour Lead)  
Councillor Elizabeth Garellick  
Councillor Jagjit Singh

Published: Tuesday, 30 December 2025

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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:

Portfolio(s)	Directorate	Service Areas
Cabinet Member for Community & Environment	Place	Green Spaces (incl. Woodlands, Colne Valley) Crematorium Services Waste Services Flooding & watercourses Environmental Projects (incl. Chrysalis, Street Champions, Alleygating & Ward Budgets) Climate Change (incl. air quality) – cross-cutting brief
	Homes and Communities	Library Services Theatres, Museums & Cultural Services Leisure Services and Centres Community Safety & Community Cohesion (incl. CCTV)
		Trading Standards, Environmental Health & Licensing (incl. Safety of Sports Grounds) Imported Food Office Anti-Social Behaviour and Localities Street Scene Enforcement Parking & Parking Enforcement Emergency Response
	Adult Services & Health	Mortuary
Cabinet Member for Planning, Housing & Growth	Place	Planning Services (incl. planning policy, building control, planning enforcement, specialist planning & conservation areas) Regeneration (incl. town centres, master planning) Economic Development (incl. growth strategy, business engagement, inward investment & worklessness) Local Impacts of Heathrow Expansion (cross cutting brief) Local Impacts of High Speed 2 (cross-cutting brief)
	Homes & Communities	Housing Strategy & Commissioning (incl. housing policies & standards, assessment of housing stock size & condition and the

	commissioning of housing stock repairs and housing stock acquisitions)
	HRA Strategy and delivery plan (operational delivery in Place and Cabinet Member for Corporate Services & Property)
	Housing Management (incl. tenancy management)
	Housing Options and Homeless Prevention
	Private Sector Housing

<b>STATUTORY COMMITTEE</b>	<u>Statutory Crime and Disorder Scrutiny</u>
	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.
	<u>Duty of partners to attend and provide information</u>
	The Crime and Disorder (Overview and Scrutiny) Regulations 2009 permits this Select Committee to make a request in writing for information to bodies who form the local Crime and Disorder Reduction Partnership (Safer Hillingdon Partnership), which includes the Police. The Committee should scrutinise the work of the partnership at least once a year and may also require the attendance before it of an officer or employee of a responsible authority or of a co-operating person or body in order to answer questions. The Committee may not require a person to attend unless reasonable notice of the intended date of attendance has been given to that person.

# 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 - 16
- 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 Monthly Budget and Spend Report 17 - 26
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# Agenda Item 3



## Minutes

### RESIDENTS' SERVICES SELECT COMMITTEE

6 November 2025

HILLINGDON  
LONDON

Meeting held at

	<p><b>Committee Members Present:</b> Councillors Wayne Bridges (Chair), Kishan Bhatt, Darran Davies, Ekta Gohil, Scott Farley, Kamal Preet Kaur (Opposition Lead) and Elizabeth Garellick</p> <p><b>Officers Present:</b> Steve Austin (Traffic, Parking, Road Safety and School Travel Team Manager) Daniel Ferrer (Licensing Team Manager) Andy Goodwin (Head of Strategic Finance) Julia Johnson (Director of Planning and Strategic Growth) Ian Kavanagh (Head of Business Intelligence) Dan Kennedy (Corporate Director of Residents Services) Freddie Mohammed (Parking Representations and Appeals Manager) Bernard Ofori-Atta (Head of Finance - Residents' Services) Liz Penny (Democratic Services Officer) Jas Rattu (Parking Infrastructure Manager) Andrew Tebbutt (Planning Obligations Team Leader) Richard Webb (Director of Community Safety &amp; Enforcement)</p>
112.	<p><b>APOLOGIES FOR ABSENCE</b> <i>(Agenda Item 1)</i></p> <p>Apologies were received from Councillor Peter Smallwood with Councillor Kishan Bhatt substituting.</p>
113.	<p><b>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING</b> <i>(Agenda Item 2)</i></p> <p>There were no declarations of interest.</p>
114.	<p><b>TO RECEIVE THE MINUTES OF THE PREVIOUS MEETING</b> <i>(Agenda Item 3)</i></p> <p><b>RESOLVED:</b> That the minutes of the meeting dated 9 September 2025 be agreed as an accurate record.</p>
115.	<p><b>TO CONFIRM THAT THE ITEMS OF BUSINESS MARKED AS PART I WILL BE CONSIDERED IN PUBLIC AND THOSE MARKED PART II WILL BE CONSIDERED IN PRIVATE</b> <i>(Agenda Item 4)</i></p> <p>It was confirmed that all items of business were marked Part I and would be considered in public.</p>
116.	<p><b>BUDGET AND SPENDING REPORT</b> <i>(Agenda Item 5)</i></p> <p>Dan Kennedy, Corporate Director of Residents' Services, presented the Month 5 budget monitoring report, noting that the information had been drawn from the Cabinet report which was already in the public domain. It was stated that the Residents'</p>

Services Directorate showed an £8.8 million overspend at Month 5, primarily due to temporary accommodation pressures amounting to £6.5 million. Additional pressures included underachievement of income from parking charges and the green waste subscription service, where the £2.5 million target was forecasted to achieve £1.6 million. The Housing Revenue Account was reported as breaking even.

Councillors queried the underperformance of parking income and whether this could be attributed to post-pandemic behavioural changes or pricing issues, as well as the availability of data to distinguish the causes. It was confirmed that significant work had been undertaken to strengthen data analysis, including detailed monitoring of car park payment machine usage. While charges were considered competitive compared to other boroughs, it was noted that it remained too early to confirm the reasons. Patterns of usage were being examined to inform proposals for the forthcoming budget.

Councillors enquired whether forecasts had accounted for potential income tax increases referenced in national budget speculation. Officers confirmed that predicting the effect on residents' spending patterns—and consequently on Council income streams—was challenging. However, cost-of-living and wider socioeconomic impacts were being considered as part of the budget build for Cabinet consultation in December.

Councillors questioned why the purchase of 400 houses had not reduced temporary accommodation figures and whether this was linked to arrivals from the Chagos Islands. It was explained that demand had risen sharply, with 40 households presenting as UK nationals in one month, equating to over 150 individuals requiring support. Leased properties intended to reduce costs had either been delayed or offered at unaffordable prices, limiting supply. Negotiations continued, but these properties had been removed from forecasts until viable agreements were secured.

Members asked why the Council was not generating income from commercial trade waste when private companies were profiting. It was reported that competitors undercut Council prices and exploited published fees by offering special deals. A more agile pricing strategy was under review to ensure competitiveness. It was confirmed that commercial trade waste did generate income for the Council; however, the income was falling short of the target.

Councillors sought clarification on whether the report covered data up to September and raised concerns about unclear language in reports, noting previous commitments to improve transparency. Officers confirmed that the report covered August and welcomed feedback to enhance clarity in future reports.

Councillors queried why Table 1 appeared to add costs under "management action." It was explained that managers reviewed budgets at their level, with subsequent adjustments made by senior officers based on additional information. These adjustments were aggregated, and detailed breakdowns could be provided if required.

The Select Committee questioned the £7.3 million overspend in planning, housing and growth, noting that Heathrow-related pressures could not account for the full variance. Officers responded that arrivals through Heathrow had spiked significantly since July 2024. UK nationals arriving without meeting habitual residency requirements required extended support, creating substantial costs. Government funding covered only the first ten days, leaving the Council to fund accommodation and essentials for weeks.

In response to questions about unchanged figures between February and March despite reported spikes, it was explained that the data represented net positions, which varied monthly depending on admissions, departures, and alternative housing solutions.

Councillors asked about contingency plans if providers exited the market following the introduction of price caps on nightly placements. Officers reported successful implementation of the cap by August, with most providers agreeing to reduced rates. It was noted that a few had withdrawn, but others had filled the gap. Negotiations continued to ensure security and quality for both parties.

Members sought clarification on the use of £1 million of capital receipts for transformation activity. It was confirmed that capital receipts from asset disposals could be used under government regulations to fund transformation projects that generated savings. Officers explained that the Council drew from a reserve built up over years, rather than linking specific disposals to individual projects.

On the subject of trade waste, the Select Committee asked whether the Council was obliged to provide the service and whether it represented value for money. It was clarified that the service generated £1.3 million in 2024/25 and remained profitable, though targets were under pressure. Operating costs were marginal, making the service financially beneficial.

Councillors asked about collaborations to reduce housing costs. Officers described lobbying efforts for fair government funding and collaborative procurement schemes across London to standardise rates and prevent boroughs from competing and inflating prices.

Members were informed that the strategy agreed in February had achieved reductions in new placements, averaging 55 per month compared to 62 last year, against a target of 50. Progress had been made on increasing private rented sector properties and implementing rate caps. Challenges remained due to persistent demand and difficulties securing affordable leased accommodation.

Councillors queried the £0.8 million shortfall in green waste subscription income and whether consultation results had predicted this. It was explained that setting accurate targets for new initiatives was challenging. Benchmarking had been used, and achieving £1.6 million income partway through the year was considered a success. The scheme would remain under review.

Members expressed concern that savings appeared to result from vacancies or reduced operational activities such as repairs and caretaking. In response it was confirmed that vacancy details could be provided, and that underspends in repairs reflected reduced need due to investment in property improvements, such as boiler replacements. It was highlighted that vacancies were managed carefully, with temporary redeployment used to address short-term demand spikes.

**RESOLVED: That the Select Committee noted the 2025/26 Month 5 budget monitoring position.**

117. **ANNUAL PERFORMANCE REPORT (Agenda Item 6)**

Ian Kavanagh, Head of Business Intelligence, and Julia Johnson, Director of Planning

and Sustainable Growth, were in attendance to respond to Members' questions and requests for clarification in relation to the information in the report included in the agenda pack.

A question was asked by the Committee about whether the figure of 245 new Council properties represented a net figure after accounting for Right to Buy losses. It was clarified that the figure referred to gross new acquisitions. It was noted that a significant spike in Right to Buy applications had occurred when discounts were reduced, similar to trends experienced by other local authorities. It was explained that it was difficult to determine how many applications would ultimately convert.

Concerns were raised by Members about underreporting of fly-tipping incidents and the inability of operatives to record data effectively. A query was made regarding measures to capture accurate data. In response, it was confirmed that reporting had been promoted through communication channels, including social media and newsletters. Officers acknowledged increasing pressure from fly-tipping and outlined actions such as responsive collection services, bulky waste collection, and targeted engagement in hotspot areas. It was emphasised that outreach to residents in flats and provision of accessible disposal sites were part of a blended approach.

Further concerns were expressed about recurring fly-tipping despite action days and about contamination of recycling leading to waste being disposed of as general refuse. A question was also raised by Councillors regarding the proportion of contaminated recycling within household waste. **It was stated that figures would need to be obtained and reported back to the Committee.**

The Committee enquired about audits of resident services datasets, error rates, and remediation plans. Officers explained that specific figures were not available at the meeting, but data quality reporting and processes such as standardisation and normalisation were in place to improve accuracy.

Members raised queries regarding the decline in service requests and whether this reflected positive outcomes, as feedback from residents suggested otherwise. It was reported that new sweepers had been introduced to address weed control and detritus quickly, and positive feedback had been received regarding their deployment.

Clarification was sought on the meaning of "refreshing" the local plan and justification for associated costs. It was explained that a statutory review was required every five years, and a full review had commenced. The process involved consultations, evidence gathering, housing need assessments, employment land analysis, site identification, and a green belt review, which accounted for the budget allocation.

With regard to the increase in ASB reports, Councillors enquired whether this reflected improved reporting or worsening conditions. It was confirmed that growth was largely due to easier reporting via online tools. It was noted that ASB encompassed a broad range of issues, and approximately half of reported cases were actionable.

Further queries were raised by the Committee in relation to engagement with housing associations. It was explained that liaison occurred on a case-by-case basis, with social landlords expected to take the lead in resolving issues.

Members sought further clarification regarding IT system readiness for integration and how residents would access information. It was stated that existing systems captured

most required data, and no major issues were anticipated. Future changes would depend on finalised metrics. It was confirmed that data would be made freely available and efforts would be made to present information transparently.

Councillors queried whether businesses attending the Hillingdon Take Off conference had been consulted on regeneration plans. It was reported that an investor conference had been held, and programmes funded through the UK Shared Prosperity Fund had supported local business engagement. Initiatives included town centre projects, an innovation hub, and development of an economic growth plan.

Further questions were raised about collaboration with Heathrow. It was confirmed that a roundtable summit had been organised to align resources with local priorities.

Members queried how Hillingdon's recycling rates compared to London averages and strategies for improvement. It was reported that recycling rates had continued to increase, supported by initiatives such as food waste segregation and campaigns to reduce household waste.

With regards to fly tipping, a query was raised about plans to enhance enforcement through CCTV and AI. It was confirmed that mobile cameras were deployed in hotspots, but identification challenges remained. It was assured that robust evidence was pursued and enforcement action taken where possible.

A question was asked by the Select Committee Members about the cost-benefit analysis of opting for cleaning services to reduce contamination. **It was agreed that further information on contamination rates and mitigation measures would be provided to the Committee.**

In response to Members concerns regarding the difficulty for residents to report waste-related ASB accurately, it was confirmed that a new reporting system with photo upload, geolocation, and AI classification was being introduced to improve analytics and ease of reporting.

**RESOLVED: That the Select Committee:**

- 1. Noted the Annual Performance Report for 2024/25, as attached in Appendix 1; and**
- 2. Noted that the report would be presented to full Council in November alongside the Annual Performance Report.**

**118. REVIEW OF FOOTWAY PARKING IN PRIORITY AREAS (PHASE 1): WITNESS SESSION 1 (Agenda Item 7)**

Richard Webb (Director of Community Safety and Enforcement), Steve Austin (Traffic, Parking, Road Safety and School Travel Team Manager), Freddie Mohammed (Parking Representations and Appeals Manager) and Jas Rattu (Parking Infrastructure Manager) were in attendance to present the report and respond to Members' questions and requests for clarification.

The Traffic, Parking, Road Safety and School Travel Team Manager thanked Members for the list of roads identified for phase one review and explained that officers had undertaken initial observations:

For Botwell Common Road, Hayes, Members heard that most issues appeared to be between Botwell Lane and Badgers Close, where the majority of footway parking occurred. Officers had also observed some footway parking in other parts of the road but noted that the lay-bys along Botwell Common Road were generally full and were not managed through a permit system.

In respect of Clifton Gardens, Hillingdon, it was explained that the road contained numerous dropped kerbs, and from observations, residents tended to park across their own dropped kerbs during the evening due to limited space between them. The Traffic, Parking, Road Safety and School Travel Team Manager noted that formalising a scheme in this road would remove this option and severely reduce capacity, estimating that only six to ten spaces might remain if a footway parking scheme were introduced.

Regarding Windsor Avenue, Hillingdon, the Traffic, Parking, Road Safety and School Travel Team Manager referred to a previous consultation, noting that the response rate had been 31%, with 30% of respondents supporting a formalised footway parking scheme and 70% opposing it. He suggested that unless attitudes had changed significantly, similar results would likely be obtained again.

For Ryefield Avenue, Hillingdon, Members were informed that, while it might be possible to formalise footway parking near Long Lane, the complexity increased further along the road due to numerous dropped kerbs and the presence of a shopping parade where parking was already managed.

Members were informed that Colham Green Road, Brunel, could be removed from the list of roads as controlled parking had been implemented along its length, eliminating footway parking issues. Similarly, Windsor Close in Northwood had a successful parking management scheme in place, and residents were encouraging the Council to extend its operating times.

With regards to Wood End Green Road, Hayes, it was explained that there were significant lengths of single and double yellow lines. The Officer noted that many issues related to illegal parking on footways and grass verges behind these lines, which was not permitted, and suggested that some residents knowingly parked unlawfully.

Finally, the Traffic, Parking, Road Safety and School Travel Team Manager addressed North Road, West Drayton, stating that officers had developed a parking management scheme for the northern section between Porters Way and Thornton Avenue following a petition from residents. This scheme was ready for implementation once funding was identified. However, south of Thornton Avenue, residents were strongly opposed to any formalisation of parking, whether on the footway or through a management scheme.

Members referred to a recent petition for Clifton Gardens and requested that its progress be monitored. They recalled the Windsor Avenue consultation from approximately ten to twelve years ago, noting that confusion among residents about the difference between formalised parking and permit schemes had likely influenced objections. Councillors suggested reviewing the consultation material to ensure clarity that no paid service was proposed. They also queried whether the parking management schemes for Colham Green Road and Windsor Close had been implemented recently. It was confirmed that both had been in place for some years and an amended definitive list was included in the agenda. The Committee expressed concern that the previous list had categorised these roads incorrectly, indicating a need

for officers to review and update lists regularly.

Members suggested that Nine Elms Avenue be considered in place of Colham Green Road, citing recent pavement resurfacing followed by residents parking on the new surface. They highlighted that the last review of Nine Elms Avenue had been in November 1990 and suggested that the Committee consider adding it to the list. Officers acknowledged the historic nature of the decision and agreed that the matter could be revisited.

Councillors raised safety concerns on Wood End Green Road, particularly near the school and allotments, describing dangerous behaviour by parents parking on pavements and even forcing pedestrians to move. They opposed any formalised footway parking in this area on safety grounds. Officers assured the Select Committee that enforcement applied behind yellow lines and confirmed there was no intention to formalise footway parking in hazardous areas. It was explained that some drivers knowingly parked illegally and dangerously, which enforcement teams continued to address.

Further questions focused on complaint handling and the Council's responsiveness. Members asked how many complaints were required before a review was triggered and whether petitions were necessary. The Traffic, Parking, Road Safety and School Travel Team Manager clarified that a single complaint would be sufficient if it related to a road safety issue, but wider changes such as introducing formal schemes required evidence of community support to reassure the Cabinet Member. He noted that the Council received between 200 and 250 requests for road safety matters annually, which did not always result in new restrictions but could lead to other measures such as white bar markings across dropped kerbs.

The discussion then turned to suspended enforcement. Councillors asked for clarification of this term and whether vehicles parked fully on pavements in such roads would receive a penalty. Officers explained that enforcement could be carried out where vehicles were parked outside marked areas or contrary to signage, but informal schemes without signs or lines created exemptions for entire roads, making enforcement challenging. In Windsor Avenue, for example, if the location was not exempt, enforcement would apply, but exemptions typically allowed two wheels on the footway.

Councillors questioned whether increased enforcement could resolve issues and asked if all calls to the enforcement hotline were logged. Officers confirmed that calls were logged but details of complaints were not routinely recorded, acknowledging a gap in intelligence gathering. They agreed to review processes to capture more detailed data, including trends in roads where enforcement was limited.

Members asked about the impact of changes on bus routes. Officers confirmed that they held regular liaison meetings with emergency services, bus operators, and Transport for London, and acted promptly when bus routes were affected by parking issues. They cited a recent example on Station Road where temporary measures were introduced to maintain bus flow while legal processes for double yellow lines were completed.

Accessibility considerations were raised, with Councillors asking when the Council's Accessibility Officer would be involved and whether feedback would be reported to the Committee. Officers agreed to consult the Accessibility Officer and consider site visits

where necessary, noting that some roads might not present accessibility issues due to wide footways, but others could require attention. Members suggested that engagement with schools, GP surgeries, and Chambers of Commerce should also be considered, particularly for roads near schools such as Windsor Avenue, where Oak Farm School had previously raised concerns about enforcement near zebra crossings.

Councillors requested updated ward boundary information to assist with the review. Officers confirmed they would work with GIS colleagues to provide this, although it might require manual processes. Officers concluded by reminding members to encourage residents to submit petitions if they wished to see formalised footway parking schemes introduced, whether with permits or without.

**RESOLVED: That the Residents' Services Select Committee noted the evidence heard at the witness session and sought clarification as necessary in the context of its review of Footway Parking in Priority Areas.**

119. **DRAFT COMMUNITY SAFETY STRATEGY** *(Agenda Item 8)*

Richard Webb, Director of Community Safety and Enforcement, was in attendance to respond to Members' questions and requests for clarification in respect of the Draft Community Safety Strategy.

Members began by asking when the Integrated Offender Management (IOM) Coordinator would be appointed and what governance procedures would apply if recruitment were delayed. It was explained that this had been discussed recently and funding for the post was being considered. It was confirmed that the role was recognised as essential to enable integrated work with the management board. Probation services were reviewing operational details and practices elsewhere, and a proposal would be brought to the next Safer Hillingdon Partnership meeting alongside other elements of the strategy and delivery plan. The Director of Community Safety and Enforcement noted that funding constraints would limit the ability to deliver some areas, but ambitions were being set where strengthening was required.

Councillors then referred to a recent Safer Neighbourhood Team meeting at which suggestions had been made about improving lighting in certain roads and alleyways. They asked whether such measures could be included in the strategy to create safer spaces. The Director of Community Safety and Enforcement responded that requests for lighting and alleyway improvements were received regularly through resident feedback and petitions. However, these were often problematic due to issues such as privacy, light intrusion, and costs associated with maintaining mirrors, which were frequently damaged and required replacement. Barriers to prevent cycling in alleyways could also restrict accessibility. It was explained that the delivery plan included the establishment of the Hillingdon Enforcement Safety Panel, a new group tasked with identifying locations where safety risks existed and improvements could be made. Resident requests would be referred to this group for consideration. The Officer added that the Anti-Social Behaviour Team currently reviewed such requests, but the new approach would provide a stronger, partnership-based response, although not all requests could be satisfied.

The Committee raised a further point regarding green spaces, suggesting that the possibility of locking them should be reconsidered due to concerns about drug-related issues. The Officer acknowledged this and confirmed that the matter would be referred back to the Cabinet Member, noting that the decision to unlock green spaces had been

made earlier in the year for various reasons.

Councillors then queried the proposed panels—the Hillingdon Enforcement Safety Panel and the IOM panel—asking what hard targets would apply to each, such as hotspot resolution times, reduction in repeat victimisation, or reoffending rates, and what baseline measures would be used. It was explained that a new performance framework for anti-social behaviour was being developed, partly driven by requirements from the social housing regulator. This framework would include indicators such as the speed of risk assessment for cases, satisfaction surveys, and resolution times. It was confirmed that this work was in progress and that the Committee would receive details in the next ASB update, including the indicators being collected and performance against them, which would represent an improvement on previous arrangements. Regarding the IOM panel, it was stated that targets had not yet been developed because the panel had not commenced, but they would be probation-focused and linked to reducing reoffending, which was a statutory duty. The Officer emphasised that success would be measured by the effectiveness of approaches to reducing reoffending.

Members referred to recent announcements by the Mayor of London about cutting 1,700 police officer posts and closing front counters across London, leaving only two operating 24 hours a day. They asked what impact these changes might have on the community safety strategy and whether the implications for residents had been considered. In response, it was confirmed that the matter had been discussed at the Safer Hillingdon Partnership. While the changes did not directly affect the strategy, the Partnership aimed to maintain a clear public strategy reflecting resident priorities and data. The Officer noted that the police were a key partner and that questions would be asked about the local impact of reductions. Although unable to speak on behalf of the police, the Director of Community Safety and Enforcement stated that discussions indicated efforts were being made to avoid impacts on frontline policing. Any significant changes would be monitored through partnership data and police reports at each meeting to understand practical outcomes.

The Select Committee commented on the need for clearer performance measures, observing that outputs in the strategy lacked definition and were difficult to measure. Councillors suggested linking outputs to specific reviews, such as the anti-social behaviour review, to clarify what measurements were being used. In response, it was confirmed that the partnership would have a delivery plan containing specific measures, which would be presented to the Committee as part of six-monthly performance reviews and police updates. These measures would not appear in the strategy itself but would be developed and agreed by the partnership and reviewed regularly.

Finally, Members asked whether the Anti-Social Behaviour priority in the Strategy could include specific provisions for tower blocks, as these were major locations for such behaviour. They highlighted issues arising when partial closure orders expired, allowing problems to return quickly, and suggested that processes be put in place to enable back-to-back applications for closure orders to prevent recurrence. Officers agreed that this was an important point and confirmed that tower blocks and similar communal areas would be reflected in the strategy as a particular focus.

The Chair concluded by referring members to the recommendation that the Select Committee review the draft community safety strategy and provide comments for consideration before final approval by Cabinet. The Chair proposed liaising with the

Labour lead outside the meeting to draft comments through Democratic Services, subject to members' agreement.

**RESOLVED: That the Residents' Services Select Committee:**

- 1. reviewed the draft Community Safety Strategy for the Borough; and**
- 2. delegated the drafting of any comments for the consideration of Cabinet to Democratic Services in conjunction with the Chair and in consultation with the Labour Lead.**

**120. INFRASTRUCTURE FUNDING STATEMENT (Agenda Item 9)**

Julia Johnson, Director of Planning and Sustainable Growth, and Andrew Tebbutt, Planning Obligations Team Leader, were in attendance to respond to Members' questions and requests for clarification in respect of the Infrastructure Funding Statement.

Councillors began by asking whether the Council was on target to secure all monies due within the required timeframe, emphasising the importance of avoiding any lapse and ensuring funds were available when needed. The Director of Planning and Sustainable Growth confirmed that monthly meetings were held with the team to review outstanding payments and that a process was in place with legal services to pursue unpaid monies. It was explained that an annual review was conducted through the starts and completions exercise using Council Tax data to identify completed developments, which was then compared against obligations. Monitoring occurred monthly to ensure developers reported commencement and compliance with payment requirements.

Members sought reassurance that funds were being spent appropriately and within deadlines to prevent lapses. It was confirmed that a list was maintained for all items approaching the 18-month deadline and that a monthly infrastructure meeting reviewed these proactively. It was stated that no funds had lapsed recently, although there had been close cases involving health projects where collaboration with the NHS was required. In some instances, extensions were requested from developers to avoid issues.

The Select Committee asked about the proportion of Community Infrastructure Levy (CIL) receipts transferred to the Greater London Authority or Transport for London, requesting either a percentage or approximate figure. Members also queried whether the Council could retain a greater share locally or whether this was determined nationally. It was explained that the Council acted as the charging and collecting authority under legislation, retaining an administrative fee of 4%, with the remainder remitted to the Mayor for transport infrastructure. The officer undertook to provide precise figures from the report and confirmed that the 4% fee was the maximum permitted under regulations.

A further question concerned progress on updating the system for recording Section 106 contributions and expenditure, which had been discussed at previous meetings. Councillors asked how far back the review had gone and what remained outstanding. It was reported that all current expenditure and receipts were now processed through the system and detailed in the appendix to the Infrastructure Funding Statement. However, historic data was still being migrated from paper files, with progress dependent on team

capacity. It was explained that priority was given to securing new monies and spending funds, with backlog reconciliation undertaken as resources allowed. Most categories had been reconciled, but the system was not yet a single definitive source, as spreadsheets were still used for overall positions.

Members expressed disappointment at the lack of significant progress, noting that the Committee had discussed this issue for several years. They stressed the importance of understanding the origin of Section 106 monies, the developments generating them, and the projects funded. Officers responded that the appendix listed receipts and expenditure for the current year, although presented by address rather than scheme. The Committee reiterated that the promised database should enable clear identification of contributions by development and corresponding expenditure. In response it was clarified that data for schemes delivered in the last three to four years could likely be produced, but the statutory report followed a national standard and did not include that level of detail. Additional data could be provided outside the report if required.

Members observed that heavily developed areas did not appear to benefit visibly from CIL or Section 106 expenditure, leading to perceptions that funds were not reinvested locally. It was explained that CIL spending was determined annually by Cabinet and that the report set out the total receipts and allocations. Officers noted that most CIL expenditure had been directed to the West Drayton Leisure Centre and acknowledged the point about demonstrating tangible improvements linked to developments. They agreed to consider how presentation could better illustrate the relationship between contributions and local benefits, including whether agreed improvements had been delivered.

**RESOLVED: That the Residents' Services Select Committee:**

- 1. Noted the contents of the Infrastructure Funding Statement 2024-2025; and**
- 2. delegated the drafting of any comments for the consideration of Cabinet to Democratic Services in conjunction with the Chair and in consultation with the Labour Lead.**

**121. STATEMENT OF LICENSING POLICY (Agenda Item 10)**

Daniel Ferrer, Licensing Team Manager, was in attendance to respond to Members' questions and requests for clarification in relation to the Statement of Licensing Policy.

In response to Members' requests for an update on the status of the consultation, it was explained that the consultation had closed on Monday after a six-week period. Initially, seven comments had been received, but this number had increased to ten. A full report was scheduled to be presented to Cabinet on 18 December. Among the responses, three had come from responsible authorities: the anti-social behaviour team, the food health and safety team, and the immigration team. These responses primarily sought clarification on contact details and provided helpful guidance. The remaining seven responses had been submitted through the survey, which had been managed in collaboration with the customer engagement team. It was noted that some comments highlighted unclear information and possible technical issues with accessing details. Resident concerns largely focused on enforcement, echoing themes previously discussed in the Licensing Committee. It was confirmed that the enforcement section of the licensing policy had remained unchanged, as had the provisions on processing and fees. Proactive and risk-weighted inspections continued to be carried out, and

complaints or referrals from responsible authorities were addressed promptly.

The Committee commended the quality of the report, acknowledging the effort invested and praising the inclusion of modern clauses such as the “Ask Angela” initiative. Councillors also welcomed the incorporation of the agent of change principle, explaining that developers, rather than long-standing pubs, should bear responsibility for soundproofing when new developments were built nearby. The Licensing Team Manager expressed appreciation for these comments and explained that the licensing taskforce, established by the government, had encouraged modernisation. Members were informed confirmed that both the Ask Angela initiative and the agent of change principle were specifically mentioned in national recommendations, and the Council aimed to remain aligned with best practice and other boroughs undertaking similar reviews.

Councillors enquired how the level of response compared to previous consultations. It was stated that engagement appeared slightly better than before, noting that earlier consultations had sometimes attracted only two comments from responsible authorities. The Licensing Team Manager credited improvements to the involvement of the customer engagement and web teams, which had enhanced accessibility and produced charts for inclusion as annexes in the Cabinet report. He emphasised a desire for greater engagement and reiterated that all comments were valued and would inform changes to the licensing policy where appropriate.

Councillors observed that efforts to promote the consultation had been visible on social media and queried whether similar promotion had occurred elsewhere. It was confirmed that outreach had extended to stakeholders, responsible authorities, and neighbouring boroughs, stressing that the legal process was an essential component of consultation. Additional detail had been provided in areas such as safeguarding children to ensure clarity for the licensing trade, residents, and Committee Members. It was explained that practical solutions had been incorporated based on issues encountered over the past five years, including closer consideration of planning matters, which had previously been excluded from licensing discussions.

The Select Committee asked whether any collaboration had taken place with the Community Safety department or Safer Neighbourhood Teams (SNT), given their operational role. It was confirmed that such engagement had occurred, noting that priorities identified in community safety strategies—such as tackling violence against women and girls—had influenced the inclusion of measures addressing spiking and the Ask Angela initiative. The Licensing Team Manager emphasised that the licensing policy had not been developed in isolation but worked in conjunction with other strategies, including Public Space Protection Orders.

Members suggested that engagement could be increased by sharing information at upcoming SNT meetings and encouraging attendees to participate. The Officer welcomed this suggestion and acknowledged that, with a fully staffed team of nine officers, there was scope for greater direct engagement.

The Committee concluded by commending the inclusion of new provisions on issues such as drink spiking, third-party contractors, and overrates. The Chair expressed satisfaction with the thoroughness of the report and the positive reception of the consultation, congratulating the officers on their work.

**RESOLVED: That the Committee considered the revisions to the Statement of**

	<b>Licensing Policy.</b>
122.	<p><b>FORWARD PLAN</b> <i>(Agenda Item 11)</i></p> <p><b>RESOLVED: That the Residents' Services Select Committee noted the Cabinet Forward Plan.</b></p>
123.	<p><b>WORK PROGRAMME</b> <i>(Agenda Item 12)</i></p> <p>Democratic Services informed Members that a visit with the gritting team over the winter months was planned. Details had yet to be confirmed.</p> <p>Members reiterated their request for a site visit to the Borough's Civic Amenity Sites. With regard to fly-tipping, the Committee also suggested a visit with the cage vans.</p> <p><b>RESOLVED: That the Residents' Services Select Committee considered the Work Programme report and agreed any amendments.</b></p> <p>.</p>
	<p>The meeting, which commenced at 7.00 pm, closed at 9.04 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](mailto:epenny@hillingdon.gov.uk). Circulation of these minutes is to Councillors, officers, the press and members of the public.

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# Minutes

## RESIDENTS' SERVICES SELECT COMMITTEE

27 November 2025



**HILLINGDON**  
LONDON

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

	<b>Committee Members Present:</b> Councillors Peter Smallwood (Vice-Chair), Darran Davies, Ekta Gohil, Jas Dhot, Kamal Preet Kaur (Labour Lead), Elizabeth Garelick and Jagjit Singh
124.	<b>ELECTION OF CHAIR</b> <i>(Agenda Item 1)</i>  Nominations were invited for the role of Chair of the Residents' Services Select Committee. Proposals for Councillors Peter Smallwood and Kamal Kaur were moved and seconded. When put to a vote, Councillor Smallwood was elected as Chair of the Select Committee with 4 votes in favour and 3 against.  <b>RESOLVED: That Councillor Peter Smallwood be elected Chair of the Residents' Services Select Committee for the remainder of the municipal year 2025/2026.</b>
125.	<b>ELECTION OF VICE-CHAIR</b> <i>(Agenda Item 2)</i>  Nominations were invited for the role of Vice-Chair of the Residents' Services Select Committee. A proposal for Councillor Ekta Gohil was moved and seconded. When put to a vote, Councillor Gohil was elected as Chair of the Committee.  <b>RESOLVED: That Councillor Ekta Gohil be elected Vice-Chair of the Residents' Services Select Committee for the remainder of the municipal year 2025/2026.</b>
	The meeting, which commenced at 10.30 pm, closed at 10.40 pm.

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

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# Agenda Item 5

## BUDGET & SPENDING REPORT - SELECT COMMITTEE MONITORING

Committee name	Residents' Services Select Committee
Corporate Director(s) responsible	Daniel Kennedy
Papers with report	N/A
Ward	All

### RECOMMENDATION

**That the Select Committee:**

- 1. Notes the budget monitoring position as of October 2025 (Month 7) for the Council; and**
- 2. Notes the budget monitoring position as of October 2025 (Month 7) for the services within the remit of the Residents' Services Select Committee.**

### HEADLINES

This monitoring report provides an update on the Month 7 budget monitoring position for the Council and an update on the Month 7 budget monitoring position for the services relevant to the Select Committee. Corporate Directors, supported by their Head of Finance, will attend the meeting to provide further details and clarifications.

### GENERAL FUND

#### 2025/26 MONTH 7 BUDGET MONITORING POSITION (COUNCIL)

As at Month 7, the Council is forecasting a net overspend of £36.0m on its core operating activities. This includes overspends of £26.8m across Service Operating Budgets, a £4.2m pressure against the budgeted use of reserves and a £6.5m pressure across centralised and Corporate Budgets including Corporate Funding. These pressures are partially mitigated by £1.5m of interventions, which are expected to deliver savings aligned with spend control measures, increased grant and other income and other mitigations. These interventions have been reduced by £0.5m due to the benefit of improvements in outturn forecasts now being reflected within Service Operating Budgets.

The service operating budget pressure of £26.8m, represents a £0.3m favourable movement from Month 6. The pressure against Service Operating Budgets is largely being driven by four pressure areas:

- c£15.9m relating to further demand pressures above the budget position presented to February Cabinet and Council, with £3.0m being driven by Adult Social Care demand, £6.5m from homelessness support, £7.0m within Children's Social Care, offset by a £0.6m reduction in the waste forecast.
- c£8.0m relates to a shortfall against the savings budgeted in 2025/26 and the £38.8m target to be delivered this year (with a further £7.1m included in unallocated savings budgets), representing 39% slippage.
- c£2.2m from the General Fund share of Treasury activities and the interest costs arising

from the increase in borrowing resulting from the forecast

- Lastly, c£0.7m net overspend relating to a number of other smaller updates, with a shortfall against the capital receipts target leading to some transformation activity now being funded from revenue, alongside further pressures from the use of agency staff, offset by underspends across SEND Transport of c£1.6m and staffing within Adult & Children's Social Care & Health (c£1.5m) and other minor movements.

**Table 1 – General Fund Overview**

Service	Approved Budget	Forecast Outturn	Variance	Forecast Variance Prior Month	Change in Variance
	£m	£m	£m	£m	£m
Service Operating Budgets	272.0	298.8	26.8	27.1	(0.3)
Development & Risk Contingency	1.9	0.0	(1.9)	(1.7)	(0.2)
Unallocated Budget Items: Pay Award Inflation	0.0	0.0	0.0	0.0	0.0
Unallocated Budget Items: Unallocated Savings	(7.1)	0.0	7.1	7.1	0.0
Budgeted Use of Reserves	(4.2)	0.0	4.2	4.2	0.0
<b>Total Net Expenditure</b>	<b>262.6</b>	<b>298.8</b>	<b>36.2</b>	<b>36.7</b>	<b>(0.5)</b>
Corporate Funding	(262.6)	(261.3)	1.3	1.3	0.0
<b>Subtotal</b>	<b>0.0</b>	<b>37.5</b>	<b>37.5</b>	<b>38.0</b>	<b>(0.5)</b>
Interventions	0.0	(1.5)	(1.5)	(2.0)	0.5
<b>Net Total</b>	<b>0.0</b>	<b>36.0</b>	<b>36.0</b>	<b>36.0</b>	<b>0.0</b>
 <b>Opening General Reserve</b>			<b>1.5</b>	<b>1.5</b>	0.0
Less: Underlying Variance			(36.0)	(36.0)	0.0
<b>Closing General Reserve</b>			<b>(34.5)</b>	<b>(34.5)</b>	<b>0.0</b>
 <b>Opening Controllable Earmarked Reserves</b>			<b>5.2</b>	<b>5.2</b>	<b>0.0</b>
Use of Controllable Earmarked Reserves			(2.0)	(2.0)	0.0
<b>Closing Controllable Earmarked Reserves</b>			<b>3.2</b>	<b>3.2</b>	<b>0.0</b>

**SAVINGS (COUNCIL)**

The savings requirement set for 2025/26 was £34.0m as set out in the Council's budget strategy. This position has been supplemented by a further £4.8m of savings carried forward from 2024/25 as set out in the outturn report presented to July Cabinet, resulting in an overall programme of £38.8m savings being targeted in year:

**Table 2 – Savings Tracker**

Directorate	Blue Banked £m	Green Delivery in progress £m	Amber I Initial stages of delivery £m	Amber II Potential problems in delivery £m	Red Serious problems in delivery £m	Savings to be Written Out £m	Total £m
Finance	(0.8)	0.0	0.0	0.0	(0.2)	(0.1)	(1.1)
Adult Services & Health	(3.2)	(0.7)	(0.6)	(0.1)	(2.0)	(1.7)	(8.3)
Children & Young People's Services	(3.0)	(1.2)	0.0	(0.3)	0.0	0.0	(4.5)
Resident Services: Place	(2.6)	(1.5)	0.0	(0.6)	(0.9)	(1.1)	(6.7)
Resident Services: Homes & Communities	(1.6)	(1.1)	(2.9)	0.0	(1.1)	(0.3)	(7.0)
Corporate Services	(2.8)	(0.3)	0.0	0.0	(0.4)	(0.1)	(3.6)
Chief Executive Office	(0.1)	(0.1)	(0.3)	0.0	0.0	0.0	(0.5)
Cross-Cutting	0.0	0.0	0.0	0.0	0.0	(7.1)	(7.1)
<b>Total 2025/26 Savings Programme</b>	<b>(14.1)</b> 35%	<b>(4.9)</b> 13%	<b>(3.8)</b> 10%	<b>(1.0)</b> 3%	<b>(4.6)</b> 12%	<b>(10.4)</b> 27%	<b>(38.8)</b> 100%
<b>Prior Month</b>	<b>(12.9)</b> 33%	<b>(5.7)</b> 15%	<b>(4.3)</b> 11%	<b>(1.7)</b> 4%	<b>(12.3)</b> 32%	<b>(1.9)</b> 5%	<b>(38.8)</b> 100%
<b>Change</b>	<b>(1.2)</b> 2%	<b>0.8</b> -2%	<b>0.5</b> -1%	<b>0.7</b> -1%	<b>7.7</b> -20%	<b>(8.5)</b> 22%	

As of Month 7, £19.0m (48%) of the savings and interventions are being recorded as banked or on track for delivery. A further £4.8m (13%), being tracked above as amber, are in delivery but may not deliver in full this financial year. Of this, £0.5m is currently anticipated to slip but deliver in 2026/27. There are £4.6m (12%) of savings reported as red and having challenges in delivery, with mitigations being sought in-year where feasible. Of these, £4.2m are forecast to slip into 2026/27 but are ultimately expected to be delivered. Thus, a total of £4.7m in savings is forecast to slip into 2026/27 and forms part of the overall forecast overspend. A further £10.4m of savings are considered to be undeliverable and will need to be written out of the Council's budget from 2026/27. Of these, £2.3m relate to the brought forward balance from the prior year while £8.1m of savings budgeted for delivery in 2025/26 can no longer be delivered.

Where savings are at risk of not being delivered in full during 2025/26, the associated pressures have been factored into the monitoring position with compensating actions being implemented where possible to offset the impact.

## **RISKS AND MITIGATIONS**

As part of the Month 7 review, the Council has carried out an analysis of exposure to risks and where further opportunities exist. This review has identified more risks than opportunities, with risks totalling £5.5m against further opportunities of £1.4m. The identified risks include demand exposure from homelessness (£0.6m), adult social care (£1.0m) and Waste Services (£0.3m) with wider corporate risks linked to the delivery of the interventions (£0.5m). The level of risk has reduced in recent months as demand risks start to come down as we progress through the year. The remaining risks come from a number of smaller updates including funding strategies such as buyer's premium and potential environmental costs associated with compliance related activities. It should be noted that risks not able to be quantified include the cost of any redundancies that may arise from any TOM savings implementation (redundancies would precede any savings that ensue), and also the

financial impact relating to the amortisation of any EFS that may get agreed in respect of the 2024/25 financial year.

Opportunities in this position include £1.4m related to the Council's ability to positively impact the homelessness support pressure through demand and market management, maximising available funding sources, reducing energy costs and potential upsides from fees and charges.

Additional details regarding the Council's general fund revenue position are available in the most recent Month 7 budget monitoring report: [06 - REPORT Final Cabinet Report M7 1.pdf](#)

## **2025/26 MONTH 7 BUDGET MONITORING POSITION (SELECT COMMITTEE PORTFOLIO)**

Table 3 summarises the Committee's Month 7 budget monitoring position by directorate, showing a projected overspend of £7.8m which represents a £0.02m adverse movement from Month 6. Place has seen an adverse movement of £0.03m collectively, due to compensating movements across services. Environment and Leisure services has reported an adverse movement of £0.04m driven by a review of income receivable from the Garden Waste subscription fee. This has been offset by a favourable movement of £0.01m with the Transport and Town Centres team from reduced expenditure delivering the Christmas Lights programme. Homes and Communities is projecting an overspend of £8.5m for 2025/26. This is primarily due to higher-than-expected demand for homelessness support throughout the year. This overspend is an increase of £0.3m from Month 6. The table also reflects adjustments for Earmarked Reserves, Provisions and Transformation Capitalisation

### **Residents Services: Place**

**Resident Services: Place** – Are reporting an overspend of £1.1m at Month 7, representing a £0.03m adverse movement from Month 6 as detailed above. £1.06m of this variance relates to income, the largest driver for which is the forecast shortfall against the Garden Waste subscription fee (£0.9m), with further pressures across other income streams including the delivery of the Trade Waste income target rolled forward into 2025/26. Expenditure is largely forecast to breakeven across the directorate.

### **Residents Services: Homes and Communities**

**Resident Services: Homes & Communities** – Are reporting a net overspend of £6.8m, representing a breakeven position from Month 6. This was driven by gross expenditure pressure of £16.3m offset by additional income of £9.6m. The gross pressure is largely driven by temporary accommodation and homelessness support pressures. This reflects a national pressure. However, Hillingdon is particularly impacted by Heathrow having a material effect on local supply and demand economics. The additional income is linked to the same driver whereby the additional demand for temporary accommodation attracts Housing Benefit Subsidy payments and grant funding where applicable. The change in forecast in this area is driven by fire safety concerns in a privately owned residential building in the borough and the need to provide a waking watch service to ensure resident safety.

Table 4 provides a detailed breakdown of the budget monitoring position by service area and shows forecast changes for Earmarked Reserves, Provisions and Transformation Capitalisation.

## **SAVINGS (SELECT COMMITTEE PORTFOLIO)**

The savings requirement for 2025/26 relating to the services overseen by this Committee is £11.7m, as outlined in the Council's budget strategy and detailed in Table 5 of this report, which provides a Residents' Services Select Committee – 8 January 2026

Classification: Public

breakdown of the savings position by directorate. Table 5 additionally presents the savings slippage incorporated into the forecast position.

Of the savings identified within the **Residents Services** Select Committee, £5.6m (48%) are classified as banked or on track, £3.5m (30%) are marked as amber and currently in delivery but may not be fully delivered this financial year and £1.9m (16%) are reported as red and having challenges in delivery, with mitigations being sought in-year where feasible. A further £0.7m (6%) of savings are considered to be undeliverable and will need to be written out of the Council's budget from 2026/27.

**Residents Services - Place** is on target to achieve £2.82m (62%) of the planned savings. £0.60m (13%) are classified as amber due to delivery challenges this year; however, these are anticipated to be fully delivered next year. An additional £0.78m (17%) is tracking as red and £0.36m (8%) of savings are considered undeliverable and will require removal from the Council's budget for 2026/27.

Of the £7.1m savings in **Residents Services – Homes and Communities** is on target to deliver 39% (£2.7m) which are banked or on track to be delivered in the year. 41% (£2.9m) are facing problems with delivery and 4% (£0.3m) are considered undeliverable and will be removed from the council's budget for 2026/27.

## **HRA**

### **2025/26 MONTH 7 BUDGET MONITORING POSITION**

The Housing Revenue Account (HRA) is currently forecasting a breakeven position, with ongoing market and demand risk being closely monitored throughout the year. The 2025/26 closing HRA General Balance is forecast to be £15.0m, in line with the target level set out in the Council's budget strategy. The table below presents key variances with a £0.7m pressure against operating costs being compounded by a £0.4m adverse variance against rental income. This position is kept to breakeven by a reduction in the capital financing costs, with the Council opting to reduce the revenue contribution to capital schemes to maintain the target level of balances, whilst ensuring the HRA remains in a financially sustainable position. Operational budgets in Month 7 position showed no significant change from Month 6.

The HRA Operating Costs budget is £44.7m and at Month 7 is forecasting a minor £0.7m overspend against the budget, due to staffing pressures, B&B costs associated with emergency housing and leaseholder insurance premiums. Operational Assets are forecast to breakeven. This incorporates several minor pressures, the most material of which is a reduction in the cost of subsidence surveys, offset by in-year mitigations, predominantly linked to a reduction in boiler repairs driven by the replacement programme. At Month 7, rent and other income is forecasting a pressure of £0.4m which shows the impact of void levels and the delivery levels of new properties.

## **PERFORMANCE DATA**

N/A

## **RESIDENT BENEFIT**

Regular monitoring of financial performance is used to assess whether spending and savings targets are being met, thereby supporting the efficient delivery of services to residents. By closely tracking expenditure and identifying variances, the council can take timely corrective actions to address

overspending and mitigate risks. This also enhances public transparency and accountability, providing residents with confidence that their Council is managing finances prudently and prioritising their needs. Overall, regular monitoring supports safeguarding the Council's finances and the delivery of quality services to residents.

## **FINANCIAL IMPLICATIONS**

This is primarily a finance report and the implications are set out in the main body of the report above.

## **LEGAL IMPLICATIONS**

There are no direct legal implications arising from regular monitoring of the council's finances by select committees.

Democratic Services advise that effective overview and scrutiny arrangements require access to the information under the committee's purview and, in accordance with the 2024 Statutory Scrutiny Guidance, such information includes finance and risk information from the Council, and its partners where relevant.

## **BACKGROUND PAPERS**

NIL

## **APPENDICES**

1 – Tables 3-7

## Appendix 1 – Tables 3-7

**Table 3 – 2025/26 Month 7 Budget Monitoring Position by Directorate**

Directorate		Approved Budget	Underlying Forecast	Earmarked Reserves	Provisions	Transformation Capitalisation	Management Action	Forecast Outturn	Final Forecast Variance	Forecast Variance Prior Month	Change in Variance
Residents Services (Place)	<b>Expenditure</b>	56,330	56,886	(391)	0	(292)	177	56,380	50	44	6
	<b>Income</b>	(23,253)	(22,045)	55	0	0	(200)	(22,190)	1,063	1,039	24
	<b>Sub-Total</b>	<b>33,077</b>	<b>34,841</b>	<b>(336)</b>	<b>0</b>	<b>(292)</b>	<b>(23)</b>	<b>34,190</b>	<b>1,113</b>	<b>1,083</b>	<b>30</b>
Residents Services (Homes and Communities)	<b>Expenditure</b>	41,603	58,188	(237)	0	(610)	577	57,918	16,315	16,866	(551)
	<b>Income</b>	(33,914)	(42,883)	0	0	0	(660)	(43,543)	(9,629)	(10,169)	540
	<b>Sub-Total</b>	<b>7,689</b>	<b>15,305</b>	<b>(237)</b>	<b>0</b>	<b>(610)</b>	<b>(83)</b>	<b>14,375</b>	<b>6,686</b>	<b>6,697</b>	<b>(11)</b>
Residents Services Total	<b>Expenditure</b>	<b>97,933</b>	<b>115,074</b>	<b>(628)</b>	<b>0</b>	<b>(902)</b>	<b>754</b>	<b>114,298</b>	<b>16,365</b>	<b>16,910</b>	<b>(545)</b>
	<b>Income</b>	<b>(57,167)</b>	<b>(64,928)</b>	<b>55</b>	<b>0</b>	<b>0</b>	<b>(860)</b>	<b>(65,733)</b>	<b>(8,566)</b>	<b>(9,130)</b>	<b>564</b>
	<b>Total</b>	<b>40,766</b>	<b>50,146</b>	<b>(573)</b>	<b>0</b>	<b>(902)</b>	<b>(106)</b>	<b>48,565</b>	<b>7,799</b>	<b>7,780</b>	<b>19</b>

Table 4 – 2025/26 Month 7 Budget Monitoring Position by Service

Service Area		Approved Budget	Underlying Forecast	Earmarked Reserves	Provisions	Transformation Capitalisation	Management Action	Forecast Outturn	Final Forecast Variance	Forecast Variance Prior Month	Change in Variance
Director Environment And Leisure Residents	Expenditure	47,420	46,947	(53)	0	(26)	161	47,029	(391)	(335)	(56)
	Income	(17,923)	(16,200)	3	0	0	(200)	(16,397)	1,526	1,433	93
	Sub-Total	29,497	30,747	(50)	0	(26)	(39)	30,632	1,135	1,098	37
Head of Transport & Town Centres Projects	Expenditure	2,302	2,001	(113)	0	0	0	1,888	(414)	(412)	(2)
	Income	(582)	(359)	0	0	0	0	(359)	223	228	(5)
	Sub-Total	1,720	1,642	(113)	0	0	0	1,529	(191)	(184)	(7)
Corporate DirectorPlace	Expenditure	516	989	0	0	(266)	0	723	207	207	0
	Income	0	0	0	0	0	0	0	0	0	0
	Sub-Total	516	989	0	0	(266)	0	723	207	207	0
Director Planning Regeneration and Environment	Expenditure	6,092	6,949	(225)	0	0	16	6,740	648	584	64
	Income	(4,748)	(5,486)	52	0	0	0	(5,434)	(686)	(622)	(64)
	Sub-Total	1,344	1,463	(173)	0	0	16	1,306	(38)	(38)	0
Residents Services (Place) Total	Expenditure	56,330	56,886	(391)	0	(292)	177	56,380	50	44	6
	Income	(23,253)	(22,045)	55	0	0	(200)	(22,190)	1,063	1,039	24
	Sub-Total	33,077	34,841	(336)	0	(292)	(23)	34,190	1,113	1,083	30
Housing	Expenditure	19,634	34,065	(237)	0	(270)	270	33,828	14,194	14,814	(620)
	Income	(11,239)	(19,177)	0	0	0	(660)	(19,837)	(8,598)	(9,129)	531
	Sub-Total	8,395	14,888	(237)	0	(270)	(390)	13,991	5,596	5,685	(89)
Community Safety And Enforcement	Expenditure	15,783	17,456	0	0	(310)	(170)	16,976	1,193	1,093	100
	Income	(20,368)	(20,645)	0	0	0	0	(20,645)	(277)	(277)	0
	Sub-Total	(4,585)	(3,189)	0	0	(310)	(170)	(3,669)	916	816	100
R83: Community Services	Expenditure	6,355	6,874	0	0	0	0	6,874	519	556	(37)
	Income	(2,307)	(3,029)	0	0	0	0	(3,029)	(722)	(711)	(11)
	Sub-Total	4,048	3,845	0	0	0	0	3,845	(203)	(155)	(48)
Director Homes and Communities	Expenditure	(319)	(452)	0	0	0	452	0	319	319	0
	Income	0	0	0	0	0	0	0	0	0	0
	Sub-Total	(319)	(452)	0	0	0	452	0	319	319	0
Health & Safety And Emergency	Expenditure	150	245	0	0	(30)	25	240	90	84	6
	Income	0	(32)	0	0	0	0	(32)	(32)	(52)	20
	Sub-Total	150	213	0	0	(30)	25	208	58	32	26
Residents Services (Homes and Communities) Total	Expenditure	41,603	58,188	(237)	0	(610)	577	57,918	16,315	16,866	(551)
	Income	(33,914)	(42,883)	0	0	0	(660)	(43,543)	(9,629)	(10,169)	540
	Sub-Total	7,689	15,305	(237)	0	(610)	(83)	14,375	6,686	6,697	(11)
Residents Services Total	Expenditure	97,933	115,074	(628)	0	(902)	754	114,298	16,365	16,910	(545)
	Income	(57,167)	(64,928)	55	0	0	(860)	(65,733)	(8,566)	(9,130)	564
	Total	40,766	50,146	(573)	0	(902)	(106)	48,565	7,799	7,780	19

**Table 5 – 2025/26 Savings Position by Directorate**

Directorate	Description	RAG Rating 2025/26 & B/fwd savings							Total £'000	Slippage £'000		
		B/fwd £'000	2025/26 £'000	Total £'000	B £'000	G £'000	A1 £'000	A2 £'000	R £'000	W/O £'000		
Residents Services - Place	Develop Commercial Trade Waste Service	(260)		(260)						(260)	(260)	
Residents Services - Place	Review of Golf Delivery Model	(267)		(267)						(267)		
Residents Services - Place	Household recycling centre	(100)		(100)						(100)	100	
Residents Services - Place	Charging for Garden Waste		(2,500)	(2,500)	(1,616)			(100)	(784)	(2,500)	784	
Residents Services - Place	Christmas Lighting Growth		(230)	(230)	(230)					(230)		
Residents Services - Place	Fees & Charges Inflationary Uplifts		(58)	(58)		(58)				(58)		
Residents Services - Place	Green Flag Award Scheme		(43)	(43)	(43)					(43)		
Residents Services - Place	Hillingdon in Bloom and the Autumn Show.		(17)	(17)	(17)					(17)		
Residents Services - Place	Remove Seasonal Hanging Basket Displays		(92)	(92)	(92)					(92)		
Residents Services - Place	Review of Burial Charges		(200)	(200)				(200)		(200)		
Residents Services - Place	Review of Crematoria & Cemetery Charges		(300)	(300)				(300)		(300)		
Residents Services - Place	Proposal 1: Environmental Specialists Staffing Costs		(66)	(66)	(66)					(66)		
Residents Services - Place	Proposal 2: Vacant Post Deletion		(39)	(39)	(39)					(39)		
Residents Services - Place	Proposal 3: Building Control Fee Uplift		(16)	(16)	(16)					(16)		
Residents Services - Place	Proposal 4: Discretionary Planning Fees Uplift		(13)	(13)		(13)				(13)		
Residents Services - Place	Proposal 5: Fast Track Planning Service		(60)	(60)	(60)					(60)		
Residents Services - Place	Proposal 6: Statutory Planning Fee Increase - Householders		(300)	(300)	(150)	(150)				(300)		
<b>Residents Services - Place Total</b>		<b>(627)</b>	<b>(3,934)</b>	<b>(4,561)</b>	<b>(2,329)</b>	<b>(488)</b>	<b>0</b>	<b>(600)</b>	<b>(784)</b>	<b>(360)</b>	<b>(4,561)</b>	<b>1,144</b>
Residents Services - Homes & Communities	Community run Library		(135)	(135)						(135)	(135)	
Residents Services - Homes & Communities	Beck Theatre Parking		(50)	(50)	(20)				(30)	(50)	30	
Residents Services - Homes & Communities	Decentralised Operating Model for Corporate Policy & Projects		(77)	(77)					(77)	(77)	77	
Residents Services - Homes & Communities	Increase MVF by 1%		(167)	(167)	(167)					(167)		
Residents Services - Homes & Communities	Fees & Charges Inflationary Uplifts		(488)	(488)	(200)	(288)				(488)		
Residents Services - Homes & Communities	Hillingdon Women's Centre Grant		(30)	(30)	(30)				(30)	(30)		
Residents Services - Homes & Communities	Increase in Car Park Revenue		(50)	(50)	(20)			(30)		(50)		
Residents Services - Homes & Communities	Library Stock Budget		(30)	(30)	(30)					(30)		
Residents Services - Homes & Communities	Meeting Room Hire Revenue in Libraries		(40)	(40)		(40)				(40)		
Residents Services - Homes & Communities	Out of Hours Noise Nuisance Service		(220)	(220)					(220)	(220)	220	
Residents Services - Homes & Communities	Parking fine level change – prior MTFF growth		(600)	(600)	(600)					(600)		
Residents Services - Homes & Communities	Pay and Display Machine Cash Collection		(66)	(66)					(66)	(66)	66	
Residents Services - Homes & Communities	PBH-Domestic Abuse Support Contracts		(79)	(79)	(79)					(79)		
Residents Services - Homes & Communities	Platinum Jubilee Leisure Centre Management Fee		(80)	(80)	(40)			(40)		(80)	40	
Residents Services - Homes & Communities	Parking Fees & Charges		(411)	(411)	(200)			(211)		(411)	411	
Residents Services - Homes & Communities	Review of Parking Enforcement Charges Charges		(140)	(140)	(140)					(140)		
Residents Services - Homes & Communities	Stronger Communities Service Reductions		(79)	(79)	(79)					(79)		
Residents Services - Homes & Communities	Environmental Enforcement - Fines		(110)		(110)	(110)				(110)		
Residents Services - Homes & Communities	Community & Voluntary Grants		(175)		(175)					(175)	175	
Residents Services - Homes & Communities	Use of s106 Funding for Revenue		(500)		(500)			(500)		(500)		
Residents Services - Homes & Communities	Additional Leased temporary accommodation		(1,600)		(1,600)		(1,600)			(1,600)	500	
Residents Services - Homes & Communities	Temporary Accommodation - re-negotiate to reduce rates with all B&B / private sector providers		(500)		(500)	(500)				(500)		
Residents Services - Homes & Communities	Temporary Accommodation Commissioning - Zero / Low Subsidy Accommodation		(1,500)		(1,500)		(503)	(997)		(1,500)		
<b>Residents Services - Homes &amp; Communities Total</b>		<b>(920)</b>	<b>(6,208)</b>	<b>(7,128)</b>	<b>(1,628)</b>	<b>(1,130)</b>	<b>(2,885)</b>	<b>(30)</b>	<b>(1,144)</b>	<b>(310)</b>	<b>(7,128)</b>	<b>1,654</b>
<b>Residents Services Total</b>		<b>(1,547)</b>	<b>(10,141)</b>	<b>(11,688)</b>	<b>(3,957)</b>	<b>(1,618)</b>	<b>(2,885)</b>	<b>(630)</b>	<b>(1,928)</b>	<b>(670)</b>	<b>(11,689)</b>	<b>2,798</b>

**Table 6 - HRA**

PORTFOLIO	SERVICE	DEPARTMENT	Revised Budget	Forecast Outturn	Final Forecast Variance
HOUSING REVENUE ACCOUNT	R61: HRA Operating Budgets	R611: Operational Assets	15,959	16,023	64
		R612: Director of Housing	10,304	10,845	540
		R613: Other Service Areas	1,030	1,316	286
		R619: Contribution to Shared Services	17,355	17,355	0
		R61: HRA Operating Budgets	44,648	45,539	890
	R62: Capital Programme Financing	R621: Capital Programme Financing	18,903	21,563	2,660
		R622: Interest & Investment Income	22,144	18,209	(3,935)
		R62: Capital Programme Financing	41,048	39,772	(1,275)
	R63: HRA Rental Income	R631: HRA Rental Income	(85,695)	(85,310)	385
		R63: HRA Rental Income	(85,695)	(85,310)	385
HRA TOTAL			0	0	0

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**Table 7 – HRA Savings**

Saving Description	Total 2025/26	RAG Rating 2025/26 savings					
		B	G	A1	A2	R	
		£'000	£'000	£'000	£'000	£'000	£'000
Reduction of Recharges for Back Office functions from the General Fund	(1,000)	0	0	(1,000)	0	0	0
<b>Total</b>	<b>(1,000)</b>	<b>0</b>	<b>0</b>	<b>(1,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>

## CABINET BUDGET PROPOSALS 2026/27

Committee name	Residents' Services Select Committee
Corporate Director(s) responsible	Daniel Kennedy, Corporate Director Residents' Services
Papers with report	N/A
Ward	All

### RECOMMENDATION

**That the Select Committee:**

1. **Notes the draft revenue budget and Medium-Term Financial Strategy proposals for 2026/27 to 2030/31 relating to services within the Committee's remit.**
2. **Considers and comments on the financial assumptions, savings proposals, growth pressures, service impacts and delivery risks within those proposals.**
3. **Agrees specific feedback and recommendations to be submitted to Cabinet for consideration as part of the final budget proposals to be presented to Council in February 2026.**

### HEADLINES

1. The Council published the Medium-Term Financial Strategy 2026/27 to 2030/31 on Tuesday 23<sup>rd</sup> December as part of the Cabinet agenda for that evening. This report sets out the growth and saving proposals within the remit of this committee from that report and should be read in conjunction with the Medium-Term Financial Strategy 2026/27 to 2030/31 cabinet paper.

### General Fund Review

#### Overview

2. Services within the remit of this committee are proposed to see a net budget change for 2026/27 of £15.8m, reducing to £14.0m by 2028/29, driven by savings proposals in 2026/27 of £14.0m and growth proposals of £29.9m. Whilst the revenue budget proposals are set out in the context of a three-year budget strategy, the Council's legal requirement is to set a balanced budget for 2026/27.
3. The below table sets out the overview of savings and growth proposals by directorate for the services within the remit of this Committee.

**Table 1: Budget Proposal Overview**

<b>Residents' Services</b>	2026/27	2027/28	2028/29	2026/27	2027/28	2028/29
	Annual Change (£,000's)	Annual Change (£,000's)	Annual Change (£,000's)	Cumulative Change (£,000's)	Cumulative Change (£,000's)	Cumulative Change (£,000's)
Savings	(14,043)	(2,096)	(2,175)	(14,043)	(16,139)	(18,314)
Growth	29,880	1,331	1,182	29,880	31,211	32,393
<b>Residents' Services select committee Total</b>	<b>15,837</b>	<b>(765)</b>	<b>(993)</b>	<b>15,837</b>	<b>15,072</b>	<b>14,079</b>

## Savings Proposals

4. The below table sets out the line-by-line savings proposals for the services within the remit of this committee as set out in the above overview position.

**Table 2: Savings Proposals**

<b>Resident's Services Savings</b>	2026/27	2027/28	2028/29	2026/27	2027/28	2028/29
	Annual Change (£,000's)	Annual Change (£,000's)	Annual Change (£,000's)	Cumulative Change (£,000's)	Cumulative Change (£,000's)	Cumulative Change (£,000's)
Extended Producer Responsibility Grant	(2,653)	2,653	-	(2,653)	-	-
Grounds Maintenance service review	(300)	(300)	-	(300)	(600)	(600)
Increase Garden Waste Subscription fee	(189)	-	-	(189)	(189)	(189)
Street Scene	(50)	(50)	-	(50)	(100)	(100)
Waste collection efficiencies	-	(854)	(2,038)	-	(854)	(2,892)
Service delivery model review	(62)	(62)	-	(62)	(124)	(124)
ULEZ expenditure	(48)	(48)	-	(48)	(96)	(96)
Fleet management improvements	(24)	-	-	(24)	(24)	(24)
NYGL civic amenities site	(70)	-	-	(70)	(70)	(70)
Waste disposal management (resource)	(48)	(44)	-	(48)	(92)	(92)
<b>Environment Total</b>	<b>(3,444)</b>	<b>1,295</b>	<b>(2,038)</b>	<b>(3,444)</b>	<b>(2,149)</b>	<b>(4,187)</b>
Review Domestic Support Contracts	(80)	-	-	(80)	(80)	(80)
Implementation of Additional Licensing Policy	100	(114)	(14)	100	(14)	(28)
Review of Pest Control discounts	(49)	-	-	(49)	(49)	(49)
Proceeds of Crime and POCA Investigations	-	-	(100)	-	-	(100)
Parking Services Programme Management Capacity	-	(95)	-	-	(95)	(95)
Changes to parking tariffs	(1,232)	-	-	(1,232)	(1,232)	(1,232)
Domestic Abuse Support Officer - service growth proposal	(76)	-	-	(76)	(76)	(76)
Changes to parking payment options	(95)	(95)	-	(95)	(190)	(190)
Removal of Multiple Daily Free HFC Parking Sessions	(65)	(65)	-	(65)	(130)	(130)
<b>Community Safety &amp; Enforcement Total</b>	<b>(1,497)</b>	<b>(369)</b>	<b>(114)</b>	<b>(1,497)</b>	<b>(1,866)</b>	<b>(1,980)</b>
Platinum Jubilee Leisure Centre Management Fee	(70)	-	-	(70)	(70)	(70)
Subsidy removal	(100)	-	-	(100)	(100)	(100)
Digital Library Plan Pilot	(450)	(306)	-	(450)	(756)	(756)
Digital Library Plan Phase 2	-	(1,100)	-	-	(1,100)	(1,100)
Theatres Operating Model	-	(482)	-	-	(482)	(482)
Bunker & Visitor Centre Operating Model	-	(388)	-	-	(388)	(388)
<b>Community Services Total</b>	<b>(620)</b>	<b>(2,276)</b>	<b>-</b>	<b>(620)</b>	<b>(2,896)</b>	<b>(2,896)</b>
Annual Lettings Plan to allocate 400 social homes to households in B&B	(1,055)	-	-	(1,055)	(1,055)	(1,055)

Housing for vulnerable families	(144)	-	-	(144)	(144)	(144)
Additional Full Repair and TA Insure Leases	(386)	-	-	(386)	(386)	(386)
Additional Leasing Scheme 1	(838)	-	-	(838)	(838)	(838)
Reduced Cost Temporary Accommodation 1	(226)	-	-	(226)	(226)	(226)
PRS accommodation 1	(609)	-	-	(609)	(609)	(609)
Private Management Agreement Leasing Scheme	(205)	-	-	(205)	(205)	(205)
Supported Housing	(1,388)	-	-	(1,388)	(1,388)	(1,388)
PRS accommodation 2	(867)	-	-	(867)	(867)	(867)
Additional Leasing Scheme 2	(157)	-	-	(157)	(157)	(157)
Rapid PRS Rehousing	(231)	-	-	(231)	(231)	(231)
Supported Housing - Rough Sleeper Pathway	(318)	-	-	(318)	(318)	(318)
Reconciliation of Resident engagement cost	(100)	-	-	(100)	(100)	(100)
Increase Homeless Prevention	(850)	-	-	(850)	(850)	(850)
<b>Housing Total</b>	<b>(7,374)</b>	-	-	<b>(7,374)</b>	<b>(7,374)</b>	<b>(7,374)</b>
<b>Resident's Services Savings Continued</b>	2026/27 Annual Change (£,000's)	2027/28 Annual Change (£,000's)	2028/29 Annual Change (£,000's)	2026/27 Cumulative Change (£,000's)	2027/28 Cumulative Change (£,000's)	2028/29 Cumulative Change (£,000's)
Discretionary Planning Fees Uplift	(12)	(9)	(23)	(12)	(21)	(44)
Festive Light Residual Budget	(150)	-	-	(150)	(150)	(150)
<b>Planning and Sustainable Growth Total</b>	<b>(162)</b>	<b>(9)</b>	<b>(23)</b>	<b>(162)</b>	<b>(171)</b>	<b>(194)</b>
Fast Track Planning Service	(3)	(3)	-	(3)	(6)	(6)
Building Control Fee Uplift	(15)	(16)	-	(15)	(31)	(31)
Discretionary Planning Fees Uplift	(16)	(17)	-	(16)	(33)	(33)
<b>Planning, Regeneration and Environment Total</b>	<b>(34)</b>	<b>(36)</b>	-	<b>(34)</b>	<b>(70)</b>	<b>(70)</b>
Review of CCTV Service	-	(365)	-	-	(365)	(365)
<b>Safer Communities and Vulnerabilities Total</b>	-	<b>(365)</b>	-	-	<b>(365)</b>	<b>(365)</b>
Resources for bereavement services	-	(60)	-	-	(60)	(60)
<b>Residents Services Total</b>	-	<b>(60)</b>	-	-	<b>(60)</b>	<b>(60)</b>
Waste Weekends - Powerday	(150)	(151)	-	(150)	(301)	(301)
Reduction in cost of recycling bags	(200)	-	-	(200)	(200)	(200)
Weekend provision Cemetery and crematorium	(100)	-	-	(100)	(100)	(100)
Street lighting	(125)	(125)	-	(125)	(250)	(250)
Street inspections digitally performed	(107)	-	-	(107)	(107)	(107)
Efficiency Gain Fleet	(230)	-	-	(230)	(230)	(230)
<b>Corporate Director Place Total</b>	<b>(912)</b>	<b>(276)</b>	-	<b>(912)</b>	<b>(1,188)</b>	<b>(1,188)</b>
<b>Residents' Services select committee Total</b>	<b>(14,043)</b>	<b>(2,096)</b>	<b>(2,175)</b>	<b>(14,043)</b>	<b>(16,139)</b>	<b>(18,314)</b>

## Growth Proposals

5. The below table sets out the line-by-line growth proposals for the services within the remit of this Committee as set out in the above overview position.

**Table 3: Growth Proposals**

<b>Residents' Services Growth</b>	2026/27	2027/28	2028/29	2026/27	2027/28	2028/29
	Annual Change (£,000's)	Annual Change (£,000's)	Annual Change (£,000's)	Cumulative Change (£,000's)	Cumulative Change (£,000's)	Cumulative Change (£,000's)
Extended Producer Responsibility	797	598	448	797	1,395	1,843
Loss of income recharges to HRA - no longer applicable	128	-	-	128	128	128
Tree Maintenance - Staff and revenue budget	430	-	-	430	430	430
Extra crews for the new food waste vehicles	258	-	-	258	258	258
Garden Waste Bag Tags	137	-	-	137	137	137
New Term Service Contract	45	-	-	45	45	45
Country Park Management staff and maintenance	54	-	(54)	54	54	-
New Term Service Contract	160	-	-	160	160	160
FLEET Maintenance and Repair Contract annual increases	130	217	269	130	347	616
Rebasing of garden waste income budget	610	-	-	610	610	610
NYGL civic amenities site Budget pressure savings brought forward	165	-	-	165	165	165
NYGL civic amenities site	70	-	-	70	70	70
Waste disposal management (resource)	94	-	-	94	94	94
Electrical Vehicle Charging (EVC) budget realignment	46	-	-	46	46	46
Fleet Insurance	351	-	-	351	351	351
<b>Environment Total</b>	<b>3,475</b>	<b>815</b>	<b>663</b>	<b>3,475</b>	<b>4,290</b>	<b>4,953</b>

<b>Residents' Services Growth Continued</b>	2026/27	2027/28	2028/29	2026/27	2027/28	2028/29
	Annual Change (£,000's)	Annual Change (£,000's)	Annual Change (£,000's)	Cumulative Change (£,000's)	Cumulative Change (£,000's)	Cumulative Change (£,000's)
Principal Emergency Planning and Continuity Officer	60	-	-	60	60	60
<b>Community Safety and Enforcement Total</b>	<b>60</b>	<b>-</b>	<b>-</b>	<b>60</b>	<b>60</b>	<b>60</b>
Domestic Abuse Related Death Review Cost Pressures	20	-	-	20	20	20
Community Impacts Officer	60	-	-	60	60	60
Parking pay and display income rebasing	600	-	-	600	600	600
Counsel and Investigative Costs	150	-	-	150	150	150
Domestic Abuse Support Officer	40	-	-	40	40	40
Private Sector Housing Growth & Recruitment	180	(100)	-	180	80	80
Proceeds of Crime and POCA Investigations	100	-	-	100	100	100
Stray Dogs Contract	15	-	-	15	15	15
Parking budget rebasing	210	-	-	210	210	210
Parking enforcement costs	80	-	-	80	80	80
Out of Hours Nuisance Service Review	220	-	-	220	220	220
Budget Rebasing - Food Safety Income	488	-	-	488	488	488
Domestic Abuse Support Services Contracts	80	-	-	80	80	80
Parking Services Programme Management Capacity	95	-	-	95	95	95
Rebasing of postal charges	162	-	-	162	162	162
Domestic Abuse Support Officer - service growth proposal	76	-	-	76	76	76

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Classification: Public

<b>Community Safety &amp; Enforcement Total</b>	<b>2,636</b>	<b>(100)</b>	-	<b>2,636</b>	<b>2,536</b>	<b>2,536</b>
Lake Farm BMX Track	10	-	-	10	10	10
<b>Community Services Total</b>	<b>10</b>	-	-	<b>10</b>	<b>10</b>	<b>10</b>
Additional management responsibility or Emergency planning manager and correction to Historic budget shortfall	13	-	-	13	13	13
<b>Health and Strategic Partnership Total</b>	<b>13</b>	-	-	<b>13</b>	<b>13</b>	<b>13</b>
Budget Rebasing - Budget adjustment - Director of Central Services	451	-	-	451	451	451
<b>Homes and Communities Total</b>	<b>451</b>	-	-	<b>451</b>	<b>451</b>	<b>451</b>
Homelessness Prevention	2,000	-	-	2,000	2,000	2,000
Base TA Budget Reset	4,872	-	-	4,872	4,872	4,872
TA Rental Inflation	772	-	-	772	772	772
Homeless Support Growth	1,500	-	-	1,500	1,500	1,500
Unrealised Savings - Temporary Accommodation	3,600	-	-	3,600	3,600	3,600
Service Level Agreements	354	-	-	354	354	354
TA Mix-Percent larger households in TA	182	-	-	182	182	182
Base TA Budget Growth	8,235	-	-	8,235	8,235	8,235
<b>Housing Total</b>	<b>21,515</b>	-	-	<b>21,515</b>	<b>21,515</b>	<b>21,515</b>
Planning Legal Budget	35	-	-	35	35	35
CIL Admin Budget Rebasing	298	-	-	298	298	298
Dangerous Structures Out of Hours Service Budget	30	-	-	30	30	30
Removal of MVF from Statutory, Demand-Led, Income Generating Posts	172	-	-	172	172	172
Potential CIL Income Reduction	50	-	-	50	50	50
Funding for Additional Parking Management Schemes	60	-	-	60	60	60
Strategic Asset Optimisation Project	160	-	(160)	160	160	-
Implementation of Additional Licensing Policy	130	-	-	130	130	130
<b>Planning and Sustainable Growth Total</b>	<b>935</b>	-	(160)	<b>935</b>	<b>935</b>	<b>775</b>

<b>Residents' Services Growth Continued</b>	2026/27	2027/28	2028/29	2026/27	2027/28	2028/29
	Annual Change (£,000's)	Annual Change (£,000's)	Annual Change (£,000's)	Cumulative Change (£,000's)	Cumulative Change (£,000's)	Cumulative Change (£,000's)
Household recycling centre - maintenance	80	(40)	-	80	40	40
Resources for bereavement services	60	-	-	60	60	60
Transformation Capital Budget Rebasing - Homes & Communities	23	-	-	23	23	23
<b>Residents Services Total</b>	<b>163</b>	<b>(40)</b>	-	<b>163</b>	<b>123</b>	<b>123</b>
Rebasing of trade waste income budget	300	-	-	300	300	300
Street inspections digitally performed	70	-	-	70	70	70
<b>Corporate Director Place Total</b>	<b>370</b>	-	-	<b>370</b>	<b>370</b>	<b>370</b>
Waste Disposal Levy & Contracts	311	656	679	311	967	1,646
<b>Environment Total</b>	<b>311</b>	<b>656</b>	<b>679</b>	<b>311</b>	<b>967</b>	<b>1,646</b>
<b>Residents' Services select committee Total</b>	<b>29,880</b>	<b>1,331</b>	<b>1,182</b>	<b>29,880</b>	<b>31,211</b>	<b>32,393</b>

## Fees & Charges

6. For 2026/27, the Council has proposed to increase all discretionary Fees & Charges by 10% where appropriate and where the Council anticipates this will generate an overall benefit for Residents' Services Select Committee – 8 January 2026

Classification: Public

the Council, taking into account possible elasticity of demand implications. Where fees and charges have been increased outside of this approach, the financial impact has been included as a standalone saving proposal.

7. The saving generated from this approach for the services within this committee are set out in the table below, with the full details of the charges being levied included in Appendix F of the December Cabinet report.

**Table 4: Fees & Charges Savings**

Service	Charge	2026/27 Forecast Income	2026/27 Saving
Community Safety & Enforcement	Imported Food Unit	(4,035)	(21)
Community Safety & Enforcement	Food, Health & Safety	(14)	(1)
Community Safety & Enforcement	Licensing	(503)	(24)
Community Safety & Enforcement	Trading Standards	(7)	(0)
Community Safety & Enforcement	Environmental Enforcement	(707)	(271)
Community Safety & Enforcement	Environmental Protection Unit	(16)	(2)
Community Safety & Enforcement	Pest Control	(1)	(0)
Community Services	Libraries	(250)	(2)
Community Services	Arts Theatres	(537)	(88)
Community Services	Battle of Britain Bunker Fees	(228)	(36)
Housing	Housing	(11,614)	29
Environment And Leisure (Residents)	Golf Courses	(407)	309
Environment And Leisure (Residents)	Breakspear Crematorium	(3,706)	164
Environment And Leisure (Residents)	Cemeteries	(1,370)	(124)
Environment And Leisure (Residents)	Parks and Open Spaces	(618)	2
Environment And Leisure (Residents)	Trade Refuse	(4,677)	(92)
Planning, Regeneration and Environment	Land Charges	(451)	(41)
<b>Total</b>		<b>(29,140)</b>	<b>(196)</b>

## HRA Revenue

8. The Housing Revenue Account (HRA) is a ringfenced, self-financing account whereby rental income from the Council's c10,200 social housing units are reinvested in the management, maintenance and expansion of stock for the benefit for tenants. The budget strategy for the HRA for the 2026/27 financial year in the context of the five-year plan is set out in this report, underpinned by a 30-Year Business Plan which demonstrates that over the longer term the HRA is financially sustainable and that the proposed capital investment will maintain this position.

9. The HRA budget proposals set total resources for 2026/27 at £89.9m, rising to £108.0m by 2030/31, with these resources invested into the tenancy management, the maintenance of existing housing stock and the funding for the investment in acquisitions and development. The HRA revenue budget is set out in the table below:

**Table 5: HRA Budget Strategy**

	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m	2030/31 £m

Total Resources	84.9	89.9	94.3	98.3	103.4	108.0
Total Service Expenditure	(60.7)	(63.6)	(65.4)	(67.1)	(69.1)	(71.1)
Contribution to Finance Capital Programme	(24.2)	(26.3)	(29.0)	(31.2)	(34.3)	(37.0)
<b>Cumulative Budget Gap</b>	0.0	0.0	0.0	0.0	0.0	0.0
Closing General Balances	15.0	15.0	15.0	15.0	15.0	15.0

10. For full details, please see the December Cabinet Report and Appendix D.

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## Six Month Performance Monitoring Report

Committee name	Residents' Services Select Committee
Officer reporting	Ian Kavanagh, Head of Business Intelligence
Papers with report	Appendix 1 – Six-month performance report 2025-26
Ward	All

### HEADLINES

This six-monthly performance report monitors the value the Council provides by benchmarking expenditure against key performance indicators. The analysis is based entirely on publicly available data to ensure a fair, transparent, and repeatable comparison with other local authorities.

### RECOMMENDATIONS

**That the Select Committee:**

- 1. Notes the six-month performance report for 2025/26, as attached in Appendix 1; and**
- 2. Makes any comments which will be presented to full Council in January alongside the six-month performance report for information.**

Performance management is a critical function in local government, enabling councils to use data-driven insights to improve outcomes for residents. It supports accountability—both internally and externally—by demonstrating how public services respond to local needs and ensure value for money.

The Council's performance framework is aligned with the Hillingdon Council Strategy and incorporates a suite of reports accessible to services, senior management, the Corporate Management Team, and Cabinet – and then reported to select committees. This annual report draws on key performance indicators and monitoring data to assess progress against strategic objectives. Where applicable, it includes the most recent data available, including pre-2024/25 benchmarks.

Notably, the report integrates financial benchmarking from the 2024-25 local authority revenue expenditure and financing outturn report.

### SUPPORTING INFORMATION

1. Performance management is about using data to drive evidence-based decision making to challenge current ways of working and service delivery models. It is an important tool for local government to take responsibility for its own performance and for the public and national

governments to hold local service providers to account, ensuring they respond to local needs and that public money is being spent wisely.

2. Performance management includes a range of processes and methods to identify shared goals and various measurements of progress towards these. Closely aligned to the concept of governance it ensures arrangements are in place so an authority's objectives can be achieved.
3. Within Hillingdon, performance is aligned to the Council Strategy, where a suite of performance reports is available to services, senior management teams, the Corporate Management Team, and the Leader and Cabinet. Monthly reports are presented to CMT and action logs completed.
4. This report uses key performance indicators and benchmarking data to show performance and value on key services for the financial year 2024/25 (or in some cases, the latest data available as well as pre-financial year 2024/25).
5. The 6-month performance report for 2025/26 presents a detailed and transparent benchmarking picture of how Hillingdon Council is performing across its core service areas, with a clear emphasis on putting residents first. The report reflects a council that is actively responding to significant challenges—rising demand, financial pressures, and evolving community needs—while maintaining a strong commitment to service quality, accountability, and resident wellbeing.
6. **Hillingdon had the 4th lowest net expenditure in London per 100,000 residents.** Heathrow Airport's presence within the borough creates unique operational and financial pressures that many other London authorities do not face. Despite years of government underfunding and these unique challenges, Hillingdon continues to be recognised as a well-run council, consistently delivering strong value for money and maintaining one of the lowest net expenditure levels in London.

## Residents Services

7. Hillingdon demonstrates strong value for money across Housing and Homelessness. Resident Services had the 8th lowest expenditure of London boroughs for housing general fund and homelessness expenditure. Hillingdon achieved a C2 (2nd highest) grade from the Regulator of Social Housing (RSH) for its registered housing landlord service. Grading ranges from C1 to C4. Only 7 of 66 (10.6%) local authorities assessed achieved the higher C1 grade and most authorities (56%) received a C3 or C4 grade.
8. The proportion of households in Temporary Accommodation (12.5 per 1,000) remains far lower than high-pressure boroughs such as Ealing and Harrow, reflecting effective prevention and case management.
9. However, rough sleeping remains a significant challenge, with rates the highest among comparators. Heathrow Airport continues to drive inflow pressures, alongside recent Home Office evictions contributing to short-term spikes. The council is working closely with partners

and the Home Office to support individuals leaving asylum accommodation and reduce repeat homelessness.

10. The Housing Landlord Service continues to perform strongly across safety and asset management. Gas safety compliance is 99.61% and levels of tenant arrears are lower (better) than the London average. Hillingdon's average re-let time of 30.6 days is the best among all comparators, more than 20 days faster than the London averages. While tenant satisfaction remains below the England average, Hillingdon performs strongly on key activity-based measures such as repairs timeliness.
11. The proportion of "dwellings vacant, but available to let" in Hillingdon is 87%, which is 16 percentage points higher than London (71%) and 35 percentage points higher than England (52%). Hillingdon has an ambitious housing delivery programme, buying new properties for letting. This means a higher-than-average volume of properties are being let at any one time, but it is important to note these continue to be re-let within a faster than average end to end re-let time.
12. Hillingdon's result on homes that do not meet the Decent Homes Standard is by far the highest at 30.90% (as at March 2024), and over 14 percentage points higher than the next highest neighbours, Ealing (16.63%). Hillingdon's housing landlord service is investing over £108m to improve homes over the next five years and rapid progress is being made to reduce levels of non-decent homes. Programmes of work include window replacement, new gas boilers, new kitchens and new bathrooms, complementing home energy efficiency improvement works. The Hillingdon Council housing landlord service is on track to reduce levels of non-decent homes to c14% by March 2026.
13. Highways and planning continue to support the borough's economic and environmental ambitions. Despite one of the lowest net expenditures on planning nationally, Hillingdon meets 100% of major planning application target timescales and continues to outperform on highways maintenance and street works. EV charging availability remains below London averages, and work with regional partners is ongoing to expand charging infrastructure.

## **PERFORMANCE DATA**

Performance data is included throughout the report.

## **RESIDENT BENEFIT**

This report enables residents, communities, and service users to understand how well services are performing, ensuring transparency, accountability, and continuous improvement in meeting local needs.

## **FINANCIAL IMPLICATIONS**

There are no direct financial implications to the Council associated with the recommendations in this report.

## **LEGAL IMPLICATIONS**

There are no direct legal Implications that arise out of the recommendations set out in this report.

## **BACKGROUND PAPERS**

None

## **APPENDICES**

Six-Month Performance Report, 2025/26

# Hillingdon Council: Residents' Services Select Committee

Six-month performance report  
First half 2025/2026 (April to October)

Page 39



# Approach

The aim of this performance report is to assess the value the council provides by benchmarking our expenditure against key performance indicators across each directorate. The analysis is based entirely on publicly available data to ensure a fair, transparent, and repeatable comparison with other local authorities. As with all published datasets, the figures are only as accurate as the information submitted by each authority.

Because this report relies on published national datasets, it uses the most recent information available. For most measures, this is the 2024/25 financial year, although a small number of datasets cover slightly different periods. These variations are due to the time required for data cleansing and standardisation by both local authorities and the relevant national publishing bodies (e.g. DLUHC, DfE).

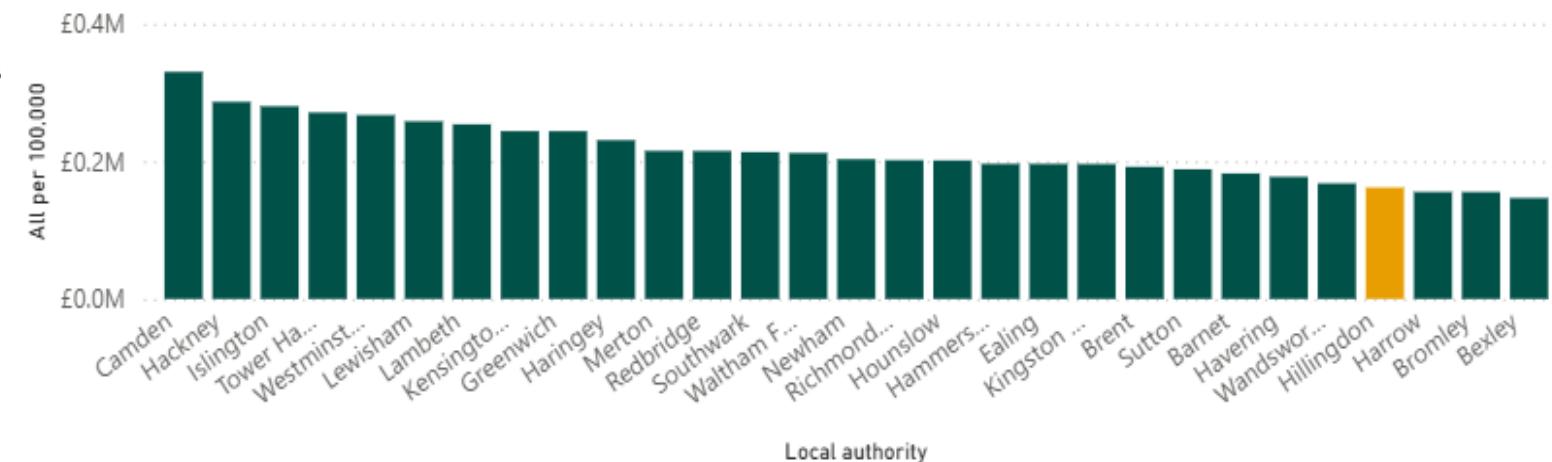
The report incorporates financial benchmarking from the 2024/25 Local Authority Revenue Expenditure and Financing Outturn to demonstrate how effectively Hillingdon deploys its resources to deliver positive outcomes for residents. To allow meaningful comparisons, expenditure figures have been standardised using published population data relevant to each service area—for example, using the 0–18 population when analysing Children's Services.

Where available, comparisons are made against statistical neighbour groups, recognising that different services have different socio-demographic comparators, such as Youth Justice having a different statistical neighbour set from Adult Social Care. Where statistical neighbour sets are not published, nearest neighbours have been used instead.

# Executive Summary

- ❖ Hillingdon had the 4th lowest net expenditure in London per 100,000 residents.
- ❖ Heathrow Airport's presence within the borough creates unique operational and financial pressures that many other London authorities do not face.
- ❖ Despite years of government underfunding and these unique challenges, Hillingdon continues to be recognised as a well-run council, consistently delivering strong value for money and maintaining one of the lowest net expenditure levels in London.

Council net expenditure per 100,000 population



- Adult Social Care had the 2<sup>nd</sup> lowest expenditure of London boroughs per 100,000 residents.
- Achieved a 'Good' Care Quality Commission (CQC) rating with an overall score of 73%. This score continues to see Hillingdon in the top quartile of inspected authorities.
- Assessed across 5 key areas: safe, effective, caring, responsive and well-led.



- ❖ Resident Services had the 8<sup>th</sup> lowest expenditure of London boroughs for housing general fund and homelessness expenditure per 100,000 residents.
- ❖ Achieved a C2 (2<sup>nd</sup> highest) grade from the Regulator of Social Housing (RSH).
- ❖ Grading ranges from C1 to C4. Only 7 of 66 (10.6%) local authorities assessed achieved the higher C1 grade and most authorities (56%) received a lower C3 or C4 grade.

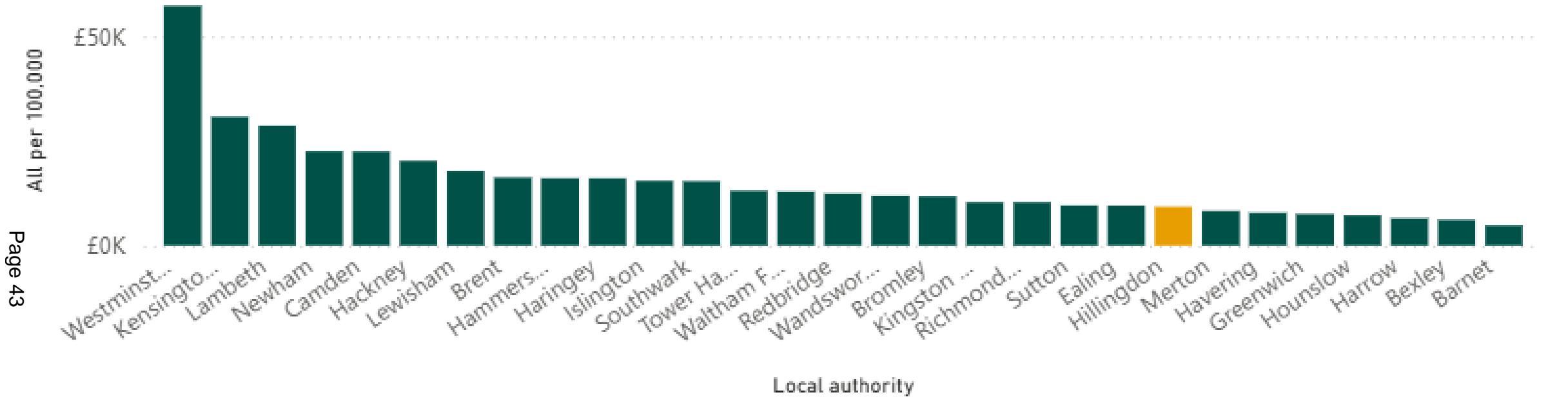


- Children's social care had the 3<sup>rd</sup> lowest expenditure of London boroughs per 100,000 children.
- Achieved an 'Outstanding' Ofsted rating in November 2023, the highest grade indicating a high quality, innovative service that consistently exceeds expectations where children achieve excellent outcomes.
- Only 15% of Councils Nationally are currently assessed at the highest standard.

Daniel Kennedy  
Corporate Director of Residents Services



## General Housing Fund and Homelessness net expenditure per 100,000 population



Hillingdon has the 8<sup>th</sup> lowest net expenditure across all London councils for general housing and homelessness, indicating a higher level of cost-efficient service delivery.

In addition, Hillingdon's Council Housing Service was awarded the second highest consumer grading of C2 by the Regulator of Social Housing (RSH) in July 2025. Grading ranges from C1 to C4. Only 7 of 66 (10.6%) local authorities assessed achieved the higher C1 grade and most authorities (56%) received a lower C3 or C4 grade.

# Residents Services – Temporary Accommodation (TA) and Homelessness

Comparators	Housing Services net expenditure	Homelessness Net expenditure	Households in TA	Households in TA with children	People sleeping rough	New people sleeping rough
London	14908	11822	19.71	13.03	24.40	35%
Waltham Forest	13005	10599	14.64	10.23	18.20	22%
Bromley	11920	8494	12.82	6.92	6.30	38%
Sutton	9697	6011	12.42	8.74	0.90	50%
Ealing	9657	6917	26.05	19.19	21.50	24%
Hillingdon	9395	6250	12.50	7.77	28.60	49%
England	9355	3707	5.28	3.35	14.90	31%
Merton	8362	4734	8.16	5.75	2.30	40%
Havering	7916	7444	12.03	8.40	4.70	38%
Hounslow	7297	5779	5.69	2.94	17.40	52%
Harrow	6576	5073	15.02	11.00	3.30	78%
Bexley	6232	3206	4.28	3.69	8.20	38%
Barnet	4916	5003	17.20	9.46	6.20	28%

## Understanding the data:

- **Housing Services net expenditure<sup>1</sup>** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000.
- **Homelessness net expenditure<sup>1</sup>** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000.
- **Households in TA<sup>3</sup>** – shows the number of households in temporary accommodation on 31 December 2024, per 1,000 households.
- **Households in TA with children<sup>3</sup>** - shows households in TA with children on 31 December 2024, per 1,000 households.
- **People sleeping rough<sup>3</sup>** - shows the number of rough sleepers in June 2025, rate per 100,000 people.
- **New people sleeping rough<sup>3</sup>** – shows the percentage of new rough sleepers in June 2025.

# Residents Services – Temporary accommodation (TA) and Homelessness

Hillingdon's net housing services expenditure is £9,395,000 per 100,000 people, which is significantly lower than the London average of £14,908,000 and close to the England average of £9,355,000 demonstrating cost-efficient service delivery. Homelessness net expenditure in Hillingdon is £6,250,000 per 100,000 people which is significantly lower than the London average of £11,822,000 and below many neighbouring boroughs, indicating tighter and more efficient homelessness spending.

The proportion of households in temporary accommodation (TA) in Hillingdon is 12.50 per 1,000 households, which is substantially lower than boroughs such as Ealing (26.05) and Harrow (15.02), and closely aligned with Bromley (12.82), suggesting lower reliance on TA than other high-pressure councils. Households in TA with children stands at 7.77 per 1,000 households, again well below London's average of 13.03 and below neighbouring high-demand boroughs like Ealing (19.19), demonstrating better outcomes for families. However, the number of people sleeping rough in Hillingdon is 28.60 per 1,000 households, which is the highest in this comparator group and more than double the England average of 14.90, highlighting a significant concern around street homelessness. The percentage of new people sleeping rough in Hillingdon is 49%, which is above the London average of 35% and indicates that a high proportion of rough sleeping cases are first-time incidents, suggesting rising prevention challenges. Hillingdon has a long history of higher levels of rough sleeping compared to many London boroughs, in part because Heathrow Airport attracts rough sleepers. Proactive working with Heathrow Airport Limited and partner organisations is helping to keep rough sleeping numbers lower, with appropriate engagement and move-on support. During the last year, monitoring suggests higher rates of evictions by the Home Office from their accommodation has contributed to an increase in rough sleeping on a short-term basis. The Council is working closely with the Home Office and partner organisations to provide advice to those leaving Home Office accommodation about their housing options and move-on pathways.

# Residents Services – Housing Landlord Service

Benchmarking Group	Homes with valid gas safety certificate	'True' current tenant arrears	Dwellings vacant but available to let	Average re-let time in days (standard re-lets)	Satisfaction with overall service landlord provides
London	99.93%	4.41%	71%	52.85	59%
England	99.89%	2.60%	52%	44.44	73%
London and ALMO	99.89%	6.66%	56%	57.96	
Hillingdon	99.61%	3.91%	87%	30.64	59%

## Understanding the data:

- **Homes with valid gas safety certificate<sup>2</sup>** – shows the 2024/25 percentage of properties with a valid landlord gas safety record.
- **'True' current tenant arrears<sup>2</sup>** – shows the 2024/25 unpaid accommodation rent and service charges owed by tenants living in benchmarked stock types adjusted for pending benefits payments.
- **Dwellings vacant but available to let<sup>2</sup>** – shows the 2024/25 snapshot of the total number of units that were vacant but available for lettings.
- **Average re-let time in days<sup>2</sup>** – shows the 2024/25 average time in days it takes for void properties to be let.
- **Satisfaction with overall service landlord provides<sup>2</sup>** – shows the 2024/25 perception of satisfaction for residents.

# Residents Services – Housing Landlord Service

Gas safety compliance in Hillingdon is 99.61%, which remains very high but is 0.32 percentage points lower than the London average (99.93%) and 0.28 points lower than the England average (99.89%). Hillingdon's Landlord Service is proactively working with tenants to ensure timely access to properties to complete safety checks. Current tenant arrears in Hillingdon stand at 3.91%, which is 0.5 percentage points better than the London average (4.41%) and 2.75 points better than London and Arms-Length Management Organisation (ALMO) (6.66%), although still 1.31 points higher than the England average (2.60%). The proportion of dwellings vacant, but available to let in Hillingdon is 87%, which is 16 percentage points higher than London (71%), 31 percentage points higher than London & ALMO (56%), and 35 percentage points higher than England (52%). Hillingdon has an ambitious housing delivery programme, buying new properties for letting. This means a higher-than-average volume of properties are being let at any one time, but it is important to note these continue to be re-let within a faster than average end to end re-let time.

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Hillingdon's average re-let time is 30.64 days, which is 14 days faster than the England average (44.44 days), more than 22 days faster than London (52.85 days), and 27 days faster than the London & ALMO group (57.96 days) which makes Hillingdon the best performer ranking 1<sup>st</sup> compared to the benchmarking group. Tenant satisfaction in Hillingdon is 59%, which matches the London average (59%) but remains 14 percentage points below the England average (73%), indicating further work is required to understand and improve resident experience. An active tenant engagement programme is underway to involve tenants in the scrutiny and running of the service to strength satisfaction scores.

# Residents Services – Tenancy Satisfaction (Housing Landlord Service)

Comparators	Satisfaction with Repairs	Satisfaction with time taken to complete most recent repair	Satisfaction that the home is well maintained	Homes that do not meet Decent Homes Standard	Emergency responsive repairs completed within landlord's target timescale	Non-emergency responsive repairs completed within landlord's target timescale
Hounslow	69.70%	68.51%	69.97%	8.62%	99.75%	71.99%
Hillingdon	68.33%	66.99%	64.72%	30.90%	93.36%	77.21%
Barnet	64.48%	54.59%	55.19%	2.38%	81.95%	60.82%
London	63.86%	61.76%	61.08%	8.62%	91.35%	78.19%
Sutton	63.29%	59.95%	57.17%	1.29%	100.00%	92.30%
Ealing	62.57%	61.82%	58.80%	16.63%	73.13%	83.42%
Havering	58.10%	49.32%	55.00%	3.91%	97.21%	93.93%
Harrow	56.75%	55.56%	51.90%	6.89%	96.17%	88.88%
Waltham Forest	55.11%	50.21%	53.39%	16.56%	95.55%	73.52%
Kingston	53.47%	51.69%	58.87%	9.06%	87.86%	78.72%

Understanding the data:

- Indicators are part of the Tenants Satisfaction Measures statutory return (TSM) and shows figures as of 2023/24.

# Residents Services – Tenancy Satisfaction (Housing Landlord Service)

Hillingdon scores above average for several of the metrics on the Tenancy Satisfaction Measures, such as satisfaction with repairs. Hillingdon is 68.33%, which is above the London average of 63.86%, and one of the strongest results in this comparator group ranked 2<sup>nd</sup> highest. Hillingdon is also 2<sup>nd</sup> highest for satisfaction with the time taken to complete the most recent repair (66.99%), which is over five percentage points higher than the London average of 61.76%, demonstrating strong response times. Satisfaction that the home is well maintained is 64.72%, which is more than three points higher than the London average (61.08%), reflecting a positive perception of housing quality and ranks 2<sup>nd</sup> highest amongst the comparator group.

Emergency repairs completed within the landlord's target timescale are at 93.36%, which is better than the London average of 91.35% however non-emergency repairs completed within target timescales are at 77.21%, which is slightly below the London average of 78.19% ranking 7<sup>th</sup> highest amongst the comparator group, suggesting slower completion of routine repairs than some peers.

Hillingdon is making significant investment to improve the quality of council homes, with more than £108m committed during the next five years, and rapid progress is already underway to reduce the number of non-decent homes. Although Hillingdon's current proportion of homes that do not meet the Decent Homes Standard is 30.90% (March 2024)—around 14 percentage points higher than the next highest neighbour, Ealing (16.63%)—this is being addressed through major programmes of work including window replacement, new gas boilers, new kitchens and bathrooms, and wider home energy efficiency improvements. Significant and rapid progress is being made to reduce the number of non-decent homes in Hillingdon – performance is on track to reduce the proportion of non-decent homes to c14% by the end of March 2026.

# Residents Services – Highways and Planning

Comparators	Highways and Transport net expenditure	Planning and development services net expenditure	Major planning applications decided in time	Minor planning applications decided in time	EV charging devices
Hounslow	8409	1565	100%	96%	221.4
Bromley	4574	1322	100%	69%	63.7
Harrow	3459	1595	83%	84%	32.2
Sutton	3144	1995	100%	86%	116.6
Waltham Forest	2965	1292	100%	79%	436.4
Kingston upon Thames	2840	2888	92%	77%	238.9
England	2740	4347			123.8
Barnet	2635	2331	100%	95%	203.5
Bexley	2529	823	100%	98%	94.4
Havering	2428	1732	80%	92%	43.1
Hillingdon	2159	29	100%	89%	79.8
Brent	1311	2046	100%	94%	341.7
London	1038	2716	96%	88%	275.4
Redbridge	707	2066	100%	84%	121.3
Merton	586	-1058	83%	83%	404.7
Enfield			83%	70%	86.5
Ealing	-1997	948	100%	94%	226.0

## Understanding the data:

- **Highways and transport net expenditure<sup>1</sup>** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000.
- **Planning and development services net expenditure<sup>1</sup>** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000.
- **Major planning applications decided in time<sup>5</sup>** - shows the percentage decided in time for Q1 2025/26.
- **Minor planning applications decided in time<sup>5</sup>** – shows the percentage decided in time for Q1 2025/26.
- **EV charging devices<sup>6</sup>** - shows publicly available electric vehicle charging devices at all speeds per 100,000 people in July 2025

# Residents Services – Highways and Planning

Hillingdon's highways and transport net expenditure is £2,159,000 per 100,000 people, which is the 5<sup>th</sup> lowest among the comparator group but double the London average of £1,038,00. Hillingdon's net expenditure on planning and development services was the 2<sup>nd</sup> lowest at only £29,000 per 100,000 people, only higher than Merton who had a negative net expenditure of £1,058,000 per 100,000. Hillingdon secures additional discretionary income from the planning process.

Even with low net expenditure, Hillingdon's major planning applications were all decided within timescales (100%), compared to the London average of 96%. Minor application timeliness was slightly lower at 89% but still above the London average (88%).

Hillingdon's public electric vehicle charging devices was the 4<sup>th</sup> lowest of all comparators at 79.8 devices per 100,000 people. The London average was significantly higher at 275.4 devices per 100,000 people. Hillingdon is working in partnership with other London boroughs to increase access to charging devices in appropriate locations.

# Residents Services Data Sources

## **Data Sources:**

1. LA revenue expenditure and financing: 2024 - 2025
2. Housemark 2024/25
3. MHCLG Stat. Homelessness tables 2024/25
4. Housemark 2023/24
5. LG Inform 2025/26 Q1
6. Department for Transport 2024/25

## PARKING ENFORCEMENT

Committee name	Residents' Services Select Committee
Officer reporting	Richard Webb; Director of Community Safety and Enforcement
Papers with report	None
Ward	All

## HEADLINES

This report provides the Committee with background information on the Council's Parking Enforcement Service, the Parking Enforcement Contract with APCOA and performance under that contract. The Council's Parking Services Team, in partnership with APCOA, is responsible for the enforcement of all parking controls within Hillingdon and the management of Council owned car parks, along with bus lane and other moving traffic enforcement functions. The Parking Services team also provide for parking related services such as the operation, management and maintenance of payment facilities for the council operated car parks and on-street parking bays.

## RECOMMENDATIONS

**That the Select Committee:**

**Notes the contents of this report which provides background information to support the scheduled question and answer session on parking enforcement in the Borough, and in particular the ongoing work with APCOA through which they have brought forward initiatives to improve facilities for motorists whilst generating an income for the Council.**

## SUPPORTING INFORMATION

This report provides background information for Committee Members on the Council's parking services contract with APCOA, (the Borough's civil traffic and parking services supplier), performance under that contract and other parking related matters. It is intended to support the Committee with background information for the parking enforcement review scheduled for the Committee's January 2026 meeting.

The Council's Parking Services team, in partnership with APCOA, is responsible for the monitoring and enforcement of all civil traffic and parking restrictions in the Borough, along with the enforcement of some moving traffic regulations. The team also provide parking related services to residents, including issuing parking permits, and support for highways related functions by facilitating parking suspensions for works on the highway works, events, etc.

This report highlights the continual efforts made by officers to ensure that there is effective deployment of Civil Enforcement Officers in accordance with the terms of the enforcement contract, and that the parking contractor is achieving compliance with parking and moving traffic controls in the Borough.

### **Parking Enforcement Contract**

The parking enforcement contract is managed through the Parking Service and Procurement teams and is based on separate specifications for services which are supported by Key Performance Indicators (KPIs) built into the contract.

### **Scope of Contract**

The services that are provided by APCOA on behalf of the London Borough of Hillingdon include, but are not limited to the following:

- Enforcement of parking controls and the issue of Penalty Charge Notices (PCNs) for on and off-street parking contraventions.
- Reviewing the CCTV PCNs for Bus Lanes, School Keep Clear markings and moving traffic contraventions such as yellow box junctions and banned turns.
- Suspensions and dispensation of parking bays.
- Provision of the parking enforcement and permits IT system.
- Provision of a cash collection and counting service from the Civic Centre.
- Business processing solutions, i.e., scanning of PCN related correspondence into the back-office Enforcement System.

The contract employs in excess of 60 people on the Parking Enforcement Contract and APCOA is committed to providing a diverse workforce, offering opportunities to all. A reflection of this is that 33% of the team working on the Parking Enforcement Contract are Hillingdon residents.

### **Penalty Charge Notices issued by Civil Enforcement Officer (CEO)s and deployment.**

APCOA are responsible for the recruitment and deployment of all the CEOs in Hillingdon.

The role of a CEO is challenging; they are on their beat all day, often patrolling on their own and in all weathers. Although their role is to support the local community and ensure that there are sufficient parking spaces available, they are prone to receiving both verbal and physical abuse from motorists and the general public. The table below shows the number of 'Code Red' incidents in the last year. These are incidents where a CEO has been assaulted or has been in genuine fear that an assault is about to occur.

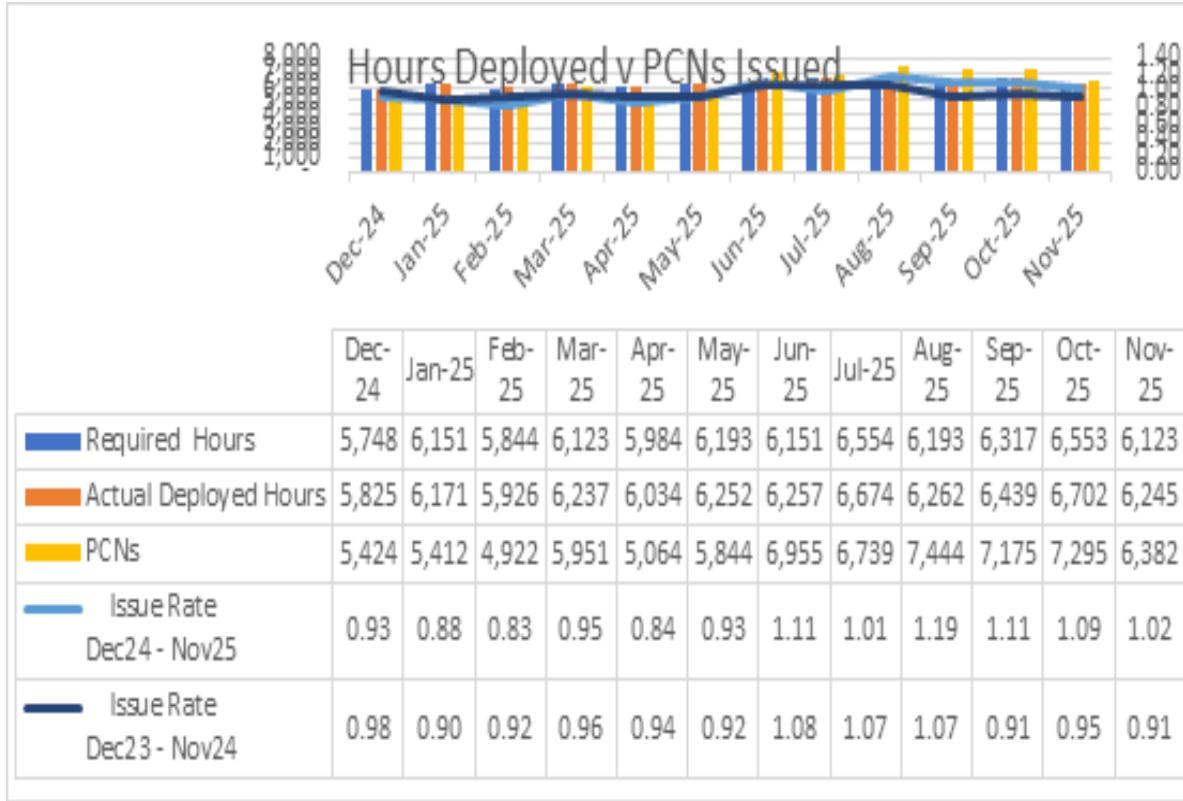
	<b>Code Red Incidents</b>
Dec-24	1
Jan-25	2
Feb-25	4
Mar-25	5
Apr-25	2
May-25	1
Jun-25	4
Jul-25	2
Aug-25	2
Sep-25	3
Oct-25	3
Nov-25	2
<b>Total</b>	<b>31</b>

In addition, APCOA encourages CEOs to report incidents of general verbal abuse while on the street. This abuse can often be racist or misogynistic. They recorded 420 of these incidents in the last year. Despite encouragement to report, APCOA believe these remain under reported.

The contract requires APCOA to deploy CEOs for (per day):

- Monday – Friday: 236.5 hours (approx. 23 CEOs)
- Saturday: 208.5 hours (approx. 20 CEOs)
- Sunday & Bank Holidays: 70 hours (approx. 7 CEOs)

There is a Key Performance Indicator within the contract which is triggered if the required hours are not achieved at a minimum of 94.5% on a daily basis and 98.5% in the course of any month. The graph below shows that APCOA have consistently hit deployment targets. The increase in issue rate per deployed hours shows progress in targeting enforcement to areas of high non-compliance, such as town centre locations in Uxbridge, Hayes, and Ruislip.



The table below shows all PCNs issued by CEOs since the commencement of the APCOA contract in April 2022. The table demonstrates that there has been an increase in PCNs being issued in recent years, suggesting that there remains a compliance issue in the Borough.

Month	2022	2023	2024	2025
Jan		4,503	5,846	5,412
Feb		5,266	5,704	4,922
Mar		5,994	6,022	5,951
Apr	5,876	5,528	5,900	5,064
May	5,696	5,553	5,800	5,844
Jun	5,226	6,206	6,073	6,955
Jul	5,202	5,374	6,460	6,739
Aug	5,032	5,488	6,156	7,444
Sep	4,887	5,618	5,706	7,175
Oct	5,426	5,953	6,322	7,295
Nov	3,806	5,815	5,796	6,382
Dec	3,931	5,917	5,424	
Total	47,104	69,238	73,233	71,208

At a monthly average of 6,289 this provides for a full year forecast for 2025 of 75,482 PCNs issued by CEOs, demonstrating a 3% increase on 2024.

Whilst officers monitor the number of PCNs being issued, regulations prohibit setting targets or

key performance indicators based on the number of PCNs issued.

Deployment is based on the number of hours needed for APCOA to be able to cover all necessary areas of enforcement around the Borough. The CEOs are allocated a set beat to enforce to ensure that there is no overlapping of resources. Deployments are determined through a combination of factors, including data on non-compliance and resident or elected member feedback. They are changed on a regular basis through discussion between APCOA and the Parking Services team.

CEOs can operate in pairs for a number of reasons, including:

- Training - this can be seen by the CEO wearing an arm band to show he/she is undertaking training.
- Certain locations (e.g., Hayes Town) require CEOs to work in pairs due to higher frequency of code reds and other safety concerns.
- Overlaps in deployment are often necessary to cover lunch breaks and ensure continuous coverage.
- In areas like Uxbridge where there are multiple CEOs patrolling at the same time, the proximity of patrol areas means more than 1 officer may be seen in an area and, given that one of the bases is located in Uxbridge, officers returning to base may crossover patrol routes of other CEOs.

In 2024/2025, APCOA consistently exceeded expectations by delivering over 100% of contracted hours for CEOs.

The table below shows how many cases (i.e. PCNs issued) have been closed due to CEO error in the last year. These errors are monitored each month, and it is in both the interest of APCOA and the Council to ensure that this number is as low as possible. The contract sets a KPI of less than 1% of PCNs being issued in error.

	Total PCNs	CEO Errors	Error %
Dec24 - Nov25	74,607	581	0.78%

The majority of CEO errors are made by the new staff. CEOs who have been working on the contract for a reasonable period generally have a lower error rate.

### **PCNs Issued Through CCTV Enforcement Cameras**

APCOA provides cameras to enforce a number of different contraventions throughout the Borough. The Council owns cameras which are coming to the end of life. APCOA and Council officers have worked together to reduce the overall number of cameras from 120 to 75 in the Borough, focusing on those that continue to identify higher levels of non-compliance with traffic regulations. This has helped reduce the cost of replacing this equipment and further reductions are in progress following the implementation of a new camera equipped enforcement car (details of which are provided later in this report). The table below shows the PCNs issued via CCTV cameras since the start of the contract. CCTV PCNs in 2025 have reduced as new cameras which

were installed in 2024 have corrected driver behaviour reducing non-compliance.

Month	2022	2023	2024	2025
January		1,570	3,251	2,176
February		1,109	3,317	2,251
March		1,223	4,046	3,172
April	1,883	1,446	3,353	3,093
May	1,847	1,105	4,711	3,531
June	1,542	1,379	4,675	3,336
July	1,592	1,087	4,393	3,230
August	1,177	953	3,436	2,623
September	1,463	4,713	3,465	3,064
October	1,291	3,481	3,287	2,439
November	2,043	3,211	3,081	2,286
December	1,737	2,970	2,279	
<b>Total</b>	<b>14,575</b>	<b>24,247</b>	<b>43,294</b>	<b>31,201</b>

### **Automatic Number Plate Recognition (ANPR) and Spotter Vehicle**

In November 2025, APCOA worked with Council officers to introduce a CCTV vehicle for parking and moving traffic enforcement. This vehicle is equipped with ANPR cameras and will be used to patrol Permit Zones across the Borough. This vehicle can scan, on average, 11,000 vehicles each month, compared to a CEO patrolling on foot, which can scan c.1,200-1,800 vehicles in the same period. This allows APCOA and Council officers to focus foot CEO patrols in areas of higher non-compliance and adopt a more agile approach to compliance with moving traffic offences. The ANPR/spotter vehicle can also be used to monitor School Keep Clear (Zig Zag markings) providing a highly visual deterrence to non-compliance helping to keep the roads around schools safe.

### **Agile Deployment**

As the CCTV vehicle frees up CEO resource, APCOA are working with Council officers to use APCOA Analytics to ensure resources are focused on areas of non-compliance.

Effective use of data helps us drive compliance via:

- intelligence-led enforcement - keeping deployment plans current and effective helps us improve IPH (issue per hour) and error rates,
- reviewing staff performance to identify training needs, reduce error rates and increase IPH.

### **School Deployment**

APCOA CEOs play a key role in ensuring the roads around schools are safe by driving compliant parking. Between January and November 2025, CEOs visited schools 4,185 times and moved on 16,099 vehicles, issuing 578 PCNs.

## Ruislip Lido

APCOA provides additional deployment on a non-contractual basis to Ruislip Lido between Easter and the end of August. In 2025 APCOA provided 1,495 hours of additional deployment during this period on weekends and Bank Holidays. A relocation truck was also provided which relocated 80 vehicles in contravention of parking restrictions. The table below shows PCN issuance over the last year in the Ruislip Lido Area:

Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Total
66	33	33	71	162	290	356	270	343	51	59	24	1,758

## Enforcement Requests

APCOA operates an Enforcement Line on behalf of the Borough which has taken 16,607 calls between December 2024 and November 2025. APCOA are tasked with attending to such requests within 2 hours. The number of enforcement requests continues to grow. Despite this, APCOA are still well within the agreed KPI. The table shows the number of Enforcement requests per month and the average response time.

Month	Dec24-Nov25	Average Response Time Dec24-Nov25
Dec	821	00:37:27
Jan	907	00:38:18
Feb	984	00:43:59
Mar	1,172	00:42:29
Apr	1,208	00:40:15
May	1,244	00:49:53
Jun	1,176	00:47:58
Jul	1,182	00:58:50
Aug	1,152	00:41:38
Sep	1,197	00:48:33
Oct	1,356	00:50:13
Nov	1,227	00:57:08
<b>Total</b>	<b>13,626</b>	<b>00:46:23</b>

## Other APCOA initiatives

Although APCOA's main role is to carry out civil traffic and parking enforcement across the Borough, they have also approached the Council with a number of other parking initiatives to provide a benefit to both the Council and motorists in the Borough. Some of these initiatives have been put into practice and others are scheduled for implementation towards the end of this financial year or early in 2026/2027.

These initiatives support the Council's environmental priorities and can be evidenced by our existing partnership in providing an EV charging network throughout the Borough. APCOA can also support the growth of last-mile delivery hubs through the installation of lockers from multiple providers such as Amazon and In-Post, reducing the level of vehicles on the roads, providing a great service for residents and an additional revenue stream for the Council.

## **Lockers**

APCOA have worked with officers to propose installation of a number of parcel lockers in car parks across the Borough. The lockers provide a set guaranteed income for the Council as well as providing a service to the public.

## **Electric Vehicle Charging**

APCOA have worked with the Council to replace 35 old and broken Electric Vehicle chargers across the Borough. This has seen usage increase by 40%. APCOA have also proposed 2 sites where Rapid Electric Charging could be installed which would provide guaranteed income to the Council.

## **Blue Badge Enforcement**

APCOA CEOs have worked on joint operations with Council officers to challenge Blue Badge fraud. This has led to 4 prosecutions.

## **Wearable Air Quality Monitors for CEOs**

Three APCOA CEOs wear air quality monitors each day. These devices will provide valuable data on pollution levels in high-traffic areas and school zones, aiding in the identification of hotspots and supporting broader environmental initiatives aimed at improving air quality.

## **APCOA in Hillingdon**

APCOA UK Head Office is in Uxbridge and in addition to the Parking Enforcement and Environmental Enforcement Contracts with LB Hillingdon they operate parking across Heathrow Airport. In total their UK business provides over 500 jobs in the Borough and their commitment to the area has grown further with the move of their new European Head Office to Uxbridge in September 2025.

Their UK Head Office purchases Parking Permits for LB Hillingdon Cedars Car Park at a value of £28,050 per annum to the Council. This may expand further in 2026.

## **Social Value**

APCOA work with Bishop Ramsey CofE High School and Ruislip High School each year to provide work experience opportunities. They have supported 25 students in the last 2 years providing work experience across multiple head office functions, and time spent in operations at Heathrow Airport. This is an ongoing programme and expects 20 students per year for at least the next 4 years.

APCOA has also supported Head Start with a donation of £10,000. Head Start is a charity dedicated to helping children in Hillingdon by enabling the community to get behind the most vulnerable families when the odds are stacked against them, to help them give their children the best possible start in life. APCOA are working on additional ways in which they can support them moving forward, including repurposing used IT equipment.

## **Motorcycle Parking**

Across the Borough, motorcycles are permitted to park free of charge in the following types of on-street parking bays:

- Permit holder's/ shared use bays - excluding Business Permit Holder bays.
- Pay and display bays - for up to the maximum stay permitted.
- Motorcycle bays without a time limit - unless otherwise stated on the sign (e.g., Ruislip High Street).
- Council Car Parks - without a time limit

Officers are aware of issues created when multiple motorcycle delivery riders use parking bays close to food outlets whilst waiting for delivery orders and preventing the use of those parking bays by other motorists. In response to concerns about the impact of motorcycle delivery rider parking in Ruislip High Street, changes have been proposed and agreed to limit motorcycle parking other than in designated areas. Once the signs in these areas have been changed, motorcycles will not be permitted to park in the current pay and display bays.

As a result of these changes, motorcycles will be able to use the rear of the car park behind McDonald's to collect orders or the designated motorcycle bay located directly outside McDonald's. This bay is limited to 20 minutes, with no return within 1 hour, and can be used for short stays.

## **Removal of Unlawfully Parked Vehicles**

Over the last few summers, the Council has commissioned a tow truck to enable cars to be relocated when parked in hazardous or obstructive locations near Ruislip Lido. Across the Borough, the Council will remove vehicles which are assessed as abandoned. The Council does not currently have a standing arrangement for the removal of illegally parked cars to a car pound. However, this can be commissioned on an ad-hoc basis to address persistent unlawful parking.

To facilitate routine removal of unlawfully parked cars, the Council will need access to a dedicated car pound. Considerations for commissioning a car relocation and car pound capability include that the pound needs to be reasonably accessible to motorists who have had their car relocated, with consideration being given to different circumstances that could arise such as a family with young children having their car moved. The cost of the service also needs to be considered, with the Council incurring high costs should the tow truck need to travel some distance to the car pound.

## **PERFORMANCE DATA**

Key performance data relating to parking enforcement service is included in the main body of the report above.

## **RESIDENT BENEFIT**

The Council's parking services, including the parking enforcement service, provide many benefits to residents including:

- Ensuring the Council secures income from its car park assets.
- Reducing traffic congestion.
- Protecting disabled parking spaces for people who are eligible to use those spaces.
- Improving road safety.
- Protecting pavements from damage caused by inappropriate vehicle parking.
- Ensuring parking is available for residents through managing parking in residential areas.
- Minimising impacts from inconsiderate parking, e.g. parking in-front of driveways.

## **BACKGROUND PAPERS**

Nil.

## CLIMATE CHANGE PROGRESS REPORT

Committee name	Residents' Services Select Committee
Officer reporting	Ian Thynne, Head of Environmental Specialists
Papers with report	Strategic Climate Action Plan – Progress Report 24/25
Ward	All

### HEADLINES

In January 2020 the Council declared:

*that there is a current global emergency and, as a consequence, 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.*

The 2025 Progress Report (covering 2024/25) provides updated performance data and priorities following the full review which was developed in 2024 and adopted in Spring 2025. It evidences continued reductions across the corporate carbon footprint and outlines actions for 2025/26.

### RECOMMENDATIONS

**That the Residents' Services Select Committee:**

1. Notes the content of the Progress Report

### SUPPORTING INFORMATION

The Progress Report covers work undertaken in 2024/25 and publishes the latest available carbon data. It also embeds the outcomes of the 2025 Strategic Climate Action Plan Review.

**Performance Summary (Corporate Carbon Footprint – all static sources):**

Year	tCO2
2019/20 (baseline)	6428
2022/23	4506
2023/24	4363
2024/25	3949

Uxbridge Civic Centre – Carbon Reduction: Emissions decreased from approximately 1,586 tCO2

to 1,042 tCO<sub>2</sub> (≈34% reduction) over five years. Further reductions are anticipated through ongoing Public Sector Decarbonisation Scheme (PSDS) works, including heat pump deployment, controls and fabric improvements.

## **Fleet Emissions Monitoring and Reporting**

Fleet operations remain a significant source of emissions. The Council is establishing systems during 2025/26 to capture detailed fleet emissions data across waste collection, grounds maintenance and other services. Total indicative mileage recorded for core categories in 2024/25 was c2.97 million miles.

## **Carbon Offsetting and Non-operational Assets**

PSDS: Funding secured for priority sites (e.g., Highgrove and Hillingdon Leisure Centres) enabling investment in energy efficiency and low-carbon technologies. Savings at these non-operational assets contribute to borough-wide reductions and can offset residual emissions. Tree Canopy and Sequestration: Borough-wide sequestration is estimated at ~7,342 tCO<sub>2</sub> per annum, including ~3,108 tCO<sub>2</sub> from Council-owned land. This natural capital significantly exceeds the Council's current operational footprint and underpins the Borough's net-positive contribution.

## **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 2025.  
Hillingdon Carbon Report for Trees

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# London Borough of Hillingdon

Strategic Climate Action Plan

Progress Report

2024 – 2025

September 2025

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# 1 Introduction

## 1.1 Hillingdon's Climate Action: 2025 Update

1.1.1 In response to the climate emergency declared in 2020, the London Borough of Hillingdon committed to achieving carbon neutrality from its own operations by 2030. This aligns with a growing national movement—over 300 local authorities across the UK have now declared climate emergencies, each setting locally determined targets for carbon neutrality.

1.1.2 Following extensive consultation with residents, businesses, and climate action groups, the Council adopted its Strategic Climate Action Plan in July 2021. The Plan outlines the Council's corporate commitments and objectives, all underpinned by an ambitious vision.

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

## 1.2 The Plan Structure

### Corporate Climate Commitments

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

To become 'Carbon-Neutral' by 2030.

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

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

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

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

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

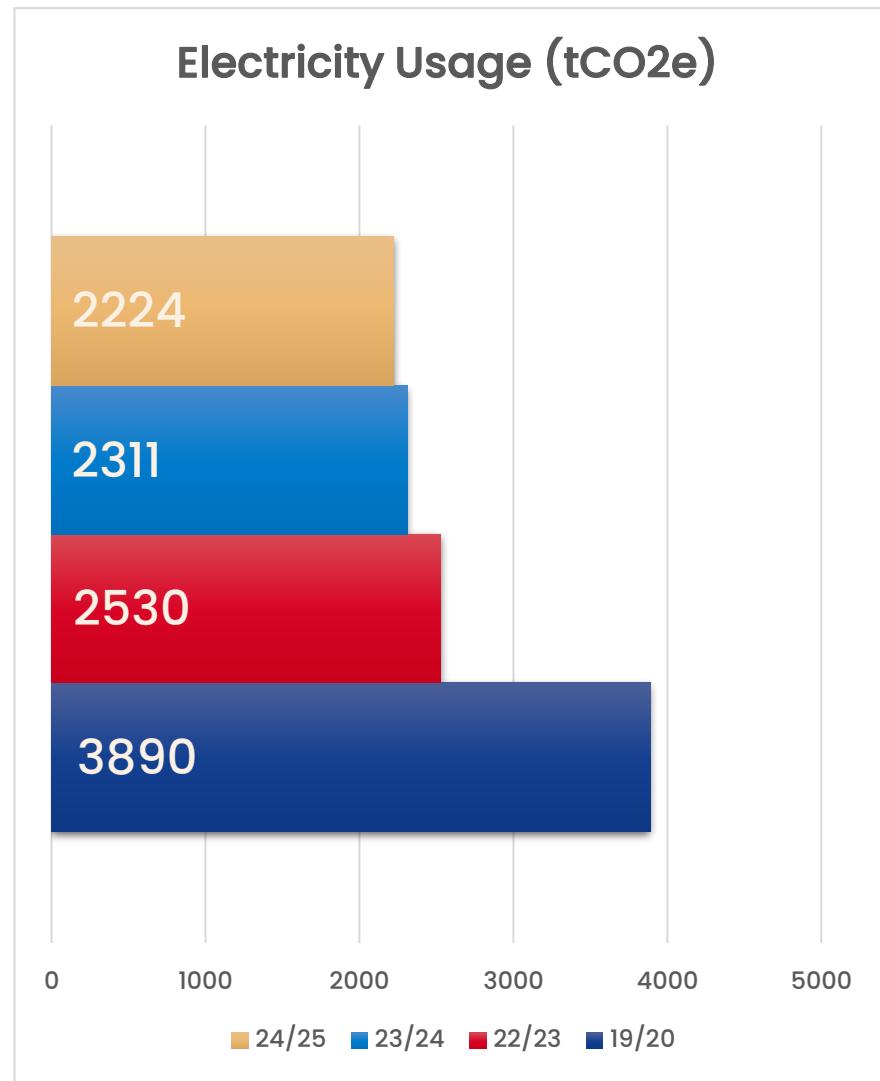
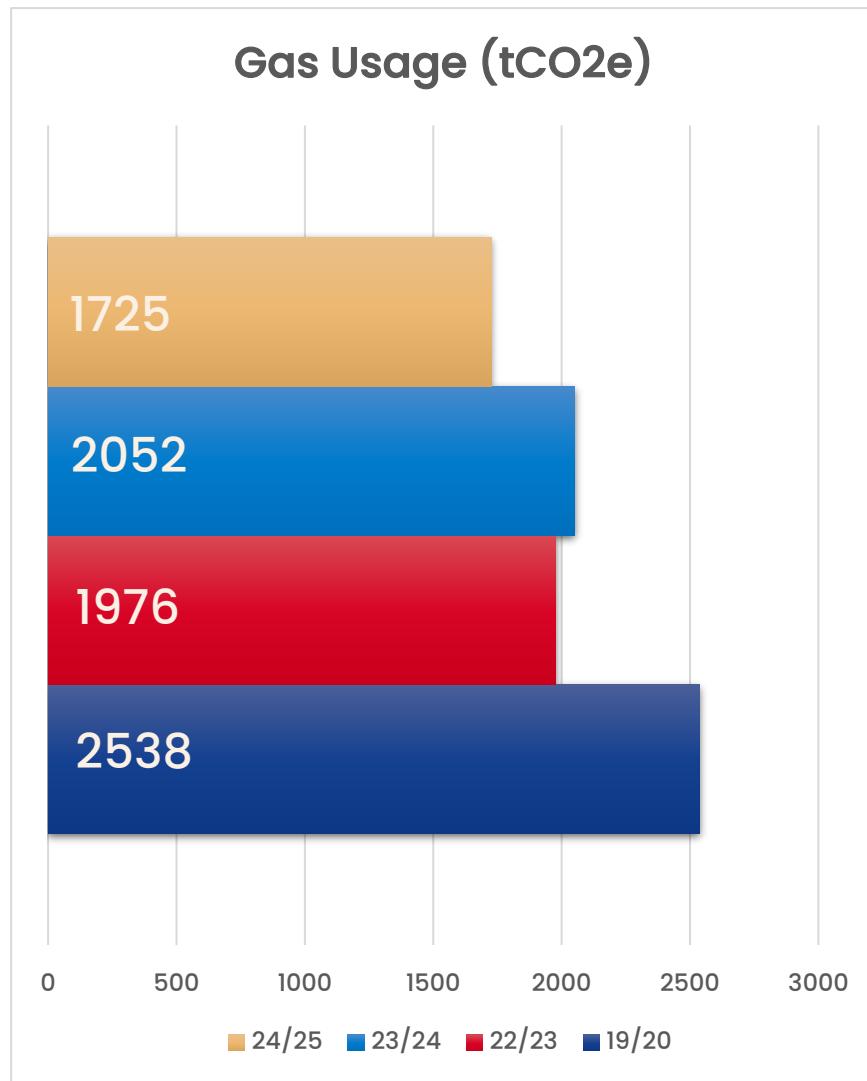
### 1.3 2025 Reconciliation and Refocus

- 1.3.1 In 2025, the Council undertook a full review of the Strategic Climate Action Plan. This reconciliation process assessed progress to date and identified areas where attention and action are most needed. Priorities were refined with greater focus on a more targeted series of actions.
- 1.3.2 The review was adopted in Spring 2025 and work is underway to progress actions through the appropriate governance and procurement processes.

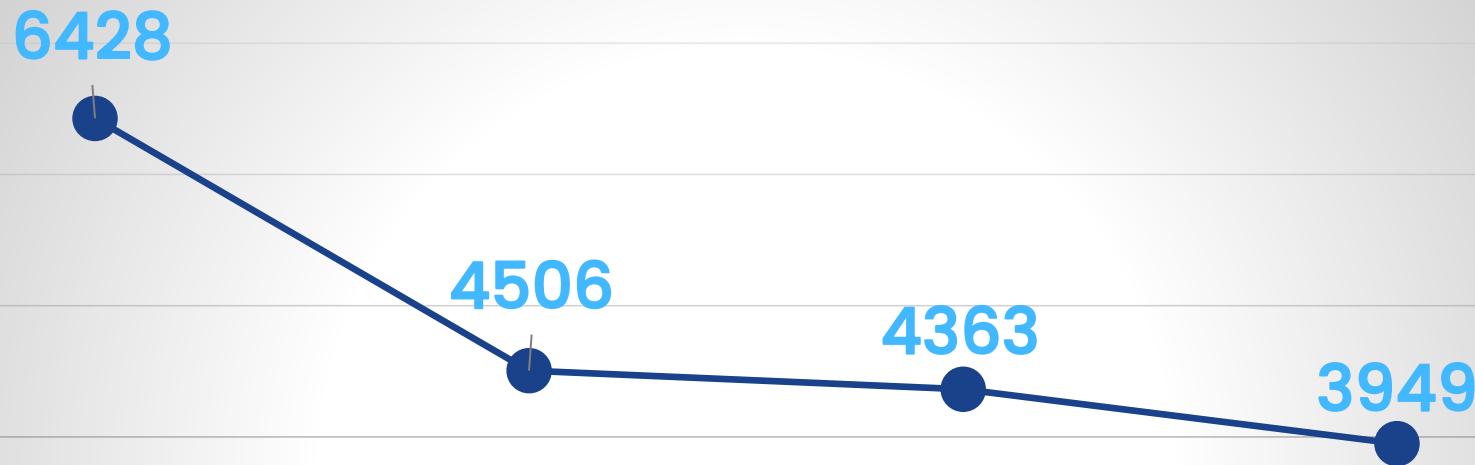
### 1.4 What is the Progress Report?

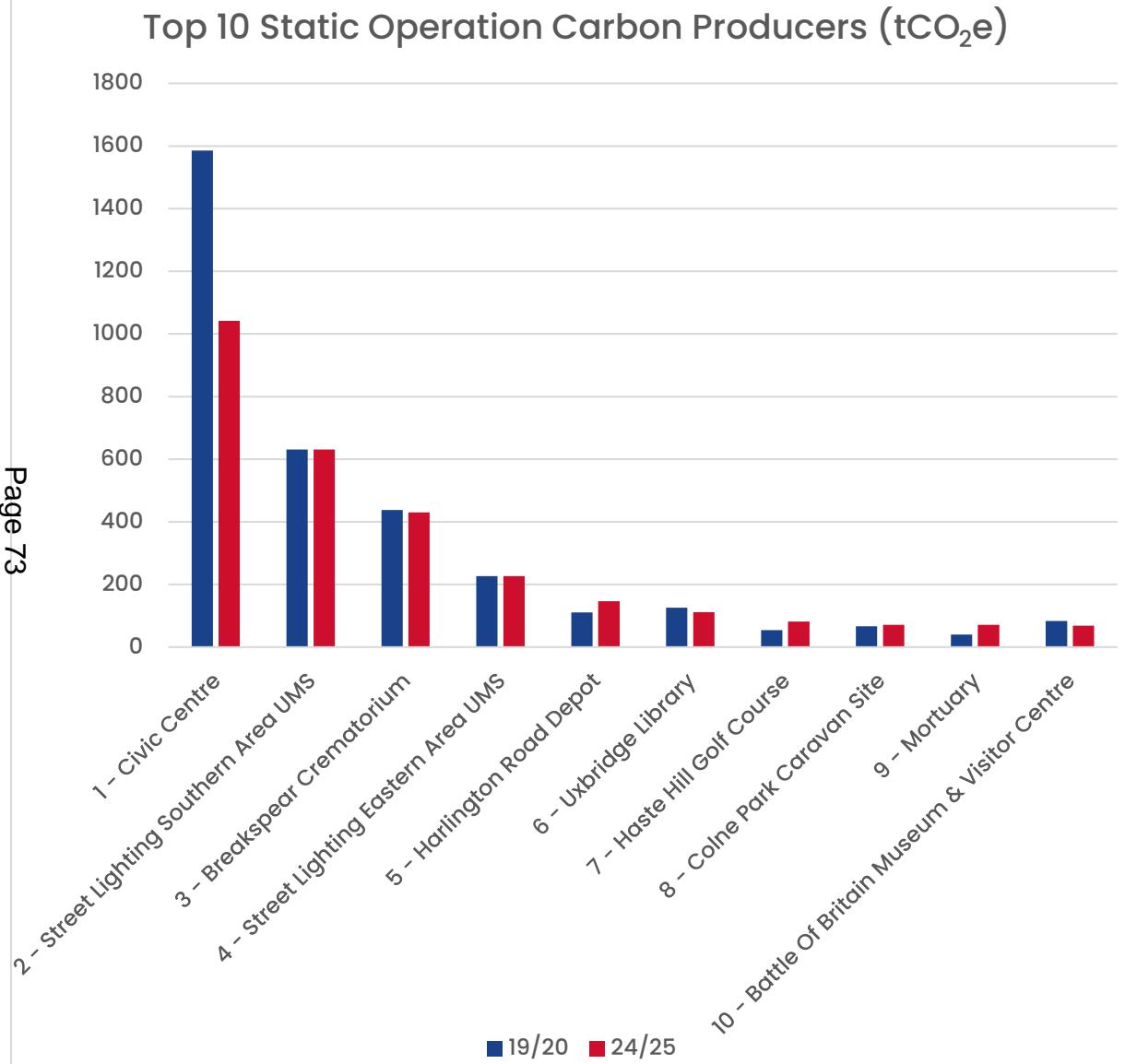
- 1.4.1 This Progress Report provides an outline of the work. Included within the report is updated carbon footprint data for the Council, which directly supports the commitment to becoming carbon neutral by 2030.
- 1.4.2 Importantly, the report reinforces the Council's commitment to transparency. By openly sharing performance data and priorities, it ensures accountability and helps maintain public trust in the delivery of climate objectives.

## 2 Carbon Footprint – Static Sources

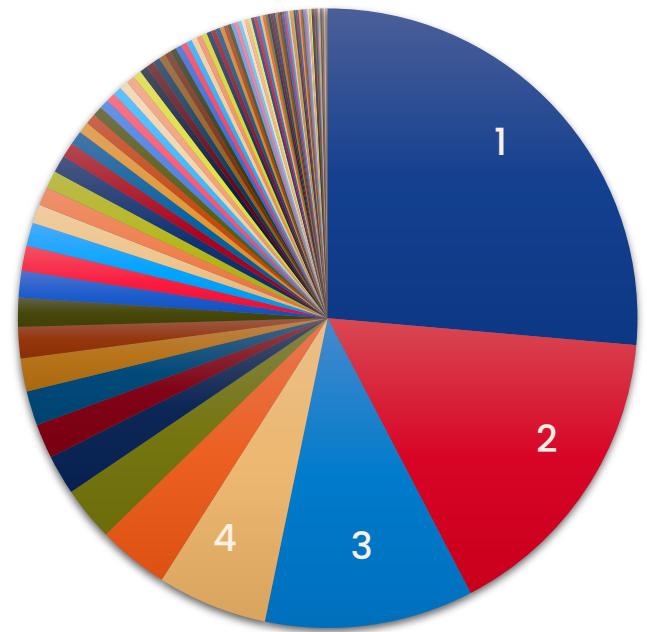


## Operational Emissions from Statitc Sources (tCO<sub>2</sub>e)





Each segment represents a contributor to the carbon footprint with the civic centre (no.1) the largest. (nos relate to sites in the graph to the left)



2.1.1 The top 10 emitters make up more than half of the entire carbon footprint from the static operations. (i.e. not including fleet). The Civic Centre remains the largest contributor at over approximately 25% of the total carbon footprint.

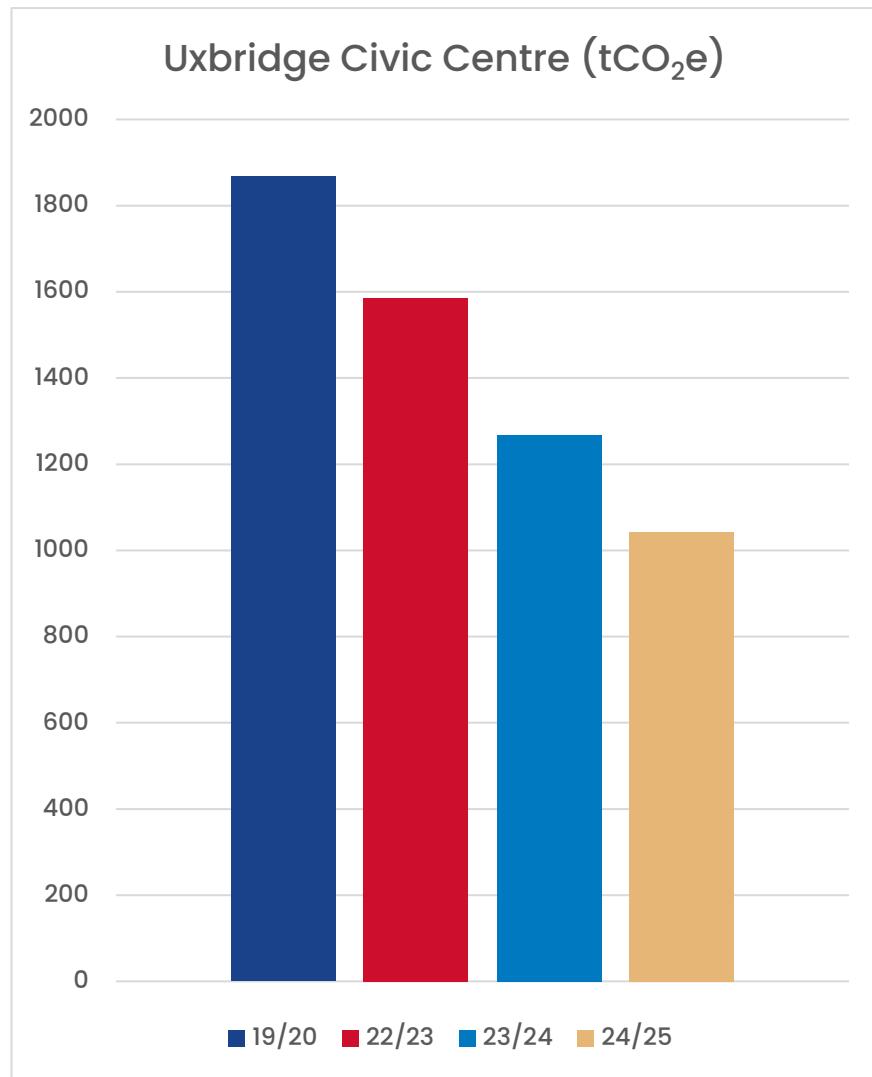
2.1.2 This data informs priority action for interventions for improvements.

## 2.2 Carbon Reduction at Uxbridge Civic Centre

2.2.1 Over the past five years, the Council has made significant strides in reducing the carbon footprint of Uxbridge Civic Centre. Emissions have decreased from 1,586 tCO<sub>2</sub> to 1,042 tCO<sub>2</sub>, representing a 34% reduction. This achievement reflects the Council's ongoing commitment to improving energy efficiency, reducing demand on public funding and optimising building operations.

2.2.2 This reduction is the result of targeted interventions, including upgrades to heating systems, improved insulation, and behavioural changes in energy use across the site. These efforts have not only contributed to the Council's carbon neutrality target but also delivered operational benefits such as cost savings and improved comfort for building users.

2.2.3 Looking ahead, further reductions are anticipated through the ongoing Public Sector Decarbonisation Scheme (PSDS) works. Planned works under this programme will introduce low-carbon technologies, such as heat pumps, improve thermal performance and enhance building controls. These upgrades will accelerate progress toward net zero, reinforce the Civic Centre's role as a flagship site for climate action, and demonstrate leadership in public sector operations.



## 3 Carbon Footprint – Fleet

### 3.1 Fleet Emissions Monitoring and Reporting

3.1.1 Monitoring carbon emissions from fleet operations is a vital aspect of understanding the Council's overall environmental impact. Fleet vehicles, used for services such as waste collection, grounds maintenance, and community support, represent a significant source of operational emissions.

3.1.2 Currently, the Council does not have a comprehensive or centralised system for monitoring and recording fleet emissions. This presents a challenge in accurately quantifying the carbon footprint associated with vehicle usage and limits the ability to track progress against the Council's carbon neutrality target.

3.1.3 Work is underway during the 2025/26 period to establish robust and reliable recording systems. These systems will enable the Council to capture detailed emissions data across its fleet, providing a clearer picture of its environmental performance. This will support more strategic decision-making and enhance transparency in reporting. The development of these systems marks an important step toward embedding sustainability into operational practices and ensuring accountability in the journey to net zero.

Description	Miles
Refuse Collection	376,000
Large Sweepers	60,000
Small Sweepers	400,000
Grab Lorries	36,000
Caged Tippers	363,000
Tippers	365,500
Highways Tippers	52,500
Large Vans	112,000
Medium Vans	416,000
Small Vans	400,000
Pool Cars	90,000
Mini Buses	301,780
<b>Total Mileage</b>	<b>2,972,780</b>

## 4 Carbon Offsetting

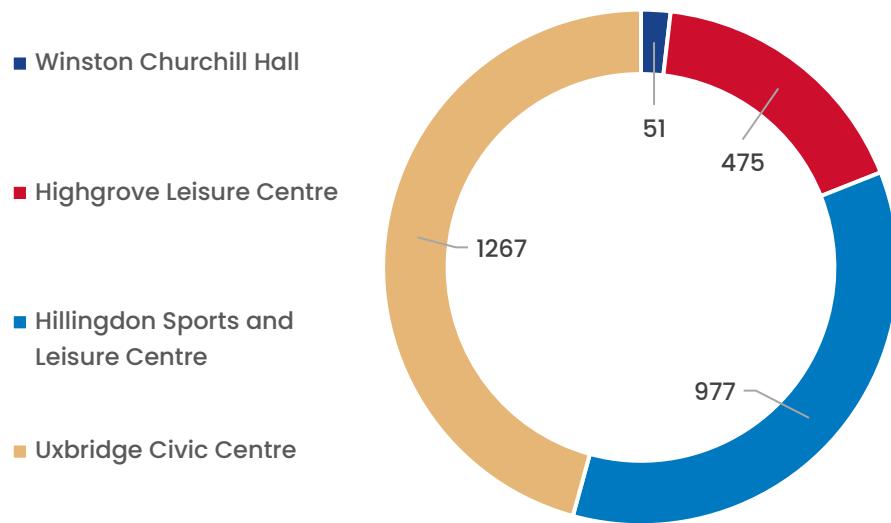
### 4.1 Background

- 4.1.1 Carbon offsetting refers to the process of compensating for emissions produced in one area by reducing or removing an equivalent amount of carbon elsewhere.
- 4.1.2 In the context of the Council's climate strategy, offsetting is particularly relevant for buildings that fall outside the Council's direct operational estate.
- 4.1.3 While these buildings may not be under the Council's operational control, they still contribute to the borough's overall carbon footprint. By investing in carbon reduction measures, such as energy efficiency upgrades, renewable energy installations, or low-carbon heating systems, in these sites, the Council can offset emissions that cannot be eliminated within its own estate.
- 4.1.4 This approach supports borough-wide climate goals and also ensures that energy efficiency can contribute to cost savings and reduce exposure to volatile energy markets.
- 4.1.5 The Public Sector Decarbonisation Scheme (PSDS) is a UK government initiative designed to help public sector organisations reduce carbon emissions from their buildings. Managed by Salix Finance on behalf of the Department for Energy Security and Net Zero, the scheme provides grant funding to support heat

decarbonisation and energy efficiency measures across public estates such as schools, hospitals, and council buildings.

- 4.1.6 Launched in 2020, the scheme aims to reduce emissions from public sector buildings by 75% by 2037, compared to a 2017 baseline. It encourages a whole-building approach, combining upgrades to heating systems (e.g., replacing gas boilers with heat pumps) with improvements like insulation, LED lighting, and solar PV installations
- 4.1.7 The Council successfully applied for funding for the assets set out below.

Baseline carbon footprint of assets identified for PSDS works (tCO<sub>2</sub>e)



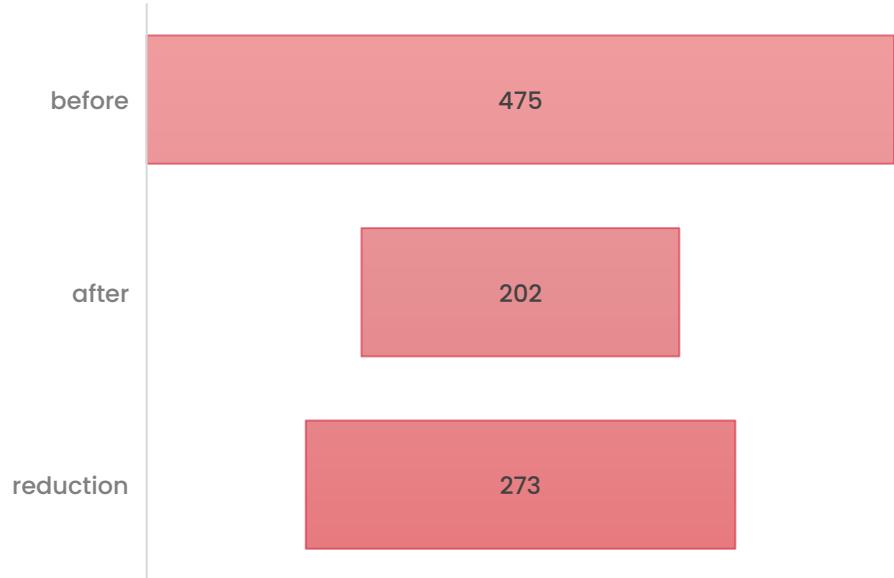
## 4.2 Works in Non-Operational Assets

4.2.1 The Council's leisure centres are classified as non-operational assets, meaning they are managed by external operators and not directly controlled by the Council on a day-to-day basis. For example, the Council does not have authority over key systems such as temperature regulation within swimming pools, which are among the most energy-intensive components of these facilities.

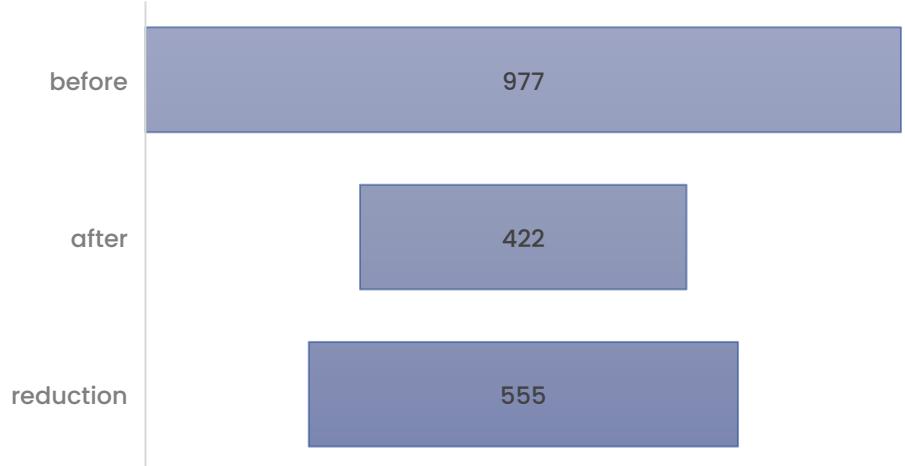
**4.2.2** Nonetheless, these buildings remain part of the corporate asset portfolio and are publicly accessible, making them important contributors to the borough's overall carbon footprint. Recognising their potential for improvement, the Council has identified Highgrove and Hillingdon Leisure Centres as priority sites for energy and carbon reduction. Both facilities were included within the scope of the Public Sector Decarbonisation Scheme (PSDS), enabling investment in energy efficiency and cost saving measures.

**4.2.3** Importantly, while the Council may not have full operational control, the carbon savings achieved within these buildings are still eligible for inclusion in the borough's overall carbon accounting. These savings can be used to offset emissions elsewhere within the Council's estate, supporting progress toward the 2030 carbon neutrality target.

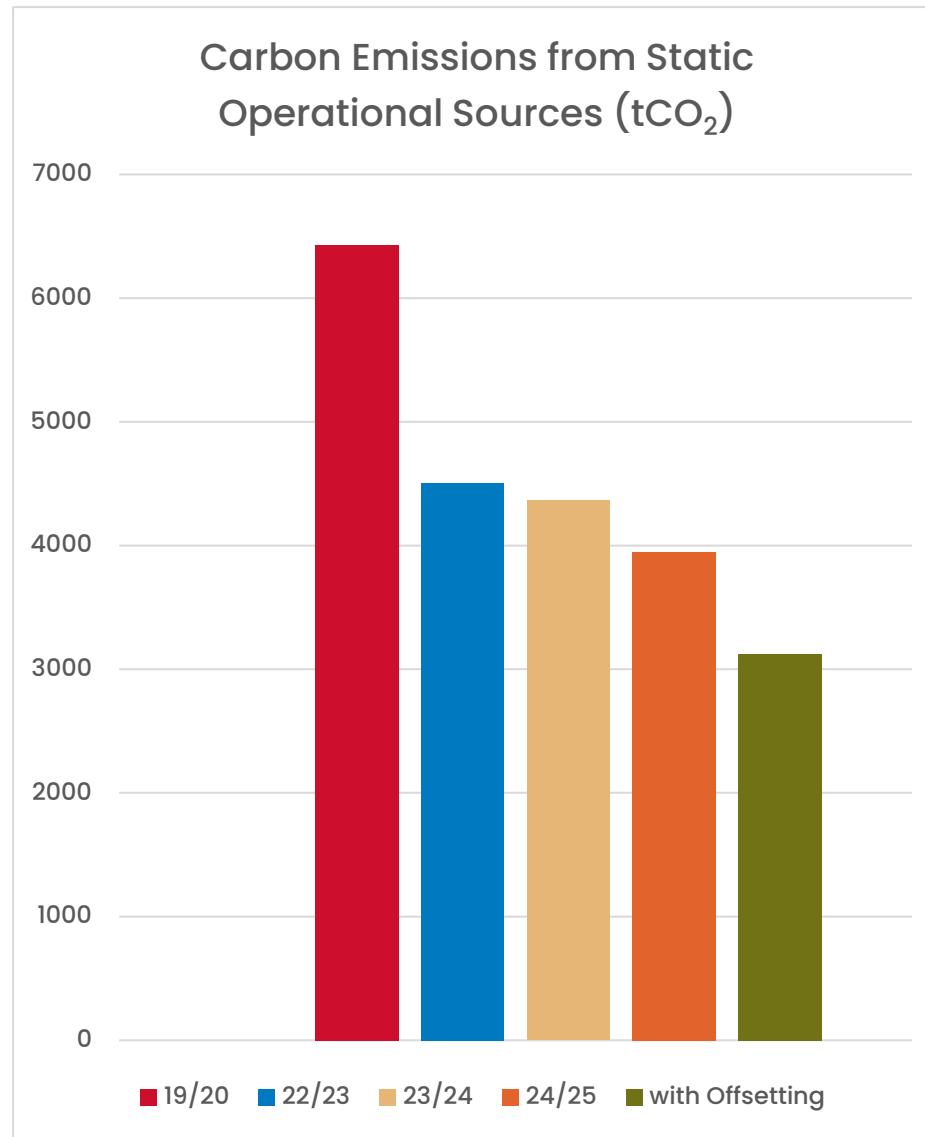
Highgrove Leisure Centre Improvement Works (tCO2)



Hillingdon Sports and Leisure Centre Improvement Works (tCO2)

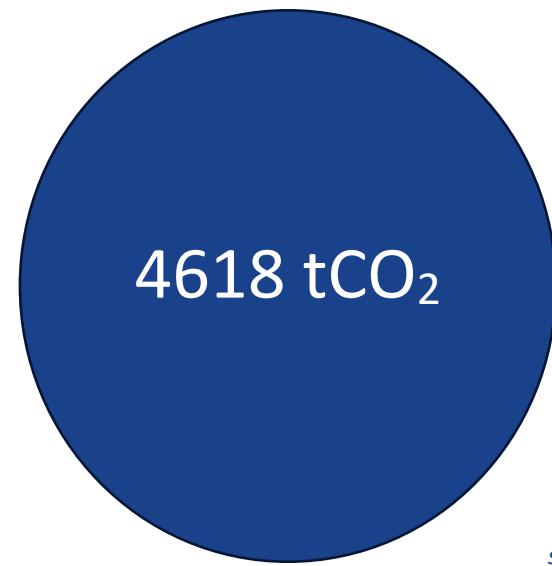


## 5 Carbon Footprint



### 5.1 Limitations

- 5.1.1 The Carbon footprint data remains complex, influenced by multiple factors. Work is ongoing to streamline and standardise reporting across the board.
- 5.1.2 Fleet usage data is still uncertain, with improvements in tracking and reporting underway. Similarly, updates to the Council's building stock may lead to revisions in both current and historical data.
- 5.1.3 Efforts continue to capture the full scope of the Council's operational carbon footprint. However, in some areas, the absence of reliable recording tools limits accuracy.
- 5.1.4 As such, all data—past and present—is based on the best available information at the time of collection.



*The total carbon footprint based on all sources with fleet emissions included as previously reported*

## 6 Carbon Sequestration

### 6.1 Introduction

- 6.1.1 Carbon sequestration in the context of trees refers to the natural process by which trees absorb carbon dioxide (CO<sub>2</sub>) from the atmosphere and store it in their biomass, i.e. trunks, branches, leaves, and roots, as well as in the surrounding soil.
- 6.1.2 Through photosynthesis, trees convert CO<sub>2</sub> into organic matter, effectively removing it from the atmosphere and helping to mitigate climate change. This makes forests and woodlands one of the most effective and scalable nature-based solutions for carbon removal.

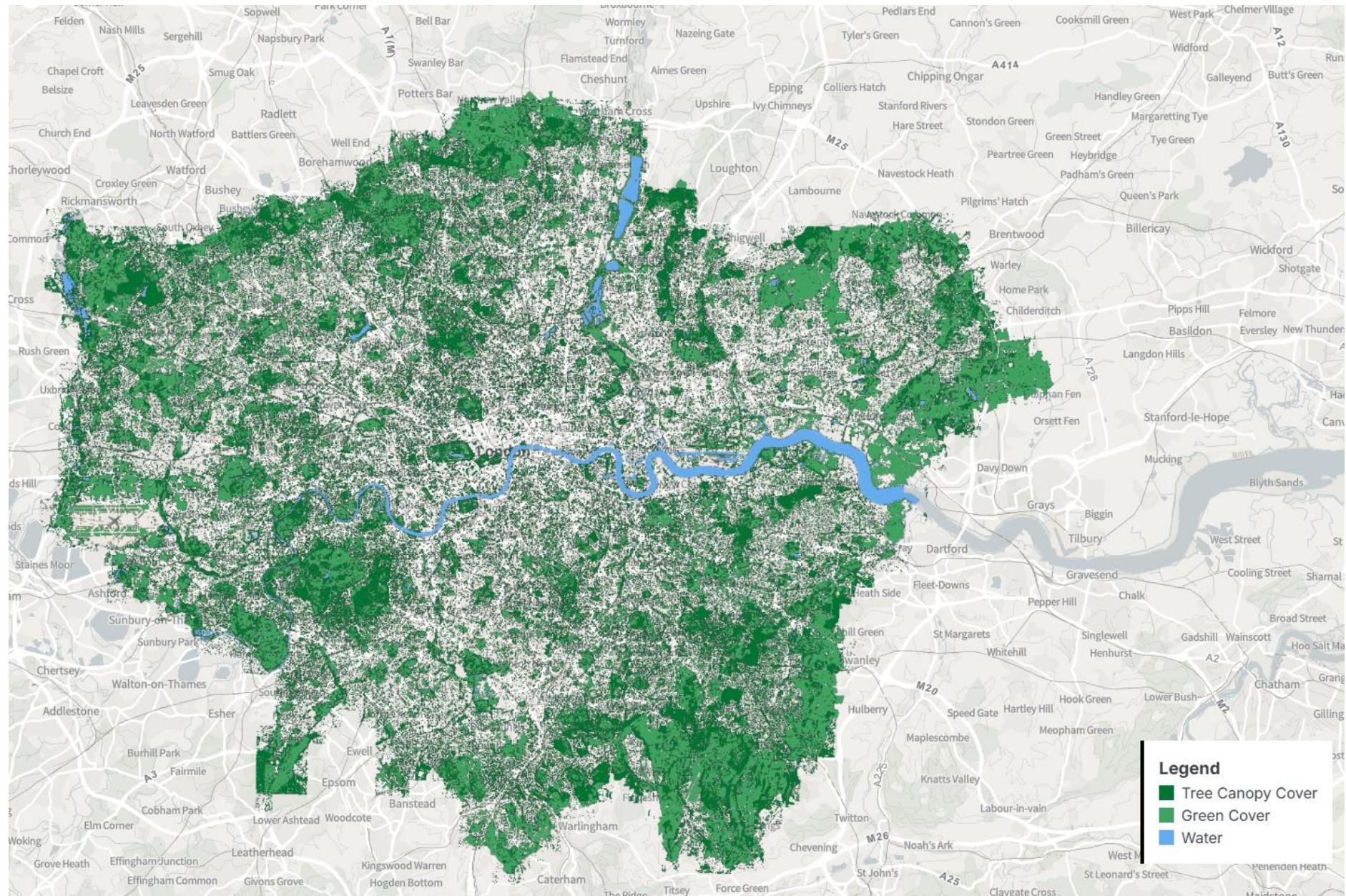
### 6.2 Woodland Sequestration

- 6.2.1 A well-established, mixed broadleaf woodland in the UK can sequester approximately 4 to 8 tonnes of CO<sub>2</sub> per hectare per year. Coniferous woodlands may sequester slightly more, up to 10 tonnes per hectare per year, due to faster growth rates.
- 6.2.2 Over a 50-year period, a hectare of woodland could sequester 200 to 400 tonnes of CO<sub>2</sub>, assuming consistent growth and maintenance. Newly planted woodlands sequester less in early years but increase as trees mature. The amount of carbon sequestered by a tree depends on

its species, age, size, and growing conditions. Mature trees typically store more carbon than younger ones, and fast-growing species can accumulate carbon more quickly. Forest ecosystems also play a long-term role in carbon storage, as dead plant material and leaf litter contribute to soil carbon over time. Well-managed woodlands can continue to sequester carbon for decades or even centuries, especially when combined with sustainable forestry practices.

### 6.3 Tree Canopy Coverage in Hillingdon

- 6.3.1 Hillingdon stands out as one of London's greenest boroughs, with a strong commitment to tree management and expansion. Compared to other London boroughs, Hillingdon performs impressively in terms of tree canopy coverage.
- 6.3.2 Hillingdon is consistently recognised for its expansive green spaces and woodland areas. Its canopy cover is bolstered by a mix of mature trees and ongoing planting efforts, placing it well above many boroughs in northeast London, which tend to have lower coverage. The borough has the second highest tree canopy coverage in London behind only Bromley.

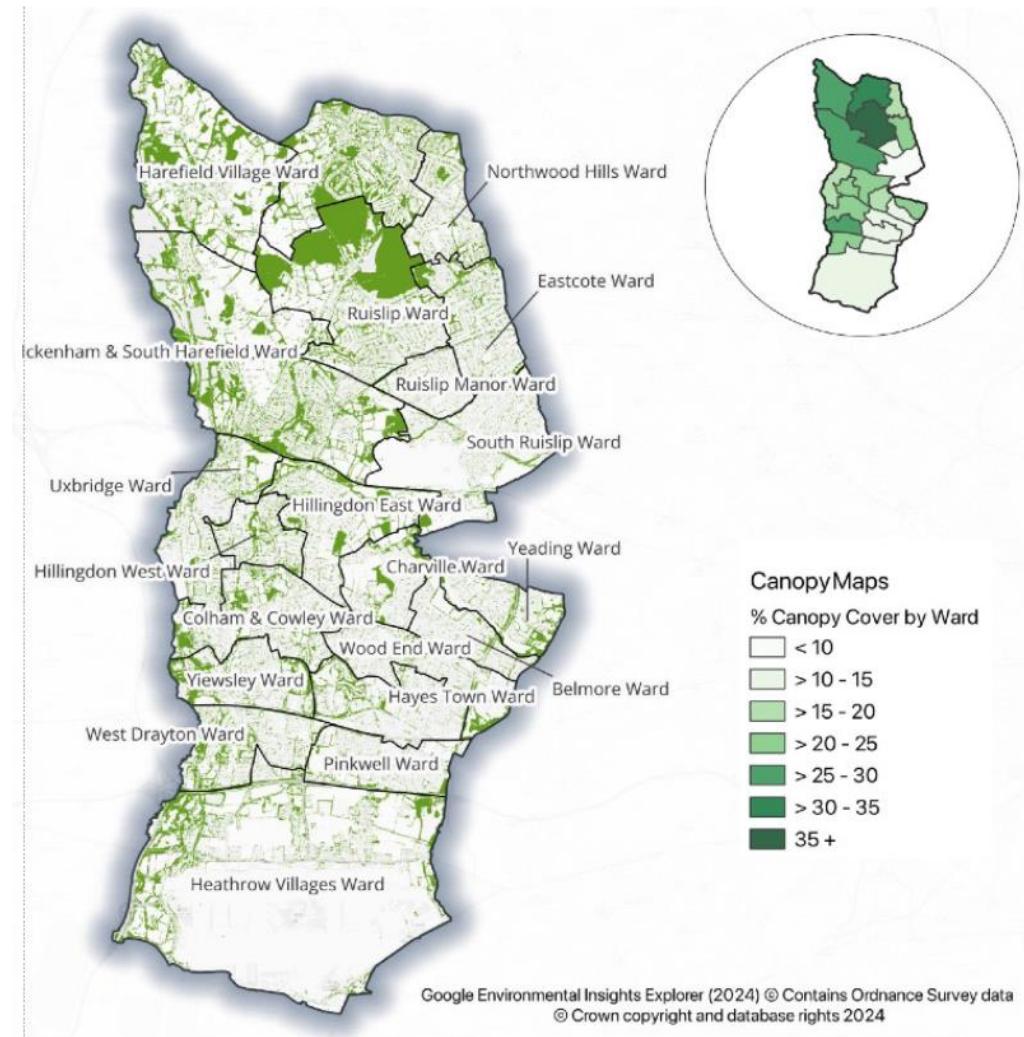


6.3.3 Woodlands are vital ecosystems that deliver a wide range of environmental, social, and economic benefits. They support biodiversity by providing habitat for countless species of plants, birds, mammals, and insects, many of which are rare or threatened. Woodlands also play a crucial role in improving air and water quality, regulating local climates, reducing flood risk through natural water absorption, and preventing soil erosion.

6.3.4 Beyond their ecological value, woodlands contribute to human wellbeing by offering spaces for recreation, education, and mental health support, making them essential assets in both rural and urban landscapes.

6.3.5 The Council commissioned a study by Treeconomics in 2025 to determine the extent of carbon sequestration across its own tree canopy coverage including that within in the Council owned land. This reveals that the tree canopy coverage across the borough provides an enormous role in climate change action.

6.3.6 The map to the left and chart overleaf outlines the role trees play within the borough in absorbing carbon.

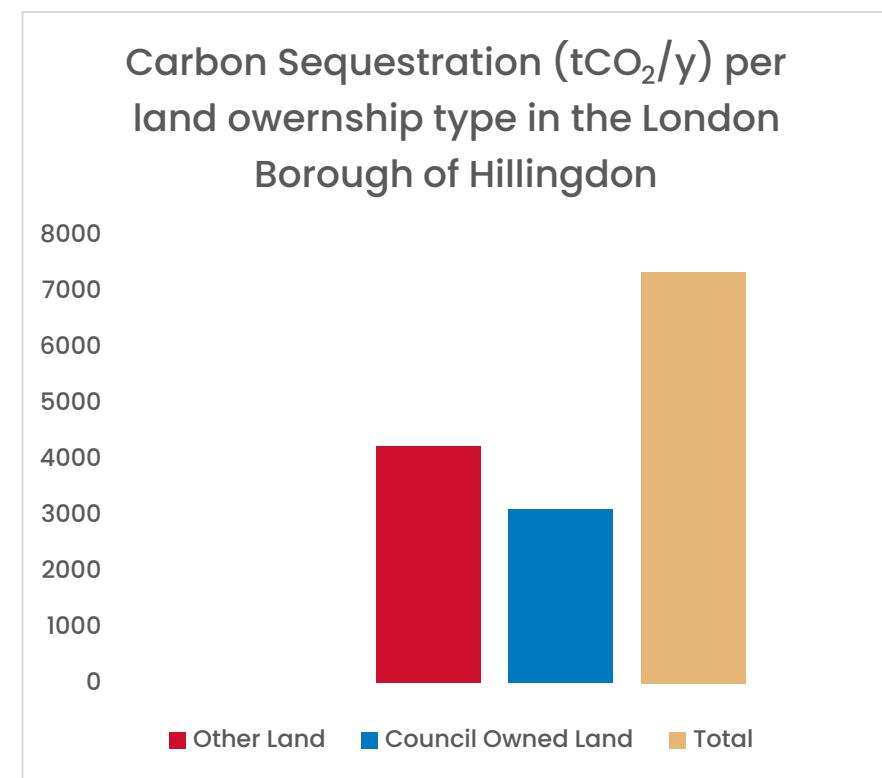


Ward	Total Size (Ha)	Canopy cover (%)	Carbon storage (t)	Carbon sequestration (t/yr)
Belmore	225	11.1%	1,921	76
Charville	266	17.7%	3,620	144
Colham & Cowley	460	21.1%	7,454	297
Eastcote	362	21.6%	6,001	239
Harefield Village	871	27.6%	18,490	736
Hayes Town	384	13.9%	4,106	164
Heathrow Villages	2,352	10.1%	18,187	724
Hillingdon East	459	21.8%	7,679	306
Hillingdon West	200	21.6%	3,315	132
Ickenham & South Harefield	1,322	27.2%	27,614	1,100
Northwood	644	31.3%	15,480	616
Northwood Hills	287	20.0%	4,423	176
Pinkwell	320	11.9%	2,925	116
Ruislip	865	46.5%	30,915	1,231
Ruislip Manor	176	10.5%	1,426	57
South Ruislip	674	8.5%	4,414	176
Uxbridge	425	19.6%	6,415	255
West Drayton	350	21.7%	5,820	232
Wood End	356	14.2%	3,898	155
Yeading	251	20.2%	3,894	155
Yiewsley	323	25.9%	6,415	255
<b>Total</b>	<b>11,571</b>	<b>20.7%</b>	<b>184,412</b>	<b>7,342</b>

6.3.7 The data clearly demonstrates that the borough's annual carbon sequestration from canopy cover (7,342 tCO<sub>2</sub>) significantly exceeds the Council's own operational carbon footprint (4,618 tCO<sub>2</sub>). This is a powerful indicator of the borough's natural capital and demonstrates a substantial environmental asset that positions Hillingdon as a net-positive contributor in the fight against climate change.

6.3.8 Furthermore, 42% of the borough's total tree canopy sits on Council-owned land. The data shows that 3108 tCO<sub>2</sub> is sequestered annually from Council owned land.

6.3.9 The Council's tree estate is therefore not just a passive landscape feature; it's an active climate tool. Maintaining and enhancing this canopy coverage is essential to reducing carbon emissions.



Land Category	Total Size (Ha)	Canopy Cover (Ha)	Canopy Cover (%)	Carbon Storage (t)	Carbon Sequestration (t/yr)
Green Spaces	1245	662	53.2	50874	2026
Corporate	791	90	11.4	8345	332
Housing	348	55	15.8	6918	275
Highways & Transport	281	50	17.7	4241	169
Culture	262	109	41.5	3822	152
Education	181	44	24.4	3386	135
Cemeteries	26	6	23.4	472	19
<b>Total</b>	<b>3134</b>	<b>1016</b>	<b>32.4</b>	<b>78058</b>	<b>3108</b>

## 6.4 New Planting

- 6.4.1 New tree planting plays a critical role in enhancing carbon sequestration, especially over the long term. In the early years, young trees absorb relatively small amounts of carbon, typically just a few kilograms of CO<sub>2</sub> annually.
- 6.4.2 However, as trees mature, their sequestration capacity increases significantly. By around 10–20 years of age, many species begin to sequester tens of kilograms of CO<sub>2</sub> per year, and large, mature trees can absorb over 20–30 kg annually, depending on species and growing conditions.
- 6.4.3 Over time, the cumulative impact becomes substantial. A well-managed woodland planted today could sequester 200 to 400 tonnes of CO<sub>2</sub> per hectare over a 50-year period. This long-term benefit is amplified when planting is done at scale, with mixed species and in areas where trees can thrive. Additionally, trees contribute to soil carbon storage through leaf litter and root systems, further increasing the total sequestration potential.
- 6.4.4 Beyond carbon, new tree planting also improves biodiversity, reduces urban heat, enhances flood resilience, and contributes to public health and wellbeing. When integrated into strategic land use planning, tree planting becomes a powerful, multi-benefit climate solution.

Year	Trees Planted
2020/21	14,288
2021/22	11,655
2022/23	17,295
2023/24	8,378
2024/25	5,247
2025/26	4,045 (proposed)

- 6.4.5 Work is now underway to quantify the direct impact of new tree planting on the Council's carbon footprint. Tree planting will be targeted and considered in the context of multiple benefits.
- 6.4.6 As the new trees grow, their carbon sequestration capacity will increase year-on-year, contributing to a steadily rising offset against Council emissions.

## 7 Theme 1 Community Leadership

Ref	Action	Progress	Expected Output
R1.1	To provide a dedicated online resource to provide information on how to record your carbon footprint alongside actions that can help reduce it. The resource will also outline options for external funding and how to improve an individual's environmental footprint.	Procurement processes underway for carbon and energy reduction campaign	2026
R1.2	To promote and support volunteer groups with dedicated climate and environmental objectives.	Ongoing support of Hillingdon Friends of the Earth. More groups to be identified through the '2026 Campaign'	Ongoing
R1.3	To bring together community and business groups, along with other interested parties as part of a 'people's assembly' to discuss and shape revisions to the review of the Climate Action Plan in 2 years time.	Procurement processes underway	2026
R1.4	To use our unique access to communities through, for example, residents' associations, to support and promote climate action.	Engagement with groups relating to waste, flood risk, planning, transport, green spaces are routinely engaged on actions required by the plan. These are addressed in the relevant sections.	Ongoing
R1.5	During 25/26, the Council will engage all schools within the borough and support them in the publication of a climate action plan reflecting the objectives of this Strategy, with annual progress reports to be provided thereafter.	Procurement processes underway for carbon and energy reduction campaign	2026
R1.6	We will prioritise actions for vulnerable residents when considering climate adaptation and resilience	Future action	26/27

<b>R1.7</b>	<p>During 25/26, the Council will undertake a 'Cleaner Greener' public engagement campaign, which raises awareness and promotes climate action.</p>	<p>Hillingdon Friends of the Earth to be supported with a Cleaner Greener festival in September 2025. This will inform a wider body of work planned through the 2026 Campaign</p>	<b>25/26</b>
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- 7.1.1 This theme was identified as requiring development in the previous annual review. Consequently, work identified in the previous report is being actively progressed this year, with several key initiatives to be wrapped into a campaign for 2026.
- 7.1.2 Procurement activities are ongoing to support the campaign which aims to raise awareness and drive action to reduce carbon and energy as well as informing of wider climate action. Community engagement efforts will be strengthened, including preparations for a Climate Assembly to ensure inclusive participation and informed decision-making.
- 7.1.3 Schools will be at the heart of the campaign with workstreams to help identify existing carbon footprints and action to make year on year improvements. Importantly, the identified actions will also prioritise reduction on energy bill.

## 2026 Community Leadership Workstreams

- 1. Website Improvements**
- 2. Improved information for communities**
- 3. Increased community group engagement**
- 4. 'Cleaner greener' festival**
- 5. Increased support for climate action groups**

## 8 Theme 2 The Council's Own Operations

Ref	Action	Commentary	Timeframe
R2.1	All our operational assets under our direct operational control and financial management will be accredited as carbon neutral by 2030. Other assets we own but not under our control will be decarbonised in line with prevailing legislation and, with the availability of additional funding, go even further.	Further progress made as set out in this report. Trend analysis to be undertaken following compilation of 24./25 data	Ongoing
R2.2	By 2030, our fleet will be powered by the cleanest available technology available within budget constraints and suitable for the operational requirement.	Work underway to better capture and report on fleet emissions with prioritiy action to then be identified	Ongoing
R2.3	Ensure all corporate plans and strategies, particularly regarding estate management and property disposal, evaluate and mitigate for climate impacts.	Ongoing	Ongoing
R2.4	Undertake feasibility studies and act to install small-scale low and zero carbon technologies in our own building stock.	Ongoing. Civic centre and other assets prioritised through the public sector decarbonisation scheme. Further work underway to identify solar generation projects.	Ongoing
R2.5	To ensure procurement practices align with the objectives of this Plan	Ongoing. A climate action brief was provided as part of the large scale highways tendering contract.	Ongoing
R2.6	To ensure our streetlighting assets are targeted for further carbon reductions, using new low energy and renewable technologies.	Ongoing and to be considered further as part of the new highways contract commencing in April 2026.	Ongoing

## 9 Theme 3 Building better places

Ref	Action	Commentary	Timeframe
C3.1	To use the development plan system to ensure all new major developments will be zero carbon.	Ongoing	Ongoing
C3.2	Consider new planning policies to ensure all non-major new development is also zero carbon.	Policies are currently under development ahead of a review of the Local Plan in 2026. These are intended to better reflect the current aspirations within the Strategic Climate Action Plan	Ongoing
C3.3	To ensure no new development is built in high-and medium-risk flood risk areas unless absolutely necessary and only when flood risk management is properly understood and mitigated in accordance with council flood policy.	Ongoing	Ongoing
C3.4	To ensure all new development is environmentally responsible, including protecting existing designations and sites of interest.	Ongoing	Ongoing
C3.5	To ensure that all new major development contributes to and supports the goal of sustainable transportation, such as the promotion of public transport, cycling, or EV charging.	Ongoing	Ongoing
C3.6	To ensure that wherever possible during development, existing trees are retained. Where they cannot be retained, new trees should be planted to facilitate carbon gain.	Ongoing	Ongoing

## 10 Theme 4 Using and Producing Clean and Green Energy

Ref	Action	Commentary	Timeframe
R4.1	To ensure and certify that the Council secures energy supplies from low or clean forms of generation by 2030 where feasible.	Ongoing	Ongoing
R4.2	To investigate opportunities for large scale electricity generation from Council owned land (e.g. solar farms).	Ongoing	Ongoing
10.1.1	<p>By 2030, the Council is expected to carry a residual carbon footprint that will require offsetting to meet net-zero targets. One of the most viable and scalable solutions is the deployment of renewable energy generation, particularly solar photovoltaic (PV) systems. Solar PV offers a clean, reliable source of electricity that directly displaces fossil fuel use.</p>		
10.1.2	<p>The benefits of solar PV are substantial. Each megawatt (MW) of solar installed can power hundreds of homes and save approximately 400tCO<sub>2</sub> annually.</p>		
10.1.3	<p>Solar farms can be integrated with biodiversity initiatives, such as wildflower meadows or grazing land, making them environmentally multifunctional.</p>		
10.1.4	<p>Offsetting through solar PV works by generating clean electricity that replaces grid power derived from fossil fuels. This reduces the Council's Scope 2. Economically, solar farms offer long-term savings on energy bills, reduce exposure to volatile energy markets, and can generate revenue through feed-in tariffs or power purchase agreements.</p>		

**New Solar Farm Somerset:**  
*Once built and energised, the 25MW site will generate enough electricity to power 6,420 homes in the local area per year, whilst saving 5,300 tonnes of CO<sub>2</sub> emissions annually.*

## 11 Theme 5 Waste Management

Ref	Action	Commentary	Timeframe
R5.1	Lead by example with a clear waste collection and sorting strategy for the Council's own operations with year on year targets for improvements.	Awaiting data for 24/25	Ongoing
R5.2	Support the West London Waste Authority on waste reduction campaigns.	Ongoing	Ongoing
R5.3	Work with businesses to reduce waste productivity and to provide more opportunities to customers to reduce and recycle their waste.	<p><b>Commercial Food Waste Service Expansion</b></p> <ul style="list-style-type: none"> <li>Food waste collections introduced to 100+ commercial sites following legislative changes in April 2025.</li> <li>There is a waiting list of businesses for food waste service, pending fleet expansion.</li> <li>Survey indicates that by 2027, over 800 commercial sites serviced for refuse/DMR will also require food waste collections; about 100 eligible customers have not yet signed up.</li> </ul> <p><b>Business Engagement &amp; Service Improvements</b></p> <ul style="list-style-type: none"> <li>Targeted email campaign to businesses about new recycling requirements led to 70+ sign-ups in April 2025.</li> <li>Switched commercial food waste bins from 240L to 140L for better handling and customer convenience.</li> </ul>	Ongoing
R5.4	Encourage and support residents and communities to avoid, reduce, reuse, and	<ul style="list-style-type: none"> <li>The Council holds two annual reuse and repair events: one in March (Repair Week) and one in September/October</li> </ul>	Ongoing

	<p>recycle waste in that order.</p>	<p>(Recycle Week), with one event in the South and one in the North of the borough.</p> <ul style="list-style-type: none"><li>Events are hosted by the LBH recycling team in partnership with reuse and repair partners and Adult Learning, who promote sustainable living courses.</li><li>In 2025, an additional cross-departmental event was held at the Battle of Britain Bunker.</li><li>The Council holds two annual reuse and repair events: one in March (Repair Week) and one in September/October (Recycle Week), with one event in the South and one in the North of the borough.</li></ul>	
<b>R5.5</b>	<p>To ensure all waste is managed sustainably and there is transparency and information on processes the Council utilises data on the destination of waste.</p>	<p>Ongoing. Data reported through the West London Waste Authority</p>	<p>Ongoing</p>

## 12 Theme 6 Climate Change Adaptation and Mitigation

Ref	Action	Commentary	Timeframe
R6.1	To develop a climate change adaptation and mitigation action plan.	2026/27 action	2026/27
R6.2	To review the Council's water consumption for its operations (such as green space watering, depot operations and corporate buildings) and put in place measures to reduce consumption	Analysis underway	Ongoing
R6.3	To ensure the Council's flood resilience and management work incorporates a changing climate and that the Council's own land and property decisions consider the need to make space for water.	See table below	Project dependent

12.1.1 Climate-resilient spaces are environments that are designed or adapted to withstand and recover from the impacts of climate change. These spaces aim to protect people, ecosystems, and infrastructure from climate-related hazards like extreme heat, flooding and drought.

12.1.2 The Council has completed a number of flood risk related project with several more underway and at various stages. These aim to use Council land to protect residents from flooding as well as contributing to more climate resilient spaces and improving opportunities for

No.	Name of Flood Risk Project	Stage
1	Park Wood SSSi NFM* Phase 1 and 2	Commencement due
2	Pinn Meadows NFM	Commencement due
3	Kings College Road Rain Gardens	Completed
4	Property Level Protection (50+ properties) (Environment Agency Project)	Completed
5	Eastcote Rain Gardens	Completed
6	Bessingby Park Flood Attenuation	Completed
7	A40 Infrastructure Flood Alleviation	Feasibility Stage underway
8	Elephant Park Flood Attenuation	Completed
9	Court Park Flood Attenuation	Completed
10	Kingshill Flood Alleviation	Feasibility Stage underway
11	Colham Green Flood Alleviation	Feasibility Stage underway
12	West Drayton	Feasibility Stage underway
13	Frogs Ditch Catchment	Commencement due
14	Croyde Avenue Estate	Completed

\*NFM: Natural Flood Management

## 13 Theme 7 Carbon Offsetting

R7	Action	Commentary	Timeframe
R7.1	To develop an offset strategy to develop local solutions to any remaining residual carbon emissions from council operations.	2026/27 Objective	26/27
R7.2	To develop a tree and green space management strategy that supports and accounts for the offsetting objectives and commitments.	Underway for 2025/26 with a particular focus on Ruislip Woods management and rewilding collaboration with the GLA	25/26
R7.3	Understand and increase current carbon sequestration through increased planting and changes to green space management.		25/26
R7.4	Increase the number of trees, particularly in urban areas to complement objectives to improve air quality and promote urban wildlife.	Ongoing – see carbon offsetting chapter	Ongoing
R7.5	To exploit opportunities to increase carbon sequestration to maximise opportunities for biodiversity and flood risk management	Ongoing and embedded within projects where feasible	Ongoing

## 14 Theme 8 Sustainable Transportation

Ref	Action	Commentary	Resources
R8.1	Produce a sustainable transportation strategy that reflects the objectives and commitments in this strategy.	2026/27 Objective	26/27
R8.2	Work with TfL to improve bus connectivity and services.	Ongoing	Ongoing
R8.3	Identify opportunities for improved cycleways, cycle paths and public rights of way.	Ongoing	Ongoing
R8.4	To promote cycling opportunities through campaigns and awareness events.	Ongoing	Ongoing
R8.5	To secure improved cycling facilities across the borough.	Ongoing	Ongoing
R8.6	Review the electric charging vehicle action plan in line with changing demand and data.	We have adopted an EV charging strategy that needs to be reviewed to ensure it aligns with demands.	26/27
R8.7	To ensure the Council's Air Quality Action Plan aligns with the objectives in this plan to ensure a safe transition to increased levels of cycling and walking in urban areas.	Air Quality action plan due for consultation in 2025/26 (Oct/Nov)	25/26

### Council joins partnership to procure new on-street charging points

Friday 22 August 2025: Hillingdon Council has joined a partnership of London boroughs for the collaborative procurement of new electric vehicle (EV) charging points, as part of its drive to improve air quality and increase sustainable travel.

*"The council has joined forces with Brent, Ealing, Hammersmith & Fulham, Haringey, and Harrow to successfully secure £7.5 million from the government's Local Electric Vehicle Infrastructure (LEV1) fund. The partnership is in the process of procuring a supplier to install and manage the new EV charge points across all five boroughs, with 1,673 new EV charging points set to be installed across Hillingdon. Most of the new charge points will be standard speed (3.7 to 8 kW), ideal for overnight charging. These will be installed on existing lampposts where possible, helping to reduce street clutter and make walking and cycling easier and safer for residents."*

## 15 Theme 9 Transparency, Communication and Reporting

Ref	Action	Commentary	Timeframe
R9.1	To ensure transparency in the Council's measuring of carbon footprints with clear details on methodologies as well as the outputs. All details will be available online.	Work underway to improve website and reporting transparency	25/26
R9.2	To publish an annual progress report of the objectives of this plan	This report	Annual (Sept/Oct)
R9.3	To establish a People's Assembly to consider review of the Actions necessary to meet the Corporate Climate Commitments.	End of 2026 Objective. Procurement processes underway to secure support to deliver the People's Assembly	2026 (Oct/Nov)

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**HILLINGDON**  
LONDON

# Carbon Figures for Hillingdon's Trees

A Report into Hillingdon Council's Tree  
Canopy Cover and relative Carbon Values

Prepared by Treeconomics

March 2025





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Methodology	9
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## Authors

John Rose - Treeconomics

Katie Screech - Treeconomics

# Canopy Cover

Canopy cover is a basic metric for measuring the extent to which we share our space with trees. Canopy cover can be defined as the area of leaves, branches, and stems of trees covering the ground when viewed from above. It is a two-dimensional metric indicating the spread of tree canopy across an area, and it can be used to gain a basic understanding of the ecosystem services provided by the urban forest.

## Using this report

Canopy cover is a simple way to compare the distribution of trees and woodland across a geographical area. Understanding existing levels sets a benchmark against which future gains/losses can be measured.

This exercise should capture the extent of the majority of trees, but would exclude the vast majority of hedgerows.

In urban areas, the canopy is built up of three main elements: trees in private gardens, trees in parks, and street trees. These match approximately to recognisable land use designations giving a good indication of which policy options offer the greatest opportunity for canopy growth.

Headline Figures		
<b>Total tree Canopy Cover</b>		20.7%
<b>Council Land tree Canopy Cover</b>		32.4%
<b>Annual Carbon Storage (t)</b>	184,000	£182 million
<b>Annual Carbon Sequestration (t/yr)</b>	7,300	£7.24 million

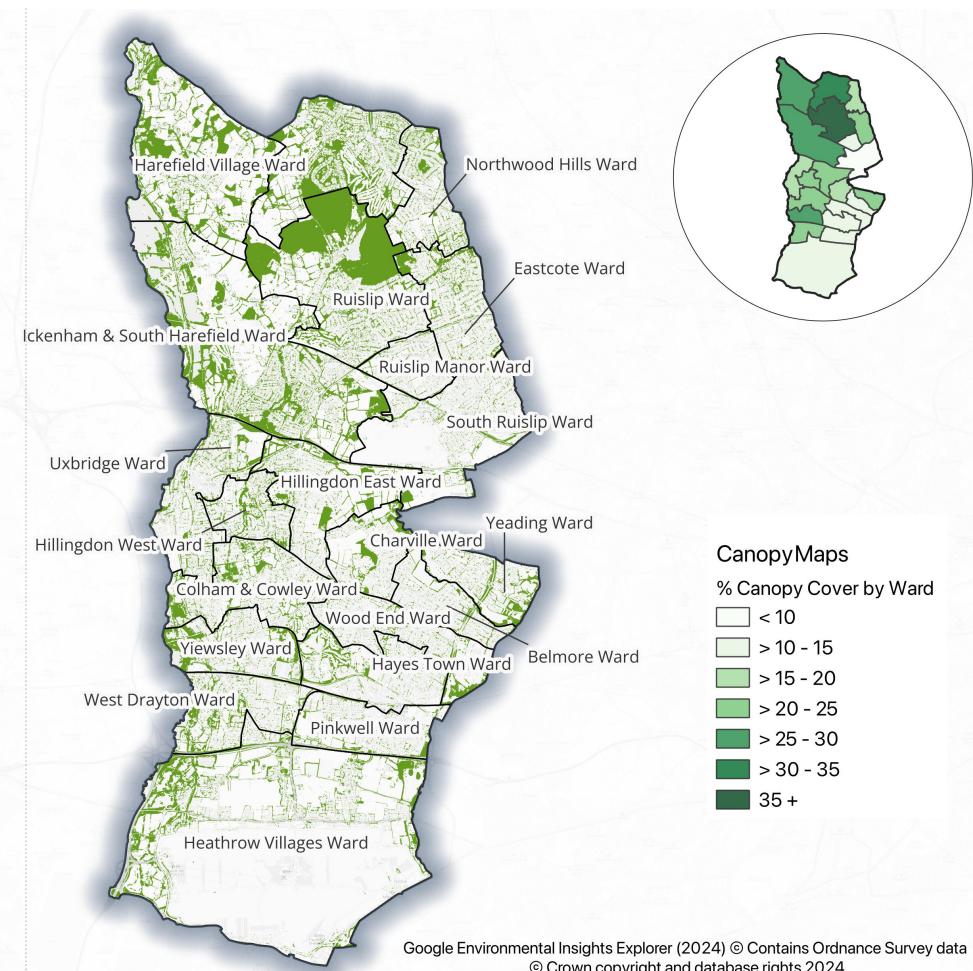
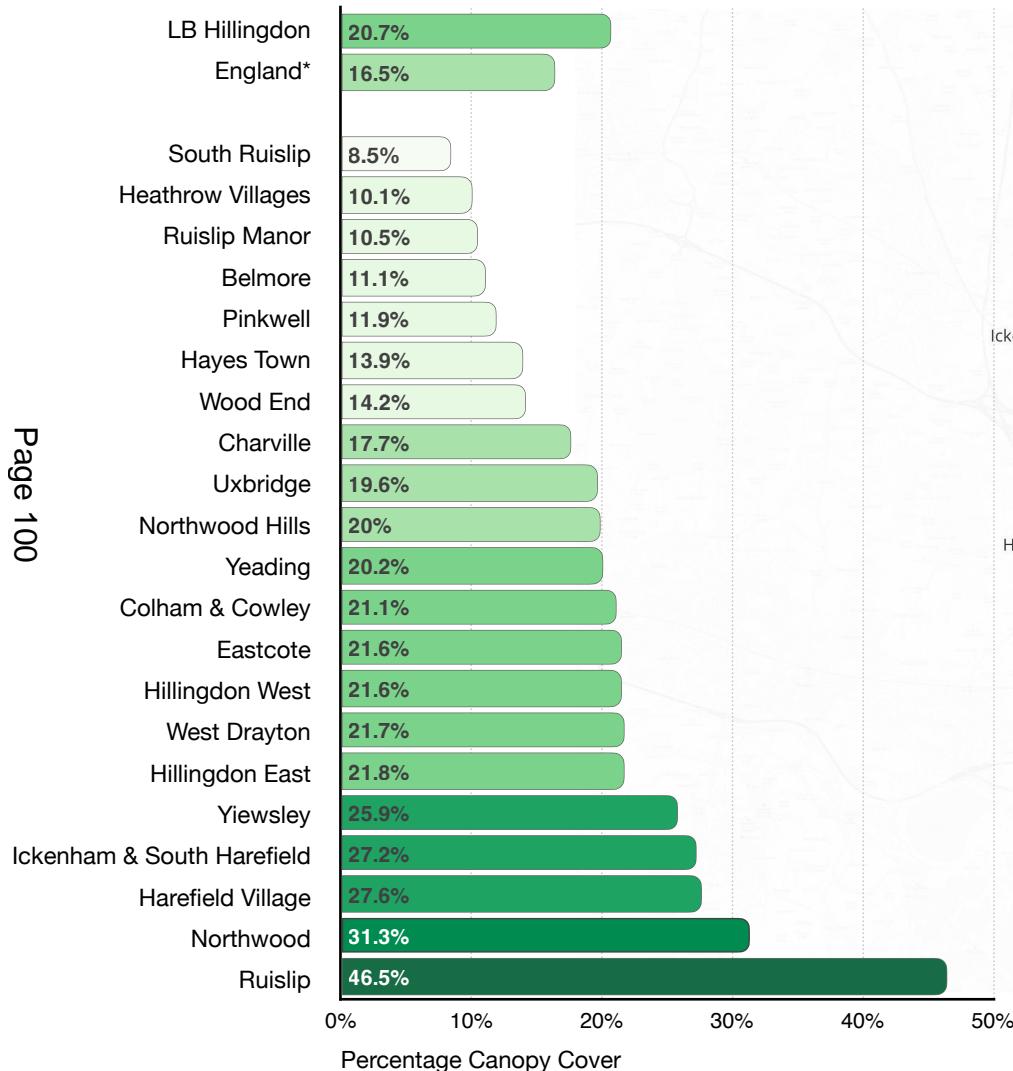
**Table 1. Headline Figures for Hillingdon's Urban Forest**

Ecosystem Services are high level estimates based on national averages linked to local valuation bands.

**Carbon storage:** The total amount of carbon bound up in the above ground and below-ground parts of woody vegetation.

**Carbon sequestration:** The annual removal of carbon from the air by trees in the form of carbon dioxide. This amount is sequestered annually, and adds to the amount of carbon stored.

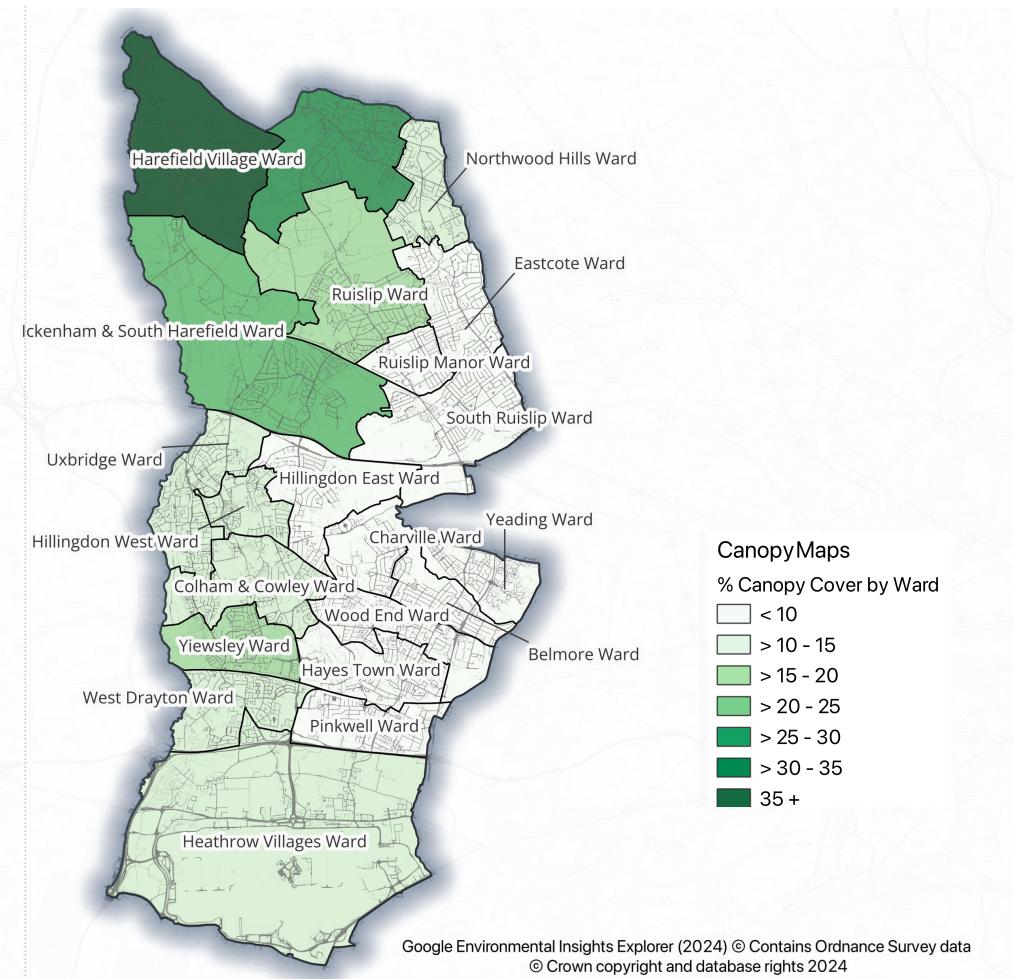
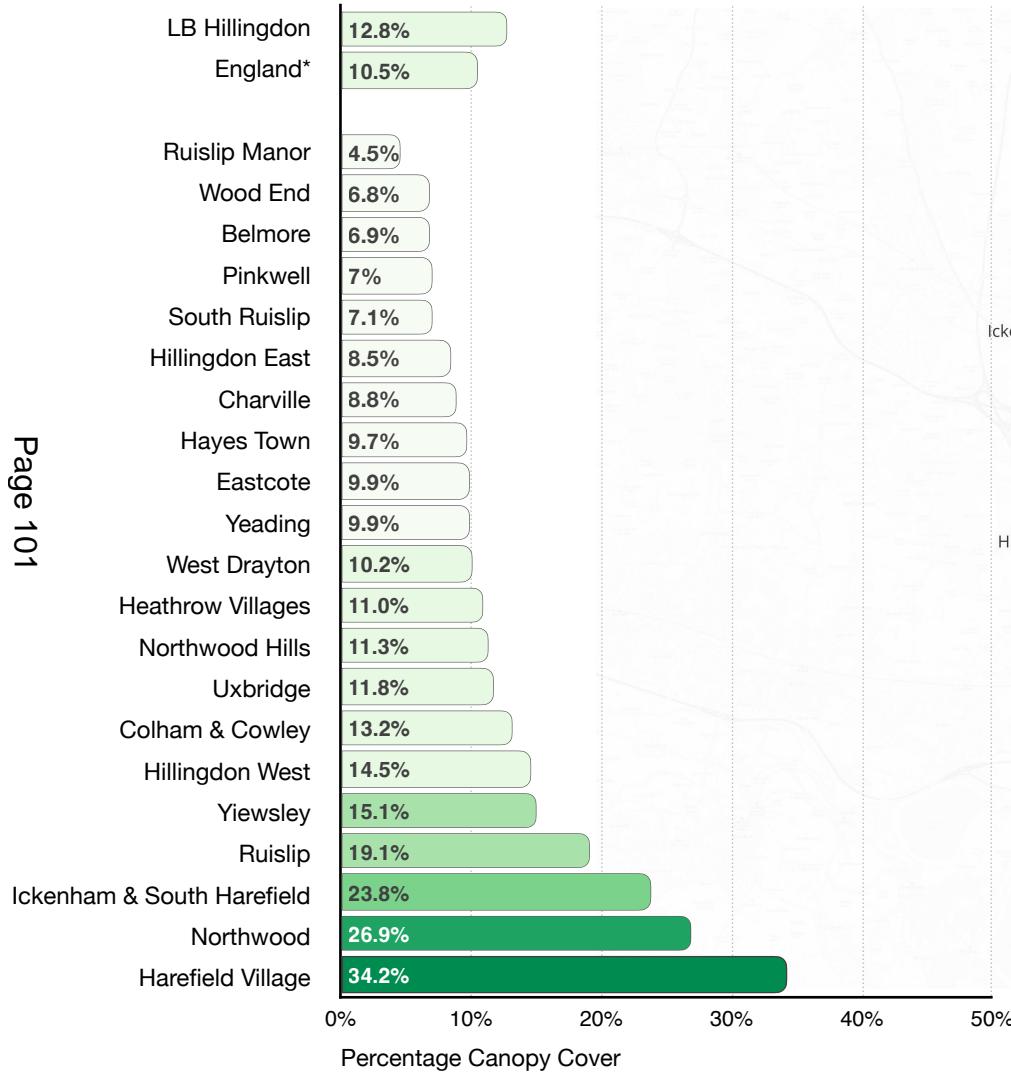
# Tree Canopy Cover by Ward



**Figure 1. Canopy cover by ward**

\*Doick et al, 2017. England Canopy cover measured over 283 towns and cities by Forest Research

# Street Canopy Cover by Ward



**Figure 2. Street Canopy Cover by Ward.**

NB. Canopy cover measures tree presence but may not reflect street-level reality for residents. Ward boundaries, influenced by large woodlands, can skew figures. To address this, Street Canopy Cover focuses on trees overlapping roads and pavements, offering a more accurate tool for street tree decisions.

Ward	Total Size (Ha)	Canopy cover (%)	Carbon storage (t)	Carbon sequestration (t/yr)
Belmore	225	11.1%	1,921	76
Charville	266	17.7%	3,620	144
Colham & Cowley	460	21.1%	7,454	297
Eastcote	362	21.6%	6,001	239
Harefield Village	871	27.6%	18,490	736
Hayes Town	384	13.9%	4,106	164
Heathrow Villages	2,352	10.1%	18,187	724
Hillingdon East	459	21.8%	7,679	306
Hillingdon West	200	21.6%	3,315	132
Ickenham & South Harefield	1,322	27.2%	27,614	1,100
Northwood	644	31.3%	15,480	616
Northwood Hills	287	20.0%	4,423	176
Pinkwell	320	11.9%	2,925	116
Ruislip	865	46.5%	30,915	1,231
Ruislip Manor	176	10.5%	1,426	57
South Ruislip	674	8.5%	4,414	176
Uxbridge	425	19.6%	6,415	255
West Drayton	350	21.7%	5,820	232
Wood End	356	14.2%	3,898	155
Yeading	251	20.2%	3,894	155
Yiewsley	323	25.9%	6,415	255
<b>Total</b>	<b>11,571</b>	<b>20.7%</b>	<b>184,412</b>	<b>7,342</b>

Table 2: Ecosystem service benefits nominally provided by the urban forest in each ward

## Tree Canopy Cover of Council Land

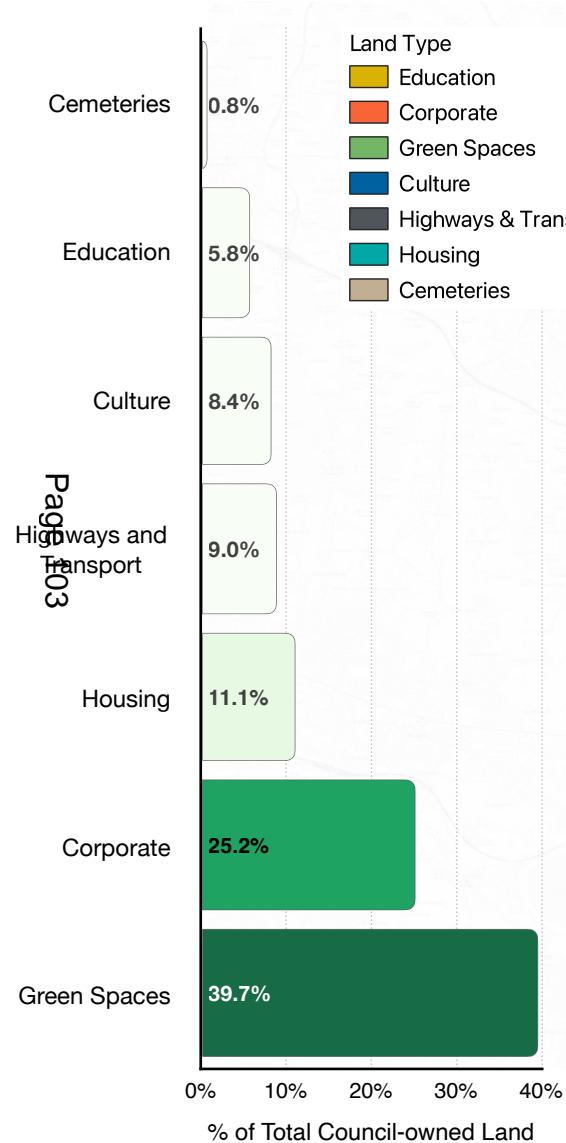


Figure 3. Council Land Types

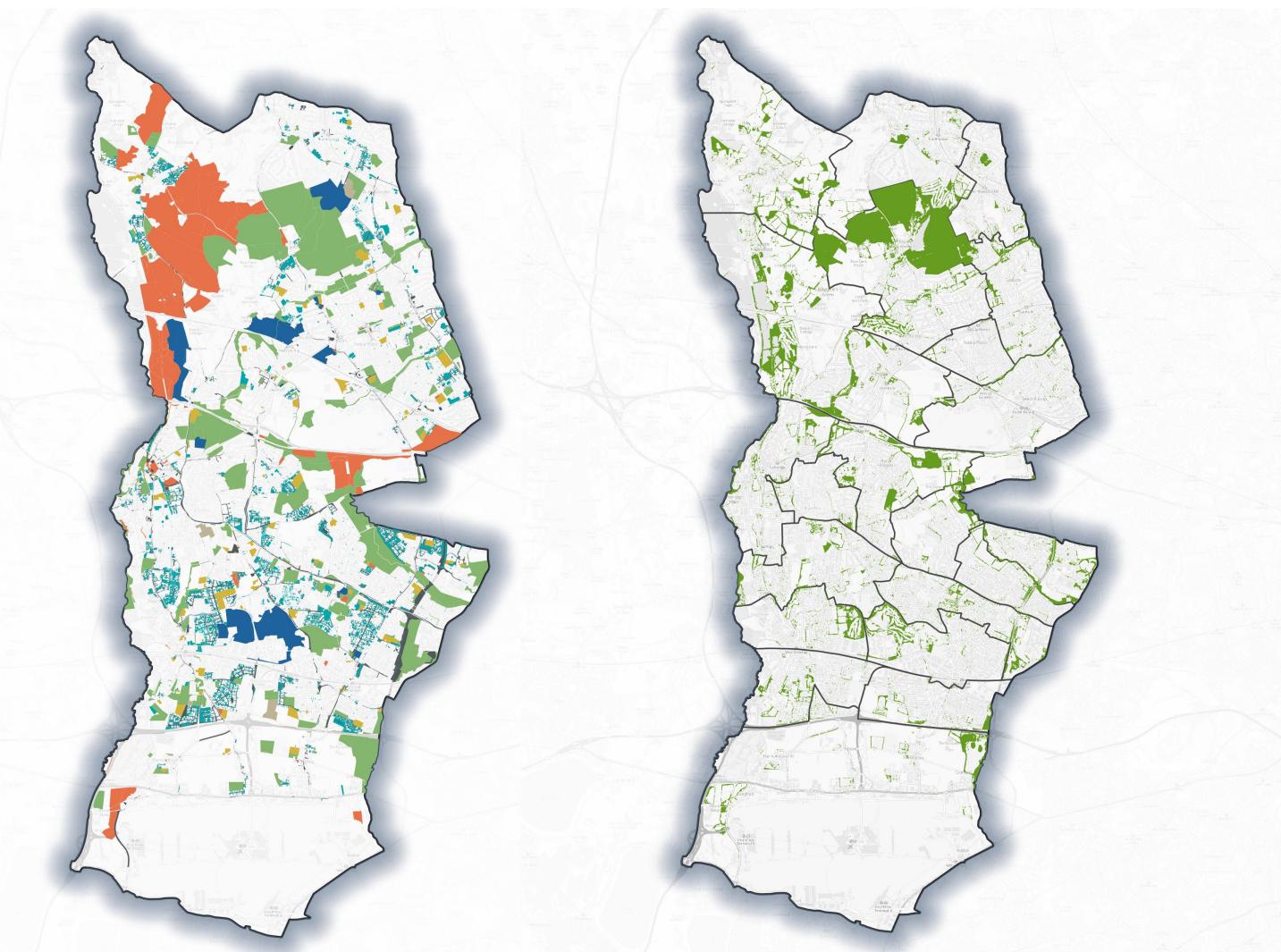


Figure 4. Canopy Cover within Hillingdon's Council Owned Land\*

\*Council land excludes TfL land along the A40 corridor, as well as locations within Heathrow Airport's boundary

Land categories	Total Size (Ha)	Canopy Cover (Ha)	Canopy Cover (% of land type)	Carbon storage (t)	Carbon sequestration (t/yr)	Carbon storage (£)	Carbon sequestration (£/yr)
Cemeteries	26	6	23.4	472	19	£465,289	£18,527
Corporate	791	90	11.4	6,918	275	£6,824,312	£271,736
Culture	262	109	41.5	8,345	332	£8,231,322	£327,762
Education	181	44	24.4	3,386	135	£3,339,725	£132,984
Green Spaces	1,245	662	53.2	50,874	2,026	£50,183,047	£1,998,232
Highways & Transport	281	50	17.7	3,822	152	£3,770,144	£150,123
Housing	348	55	15.8	4,241	169	£4,183,809	£166,595
<b>Total</b>	<b>3,134</b>	<b>1,016</b>	<b>32.4</b>	<b>78,058</b>	<b>3,108</b>	<b>£76,997,648</b>	<b>£3,065,959</b>

**Table 3: Ecosystem service benefits nominally provided by the urban forest in Hillingdon LB Council Owned Land**

# Methodology

## Data Sources

In the production of this report, Google Environmental Insights Explorer (EIE) was used to collect information on the canopy cover for Hillingdon LB. Google EIE uses high resolution aerial imaging in combination with human driven machine learning to map tree canopy cover present. This is the most accurate data available and is updated regularly although the data presented in this report will be reliant on the most up to date images at the time.

Council land boundaries were supplied by Hillingdon Council. The original land types were grouped into broader categories (e.g., Housing combines dwelling and non-dwelling housing). This approach was applied consistently across all land types.

## Valuation Method

This information was then used in conjunction with data derived from i-Tree Canopy<sup>1</sup> to ascertain values for carbon storage and carbon sequestration per hectare of tree canopy cover. Once canopy cover and ecosystem services were estimated the monetary value was calculated based upon prices provided by the UK government.

Carbon storage and carbon sequestration values are calculated based on CO<sub>2</sub>e and the Department for Energy Security and Net Zero<sup>2</sup> figures of £269 per metric ton for 2024.

Area tonnage and value allocations are a simple reflection of share of canopy.

---

<sup>1</sup> I-Tree Eco (2024)

<sup>2</sup> DESNZ (2024)

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# HILLINGDON

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## SECTION 19 FLOOD INVESTIGATION

<b>Committee name</b>	Residents' Services Select Committee
<b>Officer reporting</b>	Ian Thynne, Head of Environmental Specialists
<b>Papers with report</b>	Section 19 Flood Investigation (Flood Event September 2024)
<b>Ward</b>	All

## HEADLINES

Under Section 19 of the Flood and Water Management Act 2010, the Council, as Lead Local Flood Authority (LLFA), investigated the significant flood event of 22–23 September 2024. A total of 172 flood incidents were reported, including 123 internal and 49 external. The majority were in Ickenham and Ruislip. The investigation identifies sources and causes, roles/responses of Risk Management Authorities (RMAs), and sets recommendations to reduce future risk.

## RECOMMENDATIONS

**That the Residents' Services Select Committee:**

- 1. Notes the findings of the Section 19 investigation and the scale of impacts across priority catchments; and**
- 2. Notes the programme of actions for 2025/26, including targeted drainage improvements, community Flood Action Groups (FLAGs), and collaborative schemes with EA and TWUL.**

## SUPPORTING INFORMATION

The investigation was compiled through a range of risk management authorities, council service inputs, resident questionnaire responses (152 submissions), GIS catchment analysis, and site inspections (April and Summer 2025). Findings cover rainfall/river gauge evidence, flood mechanisms in key catchments, and actions taken before, during and after the event.

This flood event was one of the largest in the Borough in recent years in terms of properties directly impacted, i.e. internal flooding. The investigation was commensurate with the scale and impact of the flood event and represents an extensive analysis of a range of information.

## Event Facts and Impact

<b>Dates</b>	<b>22–23 September 2024</b>
<b>Total reports</b>	172 (123 internal; 49 external)
<b>Most affected areas</b>	Ickenham and Ruislip
<b>Met Office warning</b>	Amber warning 08:16–21:00 on 23 Sept
<b>EA rainfall (RAF Northolt)</b>	47.8 mm over 11h15; 10.8 mm in 15 min peak
<b>Primary rivers implicated</b>	River Pinn; Yeading Brook (East & West); Ickenham Stream

### Priority Catchment Findings (headlines):

- Bessingby Park (Catchment 2): Detention basins (designed ~1 in 5) less effective under event intensity; sewer surcharging at Whitby Road as river levels reduced outfall capacity; highway flow issues at Beech Avenue.
- Breakspear Road South (Catchment 4): Surface water routing toward River Pinn; fluvial flooding into St George's Field affected Derwent Avenue; continue HS2 scrutiny.
- East of Ickenham (Catchment 5): Flow path across Breakspear School to Hoylake Crescent; pitch drainage to be checked; property resilience advised.
- West Ruislip Depot Area (Catchment 6): Accumulation along Glebe Avenue; school car park/playground runoff to rears; recommend gauge on Ickenham Stream.
- Ruislip Gardens (Catchment 12): Extensive highway/property impacts; low/blocked outfalls to Yeading Brook West; programme of gully and outfall upgrades; daylighting opportunity at Bridgewater Road Playing Fields.
- Victoria Road Area (Catchment 17): Surface water accumulation at The Fairway/Down Barns Road; school flooding at Queensmead and Bourne; possible foul misconnection upstream of Bourne.
- Brook Drive / Pinn Meadows (Catchment 26): Fluvial exceedance on River Pinn; groundwater limiting swale/pond capacity; PFR measures effective.
- West End Road (Catchment 44): Southward surface water routing; station forecourt ponding at low point; Cherry Close drainage capacity/positioning issues.

## Action Programme (selection)

- Gauges: Review coverage; install river level/flow gauges on Ickenham Stream and other gaps.
- Highways: Targeted gully cleansing and spacing improvements; consider rain gardens/drainage channels in hotspot roads.
- Outfalls: TWUL/Council to clear/raise/upgrade low or blocked outfalls (e.g., Ruislip Gardens) and share maintenance regimes.
- Schools: Drainage surveys and SuDS options at Breakspear, Glebe, Bourne, Queensmead; develop flood action plans and pursue SuDS in Schools funding.
- Schemes: Progress Pinn Meadows & Park Wood SSSI NFM; Ruislip Gardens and Victoria Road flood alleviation schemes; daylighting at Bridgewater Road Playing Fields.
- Community: Establish FLAGs (Whitby Road; Clyfford Road and surrounds); increase EA flood warning sign-ups; promote PFR uptake.

## PERFORMANCE DATA

There is no specific supporting performance data.

## RESIDENT BENEFIT

The Floods of September 2024 were highly impactful with reports of some displaced residents still in temporary accommodation over 6 months later. Extensive property refurbishment/repair works at Clyfford Road in Ruislip Gardens were evidenced by a series of skips on driveways which remained in the area for several months.

The Flood Investigation provides an understanding of why the flood occurred, identifying weaknesses in the existing drainage network and providing a route to securing better flood risk management and resilience. The Investigation is predominantly aimed at protecting residents so that the possibility of flooding is reduced, and residents are better prepared.

## FINANCIAL IMPLICATIONS

There is no financial cost in developing the Flood Investigation. Officers will continue to secure funding available for additional flood risk management. Recommendations for Highways and Green Space management will be considered by the services in line with existing budgets.

## **LEGAL IMPLICATIONS**

The production of the Investigation satisfies the requirements of Section 19 of the Flood and Water Management Act.

## **BACKGROUND PAPERS**

Nil.

## **APPENDICES**

Section 19 Flood Investigation

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Residents' Services Select Committee – 8 January 2026  
Classification: Public

# Section 19 Flood Investigation

23 September 2024 Flood Event



**HILLINGDON**  
LONDON

# Acknowledgements

We would like to extend our heartfelt thanks to all those who participated in the recent flood investigation, especially the residents who experienced flooding firsthand. Flooding is a deeply distressing event, bringing disruption, damage, and emotional strain. We recognise the significant impact it has on individuals, families, and communities.

We are especially grateful to those who, despite the stress and difficulty of their circumstances, provided valuable input to the investigation. Your contributions are essential in helping us understand the effects of flooding and to inform improved flood risk management for our communities.

## Executive Summary

This flood investigation report was written as part of the London Borough of Hillingdon Council's (Hillingdon Council) duty as a Lead Local Flood Authority (LLFA) under [Section 19 of the Flood and Water Management Act 2010](#) (FWMA). Heavy rainfall on the 22 and 23 September 2024 caused flooding and disruption across the south-east of England and London, including the London Borough of Hillingdon (Hillingdon). There were 172 flood incidents reported in total as a result of the rainfall event. This included 123 reports of internal flooding and 49 reports of external flooding. The majority of the flood incidents were located in Ickenham and Ruislip.

The investigation aims to identify the sources and causes of the flooding, as well as the flood management responsibilities of the Risk Management Authorities (RMAs) and other relevant stakeholders involved. Based on these details, this report includes recommendations with the aim of reducing the risk of future flood events.

As part of this investigation, the reported flood incidents were mapped within the hydrological catchments set out in Hillingdon Council's [Catchment Plan 2022](#). The flood mechanisms of catchments that contained more than one internal flooding event were analysed to identify the sources and causes of flooding on the 23 September 2024. This included the use of available data from Thames Water Utilities Limited (TWUL), the Environment Agency (EA), and British Geological Survey (BGS), and a site visit to each location. The analysis also considered actions taken by each RMA before, during, and after the event up to March 2025.

During the event, the River Pinn, Ickenham Stream, and Yeading Brook experienced high water levels that rose above surface water drainage outlets. This reduced the surface water sewer network's ability to discharge into the rivers, limiting its capacity to accommodate more flows. The result was that the drainage network became overwhelmed and caused surcharging. Locations at the low topographical points were particularly susceptible to surface water accumulation. Some of the flood incidents were caused or worsened by fluvial flooding from the River Pinn or the Yeading Brook.

## List of Recommendations

### Catchment 2 – Bessingby Park Area

1	Hillingdon Council Flood Officers should conduct a review of the flood alleviation works in Bessingby Park, ensuring that the basins are working as designed.
2	Hillingdon Council Flood Officers should facilitate the formation of a Flood Action Group (FLAG) at Whitby Road which may increase community flood resilience.
3	Hillingdon Council Flood Officers should further investigate the mechanisms of the fluvial flooding along Whitby Road and undertake remedial action if necessary.
4	Hillingdon Highways Team should consider reprofiling works and the installation of additional gullies along Beech Avenue to reduce the risk of flooding to properties from the highway.
5	Flood-affected residents should consider installing Property Flood Resilience (PFR) measures to reduce the amount of floodwater entering their property during a flood event. The National Flood Forum has a six-step guide to navigate the process of installing PFR measures.
6	Hillingdon Council Flood Officers should investigate options for further flood alleviation works in Bessingby Park and bid for future funding opportunities (where available) should a feasible option be identified.

### Catchment 4 – Breakspear Road South, Ruislip

7	Flood-affected residents should consider installing PFR measures to reduce the amount of floodwater entering their property during a flood event. The National Flood Forum has a six-step guide to navigate the process of installing PFR measures.
8	Hillingdon Council should continue to review HS2 plans, ensuring that the development does not increase the risk of flooding to surrounding properties.

### Catchment 5 – East of Ickenham

9	Flood-affected residents should consider installing PFR measures to reduce the amount of floodwater entering their property during a flood event. The National Flood Forum has a six-step guide to navigate the process of installing PFR measures.
10	Breakspear School should investigate the installed drainage of the artificial playing pitch to confirm the system is working in line approved drainage plans.
11	Hillingdon Council Flood Officers should investigate options for SuDS at Breakspear School and bid for future funding opportunities (where available), such as SuDS in Schools grants, should a feasible option be identified.

### Catchment 6 – West Ruislip Depot Area

12	Flood-affected residents should consider installing PFR measures to reduce the amount of floodwater entering their property during a flood event. The National Flood Forum has a six-step guide to navigate the process of installing PFR measures.
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13	Hillingdon Council Flood Officers should investigate options for SuDS at Glebe Primary School and bid for future funding opportunities (where available), such as SuDS in Schools grants, should a feasible option be identified.
14	The EA should consider installing river level or flow gauges on the Ickenham Stream as there is no gauge currently within this river.

## Catchment 12 – Ruislip Gardens

15	Hillingdon Highway Team should review the way the highways drain along Stafford Road, Trevor Crescent, Bedford Road, Clyfford Road, and Lea Crescent and consider installing additional gullies, rain gardens, or drainage channels along the route to reduce the risk of flooding to properties from the highway.
16	TfL should explore the installation of additional gullies along West End Road to reduce the risk of flooding to properties from the highway.
17	Hillingdon Council should continue to develop the surface water sewer daylighting scheme at Bridgewater Road Playing Fields with support from TWUL.
18	Hillingdon Council Flood Officers should facilitate the formation of a FLAG at Clyfford Road and surrounding area, with the aim of increasing community flood resilience.
19	Flood-affected residents should consider installing PFR measures to reduce the amount of floodwater entering their property during a flood event. The National Flood Forum has a six-step guide to navigate the process of installing PFR measures
20	Hillingdon Council Flood Officers should continue to work in partnership with the EA to develop the Ruislip Gardens flood alleviation scheme towards implementation.

## Catchment 17 – Victoria Road Area

21	TWUL should investigate a possible misconnection in their network upstream of Bourne Primary School.
22	Hillingdon Council Flood Officers should engage with Bourne Primary School's maintenance team to conduct a drainage survey in order to better understand the drainage issues at the site.
23	Hillingdon Council Flood Officers should engage with Bourne Primary School to develop a flood action plan based on findings from the drainage survey and an understanding of how the site floods.
24	Flood-affected residents should consider installing PFR measures to reduce the amount of floodwater entering their property during a flood event. The National Flood Forum has a six-step guide to navigate the process of installing PFR measures.
25	Hillingdon Council Flood Officers should investigate options for drainage improvements at Bourne Primary School and bid for future funding opportunities (where available), such as SuDS in Schools grants, should a feasible option be identified.
26	Hillingdon Council and Harrow Council should collaborate to investigate opportunities for a flood alleviation scheme within this catchment.

27	Lead Local Flood Authority officers should support investigate and support authorities with the implementation of flood resilience measures at Queensmead School.
28	Lead Local Flood Authority officers should continue to work in partnership with the EA and TWUL to develop the Victoria Road flood alleviation scheme towards implementation.

## Catchment 26 – Brook Drive, Ruislip

29	Lead Local Flood Authority officers should continue to work in partnership with the EA to develop the Pinn Meadows and Park Wood SSSI Natural Flood Management schemes towards implementation.
30	Flood-affected residents should consider installing PFR measures to reduce the amount of floodwater entering their property during a flood event. The National Flood Forum has a six-step guide to navigate the process of installing PFR measures.

## Catchment 44 – West End Road

31	Hillingdon Highways Team should consider installing additional gullies along Cherry Close and Eversley Crescent to reduce the risk of flooding to properties from the highway.
32	TWUL should investigate their surface water sewer system at Cherry Close and rectify any blockages and consider improvements in capacity.
33	Flood-affected residents should consider installing PFR measures to reduce the amount of floodwater entering their property during a flood event. The National Flood Forum has a six-step guide to navigate the process of installing PFR measures.
34	Hillingdon Council and TWUL should collaborate to investigate opportunities for highway drainage improvements within the catchment.

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# Acronyms and Abbreviations

Abbreviation	Definition
BGS	British Geological Survey
CDA	Critical Drainage Area
DfE	Department for Education
DWMP	Drainage and Wastewater Management Plan
EA	Environment Agency
FLAG	Flood Action Group
FWMA	Flood and Water Management Act
LFB	London Fire Brigade
LFRMS	Local Flood Risk Management Strategy
LiDAR	Light Detection and Ranging
LLFA	Lead Local Flood Authority
MAFP	Multi-Agency Flood Plan
Harrow	London Borough of Harrow
Hillingdon	London Borough of Hillingdon
Hillingdon Council	London Borough of Hillingdon Council
HS2	High Speed 2
PFR	Property Flood Resilience
RMA	Risk Management Authority
RoFSW	Risk of Flooding from Surface Water
SuDS	Sustainable Drainage Systems
TfL	Transport for London
TWUL	Thames Water Utilities Limited

# 1 Introduction

## 1.1 Background Policy and Information

- 1.1.1 This flood investigation report has been prepared by Metis Consultants Ltd on behalf of the London Borough of Hillingdon Council (Hillingdon Council) as part of their duty as a Lead Local Flood Authority (LLFA). Under Section 19 of the Flood and Water Management Act 2010 (FWMA), LLFAs are required to investigate significant flooding incidents and publish the results.
- 1.1.2 As stipulated by Section 19, Hillingdon Council must, to the extent that they consider it necessary or appropriate, investigate:
  - which Risk Management Authorities (RMAs) have relevant flood risk management functions, and
  - whether each of those RMAs has exercised, or is proposing to exercise, those functions in response to the flood.
- 1.1.3 After completing the flood investigation, Hillingdon Council must publish the results of its investigation and notify the relevant RMAs.
- 1.1.4 The criteria of flooding that triggers a Section 19 investigation is set by each LLFA for their area. At the time of writing, the criteria for Hillingdon Council are where more than 10 properties suffer internal flooding.
- 1.1.5 The flooding event on the 23 September 2024 triggered a Section 19 investigation, as there was internal flooding to more than 10 properties. A total of 172 flood incidents were reported regarding this flooding event, including 123 internal flooding incidents and 49 external flooding incidents. 157 of these flood incidents were reported directly to Hillingdon Council, with the Environment Agency (EA) sharing two additional reports of flooding, and the London Fire Brigade (LFB) sharing 13 additional reports of flooding. The majority of the flooding reports came from either Ickenham or Ruislip. It is possible more properties flooded given there is an acknowledged under reporting of flood incidents.

## 1.2 Methodology

- 1.2.1 To conduct the investigation, data was collected from the relevant RMAs through a series of emails and interviews. The source and data received is outlined in *Table 1-1*.

Table 1-1: Data sources.

Source	Data
Hillingdon Lead Local Flood Authority officers	<ul style="list-style-type: none"> <li>• Flooding reports</li> <li>• Photographs and videos of the event</li> <li>• Historical flood records</li> <li>• Hydrological catchment mapping</li> </ul>
Hillingdon Highways Team	<ul style="list-style-type: none"> <li>• Actions taken before, during or after the event</li> <li>• Formal view on the causes of the flooding</li> </ul>
Hillingdon Emergency Planning and Response Team	<ul style="list-style-type: none"> <li>• Actions taken before, during or after the event</li> <li>• Formal view on the causes of the flooding</li> </ul>
Thames Water Utilities Limited (TWUL)	<ul style="list-style-type: none"> <li>• Actions taken before, during or after the event</li> <li>• Flooding reports</li> <li>• Sewer network data</li> <li>• Formal view on the causes of the flooding</li> </ul>
Internally flooded schools	<ul style="list-style-type: none"> <li>• Actions taken before, during or after each event</li> <li>• Photographs and videos of the event</li> <li>• Formal view on the causes of the flooding</li> </ul>
EA	<ul style="list-style-type: none"> <li>• Actions taken before, during or after each event</li> <li>• Flooding reports</li> <li>• Rainfall data</li> <li>• Flood Alert data</li> <li>• Detailed River Network data</li> <li>• Mapping of flood risk from different sources</li> <li>• River level data</li> <li>• Light Detection and Ranging (LiDAR) data</li> <li>• Formal view on the causes of the flooding</li> </ul>
LFB	<ul style="list-style-type: none"> <li>• Actions taken before, during or after each event</li> <li>• Flooding reports</li> </ul>
London Borough of Harrow (Harrow) LLFA	<ul style="list-style-type: none"> <li>• Actions taken after the event</li> <li>• Formal view on the causes of the flooding</li> </ul>

### ***Community Engagement and Evidence Collection***

1.2.2 To support a comprehensive understanding of the September 2024 flooding event, the Council launched a public-facing questionnaire, which was made available on the Council's website from 3 December 2024 to 12 January 2025. The purpose of this survey was to gather first-hand accounts from residents affected by flooding, enabling the Council to collect qualitative and quantitative data to inform its investigation.

1.2.3 The questionnaire included structured questions regarding the timing, location, and severity of flooding, as well as open-ended sections for residents to describe their experiences in more detail. Crucially, respondents were also given the opportunity to upload photographs and videos, which provided valuable visual evidence of flood impacts

and water flow patterns. In total, 152 responses were received, representing a significant portion of affected communities and contributing to a more nuanced understanding of the event.

1.2.4 The online surveys were supplemented by interviews and direct engagement with other risk management authorities and representatives from educational facilities that experienced flooding.

#### ***Data Integration and Catchment Analysis***

1.2.5 To provide further context to the community feedback, the Council undertook a detailed mapping exercise using Geographical Information Systems (GIS). This involved the integration of historical flood records, topographical data, and drainage infrastructure information to identify potential sources of flood risk within each impacted hydrological catchment.

1.2.6 Following this desktop analysis, a targeted site visit was conducted on 7 April 2025 to validate the mapped data and observe physical features that may have influenced flood behaviour. This included inspecting watercourses, culverts, surface water flow paths, and areas of known drainage constraint. The visit provided critical insight into the mechanisms that contributed to flooding, such as blocked assets, overland flow routes, and topographical depressions.

#### ***Supplementary Site Investigations and Stakeholder Engagement***

1.2.7 Further site inspections were carried out during Summer 2025, focusing on sensitive and high-risk locations, particularly Bessingby Park and Ruislip Gardens, where flood impacts were notably severe. These visits allowed officers to assess seasonal conditions, vegetation growth, and any interim changes to land use or drainage systems that may affect future flood risk.

1.2.8 In parallel, the Council maintained ongoing liaison with key stakeholders, including officers from the Environment Agency and Thames Water, to share findings, validate assumptions, and ensure alignment with statutory responsibilities. These discussions helped clarify asset ownership, operational responses, and future maintenance commitments.

#### ***Review of Risk Management Authority Responsibilities and Actions***

1.2.9 As part of the investigation, the Council undertook a detailed review of the roles and responsibilities of each Risk Management Authority (RMA) under the Flood and Water Management Act 2010. This included evaluating the actions taken by each RMA before, during, and after the September 2024 flood event.

#### ***Conclusions and Recommendations***

1.2.10 The findings of this multi-faceted investigation have been compiled and presented in this report. Based on the evidence gathered, including resident feedback, site observations, GIS

analysis, and stakeholder input, a series of recommendations for flood risk mitigation have been developed. These recommendations aim to:

- Address identified vulnerabilities in drainage and surface water management.
- Improve inter-agency coordination and emergency response protocols.
- Enhance community awareness and preparedness for future flood events.
- Support investment in infrastructure upgrades and natural flood management solutions.

1.2.11 The Council will continue to work collaboratively with RMAs and local stakeholders to implement these recommendations and reduce flood risk across the borough.

## 2 Risk Management Authorities

### 2.1 Introduction

2.1.1 There are multiple RMAs who hold responsibilities for managing the risks of flooding within Hillingdon. These are shown in *Table 2-1*. The responsibilities of other key stakeholders related to the flooding event are outlined in *Table 2-2*.

Table 2-1: Relevant RMAs.

RMA	Borough-specific authority	Flood risk management responsibilities
EA	EA	Main rivers and reservoirs
LLFA	Hillingdon Council	Surface water, ordinary watercourses, and groundwater
Water & Sewerage Company	TWUL	Surface water, foul & combined sewer systems
Highway Authority	Hillingdon Council	Public highway drainage
Highway Authority	Transport for London (TfL)	Highway drainage on A roads
Highway Authority	National Highways	Responsible for the Strategic Road Network

Table 2-2: Relevant stakeholders.

Stakeholder	Flood risk management responsibilities
LFB	Responding to emergency calls related to flooding
Hillingdon Emergency Planning and Response Team	Responding to emergency calls related to flooding, produce a MAFFP
Harrow LLFA	Surface water, ordinary watercourses, and groundwater within Harrow
Bourne Primary School	Maintaining the onsite surface water sewer network
Queensmead School	Maintaining the onsite surface water sewer network

### 2.2 Environment Agency (EA)

2.2.1 The EA is the national flood risk authority for England and Wales. They are responsible for managing the risk of flooding from main rivers, reservoirs, estuaries and the sea. In the borough, the EA has an important role in working with other RMAs to manage the risk of flooding from rivers and reservoirs and advising Local Planning Authorities on how development proposals may influence and be influenced by fluvial flood risk. They take part in emergency planning through issuing Flood Alerts and being a Category One Responder to flooding events under the [Civil Contingencies Act 2004](#).

2.2.2 The Main Rivers within Hillingdon that the EA have oversight of are shown within the [EA's Statutory Main River online mapping](#) and listed below:

- Duke of Northumberland's River
- Ickenham Stream
- River Pinn
- River Colne
- Frays River
- River Crane
- Wraysbury River
- Cannon Brook
- Bigley Ditch
- Yeading Brook (the West and East arms)
- River Crane

2.2.3 The River Pinn, Ickenham Stream, and Yeading Brook run through the catchments that were affected by the September 2024 flood event.

## 2.3 Hillingdon Council

2.3.1 Hillingdon Council has multiple duties to perform as an RMA due to its role as a LLFA, Highway Authority, and Category One Responder. The LLFA leads on managing the risk of flooding from surface water, groundwater, and ordinary watercourses. Other duties of the LLFA are outlined below under the different acts:

### Flood and Water Management Act 2010

- Develop, maintain, apply, and monitor a Local Flood Risk Management Strategy (LFRMS) ([Section 9](#))
- Carry out flood risk investigations upon coming aware of a flood in its area ([Section 19](#))
- Establish and maintain a register of structures or features which are likely to have a significant effect on a flood risk in its area ([Section 21](#))

### Land Drainage Act 1991

- Carry out flood risk management work if the work is considered desirable with regards to the LFRMS for the area, and the purpose of the work is to manage flood risk in the authority's area from surface runoff or groundwater ([Section 14A](#))
- Regulate the flow of ordinary watercourses by prohibiting obstructions on ordinary watercourses and requiring works for maintaining the flow of an ordinary watercourse ([Sections 23 and 25](#))

### Town and Country Planning Order 2015

- Undertake a statutory consultee role on surface water drainage proposals for major developments

### Flood Risk Regulations 2009

- Prepare a preliminary assessment report in relation to flooding in its area ([Section 10](#))
- Identify flood risk areas ([Section 14](#))

- Prepare flood hazard maps and flood risk maps in relation to each relevant flood risk area ([Section 19](#))

2.3.2 Other RMAs have a duty to cooperate with LLFAs to undertake the above responsibilities. The LLFA can also carry out work in collaboration with other RMAs to help alleviate flooding within the borough.

2.3.3 As a Highway Authority, Hillingdon Council are responsible for providing and managing highways assets that are not privately owned, nor managed by TfL or National Highways. TfL managed routes in Hillingdon are the A4, A30, A40, A312, A437, and A4180. National Highways managed routes in Hillingdon are the M4 and M40. As part of Hillingdon Council's responsibilities for their highway assets, they must minimise the risk of highway flooding and maintain gullies and drains that run beneath the roads and footpaths.

2.3.4 As a landowner, Hillingdon Council have a responsibility to safeguard their own land and property against flooding. Common Law also requires Hillingdon Council to carry out tasks, such as drain clearing and maintaining existing flood defences, so that they do not increase the risk of flooding to any neighbouring properties.

2.3.5 As a Category One Responder under the [Civil Contingencies Act 2004](#), Hillingdon Council plays a lead role in emergency planning and recovery after a flood event. The Council is required to produce a Multi-Agency Flood Plan (MAFP), outlining delivery of the emergency response to a flood and co-ordinates all relevant stakeholders, including other Category One Responders.

## 2.4 Thames Water Utilities Limited

2.4.1 TWUL are the sewerage provider for the borough, as well as a supplier of clean water in the borough along with Affinity Water. TWUL have responsibility for the management of flood risk in relation to the drainage network. Under [Section 94 of the Water Industry Act 1991](#), TWUL must construct and maintain their sewers ensuring sufficient performance under all normal local climatic conditions. This includes managing any potential failures of their infrastructure that may cause flooding and ensuring sufficient maintenance of public sewers is carried out to reduce the risk of sewer flooding. They are a Category Two Responder under the [Civil Contingencies Act 2004](#).

2.4.2 As part of their responsibility for ensuring flood resilience, TWUL have developed a 25 year [Drainage and Wastewater Management Plan \(DWMP\)](#) to reduce pressures on the service, including reducing the number of residential properties that are at risk of flooding.

## 2.5 Key Stakeholders

2.5.1 There are several other key stakeholders related to the flooding event, including landowners, Category One Responders, and Harrow LLFA, that do not act as RMAs for Hillingdon.

### *Landowners*

- 2.5.2 Landowners have the primary responsibility of protecting their own land and property, including private roads, against flooding. Under Common Law, they are required to ensure any developments to their land or property do not increase the risk of flooding to a neighbouring property.
- 2.5.3 Riparian landowners, meaning those who own land that includes a watercourse, are responsible for ensuring any structures within the watercourse are clear of debris and the watercourse is able to flow naturally. Riparian landowners are also responsible for maintaining the bed and banks of the watercourse.
- 2.5.4 Hillingdon Council and TfL are major landowners that were impacted by the September 2024 flooding event. They also act as riparian owners for stretches of the River Pinn, Ickenham Stream, and Yeading Brook.

#### *Category One Responders*

- 2.5.5 All local authorities and blue light emergency services are categorised as Category One Responders under [Schedule 1 of the Civil Contingencies Act 2004](#), with responsibilities including assessing the risk of the emergency, putting emergency plans in place and advising the public in the event of an emergency. For flood incidents within Hillingdon, the most relevant Category One Responders are the LFB, Hillingdon Council, and the EA.

## 3 Flood Incident Details

### 3.1 Rainfall Event

- 3.1.1 The rainfall event that occurred on the 22 and 23 September 2024 triggered flooding across the south-east of England and London, including in Hillingdon. The investigation requires an understanding of the event in more detail with particular attention given to the climatic events, weather fronts and rainfall data. This requires a granular level of detail to exact times and dates. All times included within this report are in British Summer Time.
- 3.1.2 During the event, a low-pressure front moved in a north-westerly direction over south and west London between the 22 and 23 September. The Met Office issued an amber weather warning between 08:16 and 21:00 on the 23 September, although flooding had already been reported in Hillingdon before this time. The EA calculated the return period of the rainfall event to be 18.49 years. This was calculated by comparing the rainfall event with the entire history of rainfall events recorded at the nearest rain gauge and ranking it to see how often that amount of rainfall has occurred. Meanwhile, TWUL approximated the return period to be 100 years as an equivalent to one month's rainfall within a five-hour period. The intense rainfall caused internal and external flooding in Hillingdon, with Ickenham and Ruislip being the most affected parts of the borough.

### 3.2 Rain Gauge Data

- 3.2.1 Rainfall data recorded by EA rain gauges have been collated for this flood event. The closest rain gauges to the affected areas were found to be RAF Northolt and Pinner Cemetery, their locations are shown below the data in figure 3-5.
- 3.2.2 The data, presented in *Figure 3-1*, shows that the rain began just before 21:45 on the 22 September, peaked around 00:30 on the 23 September, then stopped by 09:00. At the peak, 10.8mm of rain was measured within a 15-minute interval at the RAF Northolt gauge. Over a period of 11 hours and 15 minutes, a total of approximately 47.8mm of rain was received in RAF Northolt and 27.0mm was received in Pinner Cemetery.

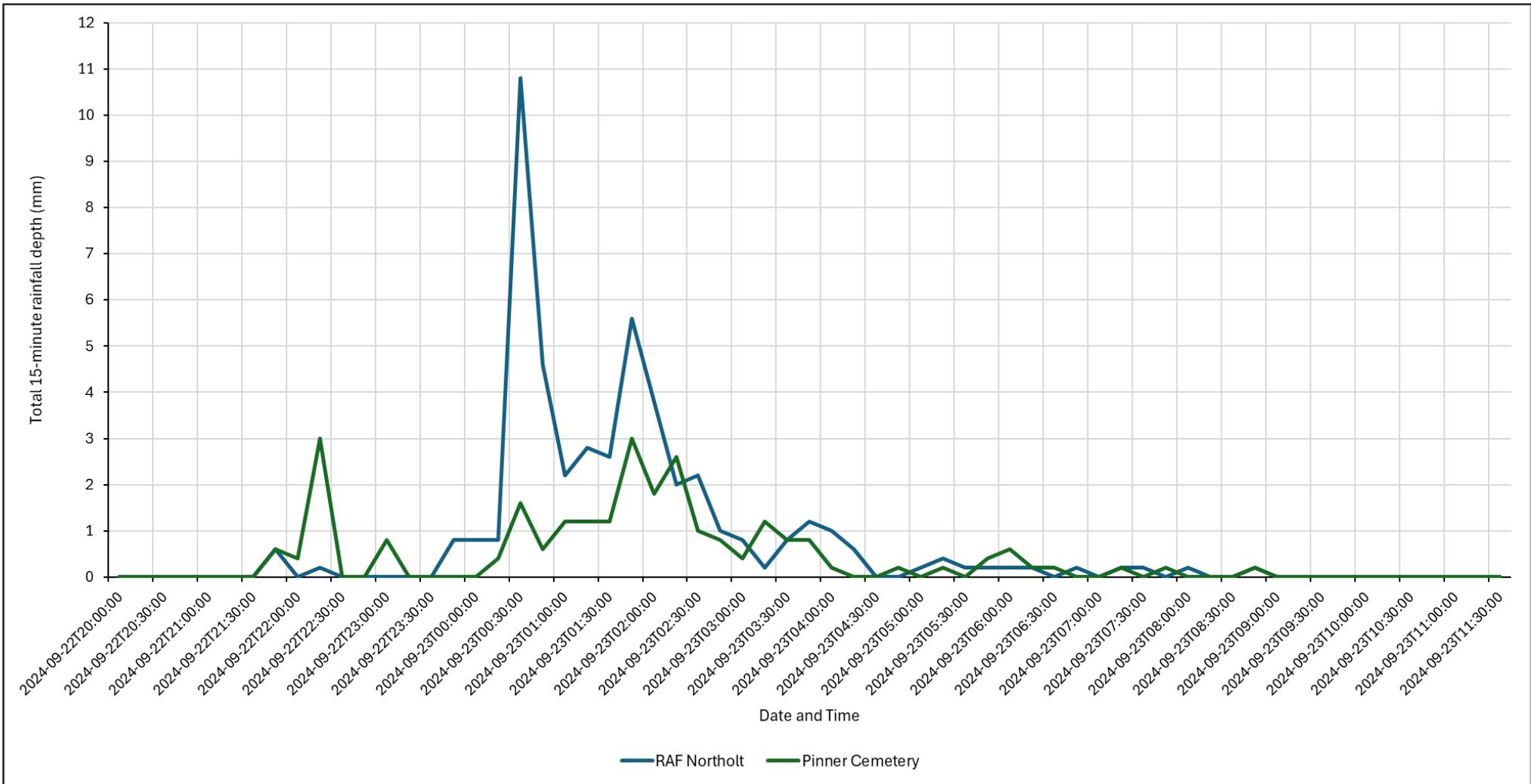


Figure 3-1: Rainfall at RAF Northolt and Pinner Cemetery on 22 and 23 September 2024.

### 3.3 River Gauge Data

- 3.3.1 River level data recorded by EA gauges has been collated for the River Pinn, Yeading Brook East and Yeading Brook West. The locations of these gauges are shown in
- 3.3.2 *Figure 3-5*. River level data could not be collected for the Ickenham Stream as there is no gauge within this river.
- 3.3.3 *Figure 3-2* shows the water levels measured in the River Pinn by two EA gauges. The Ruislip gauge is located approximately 3km upstream of the Swakeleys Road gauge. Levels in the River Pinn started to rise after 22:15 on the 22 September. At the Ruislip gauge, the water level rose from 0.27m at 22:15 to a peak of 1.57m at 05:15 on the 23 September, an increase of 1.30m.
- 3.3.4 The EA records the normal range for this gauge as 0.14 - 1.20m. It was reported that the River Pinn breached its banks in Pinn Meadows, which is where the Ruislip gauge is located. At the Swakeleys Road gauge, water levels were around 0.67m at 22:15 and rose to a maximum of 1.47m at 04:13 on the 23 September, an increase of 0.80m. These levels are within the normal range for this gauge, which is 0.56 - 1.50m.
- 3.3.5 It was reported that the River Pinn breached its banks in St George's Field, which is where the Swakeleys Road gauge is located. The Swakeleys Road gauge took notably longer than the Ruislip gauge to record water levels similar to those before the rainfall event. This is likely because the Swakeleys Road gauge is located downstream of the Ruislip gauge, meaning that surface water from a larger proportion of the river basin discharges into the river by this point.

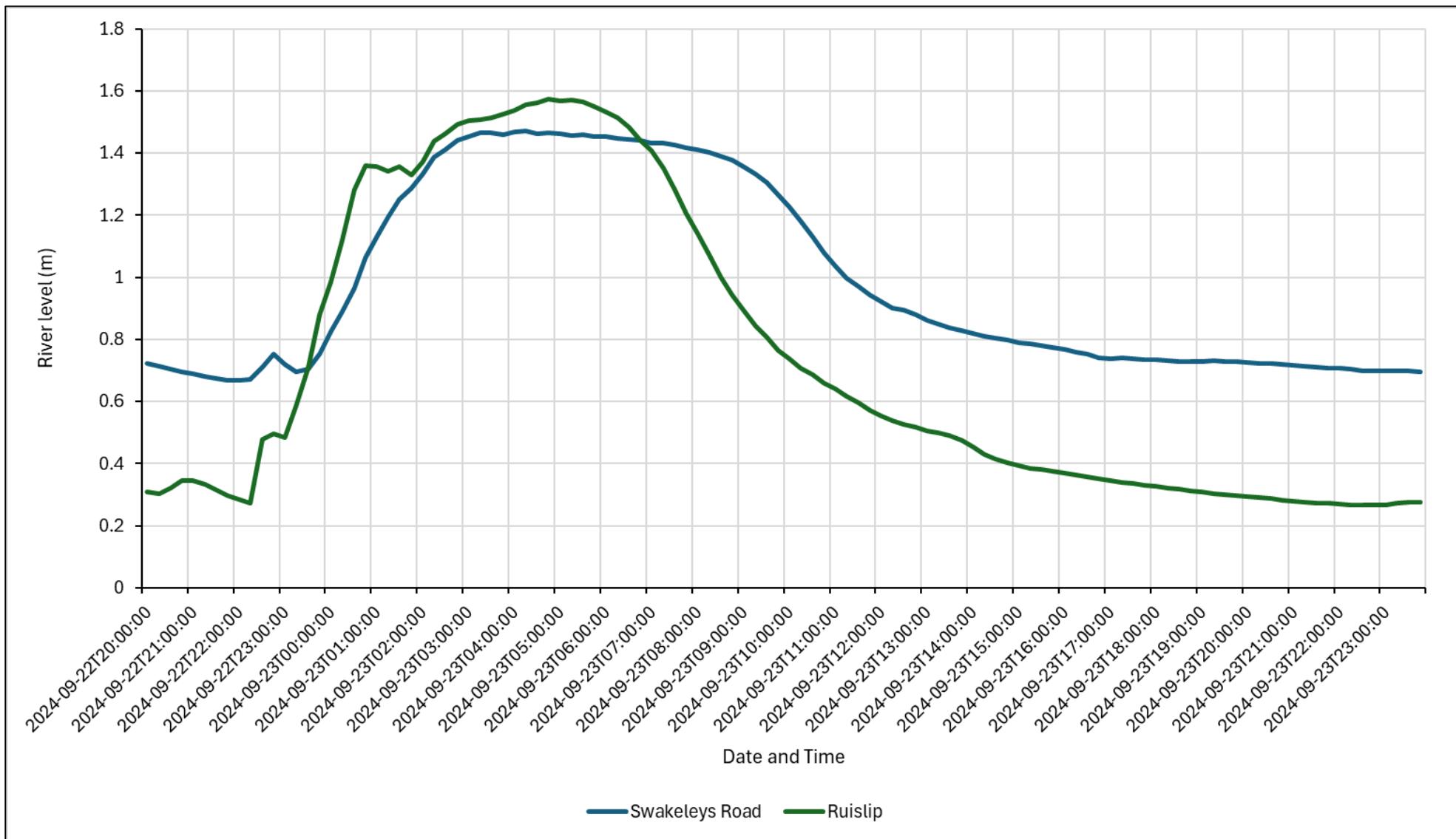


Figure 3-2: River level data from the Ruislip and Swakeleys Road EA gauges on 22 and 23 September 2024.

3.3.6 *Figure 3-3* shows the water levels measured in the Yeadings Brook West by two EA gauges. The Village Way gauge is located approximately 7km upstream of the Gutteridge Wood gauge. Levels in the Yeadings Brook West started to rise after 22:15 on the 22 September. At the Village Way gauge, the water level rose from 0.21m at 22:15 to a peak of 0.97m at 03:00 on the 23 September, an increase of 0.76m. These levels are within the normal range for this gauge, which is 0.06 - 1.19m.

3.3.7 At the Gutteridge Wood gauge, the water level rose from 0.43m at 22:15 to a peak of 1.22m at 23:00 on the 23 September, an increase of 0.79m. These levels are within the normal range for this gauge, which is 0.08m - 2.30m.

3.3.8 The peak water levels at the Gutteridge Wood gauge occurred much later than those at the Village Way gauge. This is likely because the Village Way gauge is located much further upstream than the Gutteridge Wood gauge, so there is a time delay as peak flows travel downstream.

3.3.9 There was one report of the Yeadings Brook West breaching its banks during the rainfall event adjacent to Whitby Road, in between the two-level gauges. It is understood that this was due to a slight trench in the riverbank which operated as a flow channel. This has been identified for further investigation and remedial action.

3.3.10 *Figure 3-4* shows the water levels measured in the Yeadings Brook East by two EA gauges. The Thistledene Avenue gauge is located approximately 2km upstream of the Yeadings East gauge. Levels in the Yeadings Brook East started to rise 45 minutes later than in the River Pinn and Yeadings Brook West, at 23:00 on the 22 September.

3.3.11 At the Thistledene Avenue gauge, the water level rose from 0.05m at 23:00 to a peak of 1.09m at 02:45 on the 23 September, an increase of 1.04m. These levels are within the normal range for this gauge, which is 0.01 - 1.10m. At the Yeadings East gauge, the water level rose from 0.23m at 23:45 to a peak of 1.05m at 03:45 on the 23 September, an increase of 0.82m. The EA records the normal range for this gauge as 0.03 – 0.65m.

3.3.12 The Yeadings Brook East reportedly breached its banks less than 500m upstream of the Yeadings East next to Bourne Primary School. Like with the gauges within the River Pinn and Yeadings Brook West, the hydrograph from the gauge further downstream shows a delayed profile compared that from the upstream gauge, as it takes time for peak flows to travel downstream.

**3.3.13** The investigation has found that the coverage of gauges and monitoring locations is not sufficient to allow for a robust understanding of the catchment. **A review of the efficacy and spacing of the gauges is recommended to ensure sufficient coverage in the priority flood risk areas.**

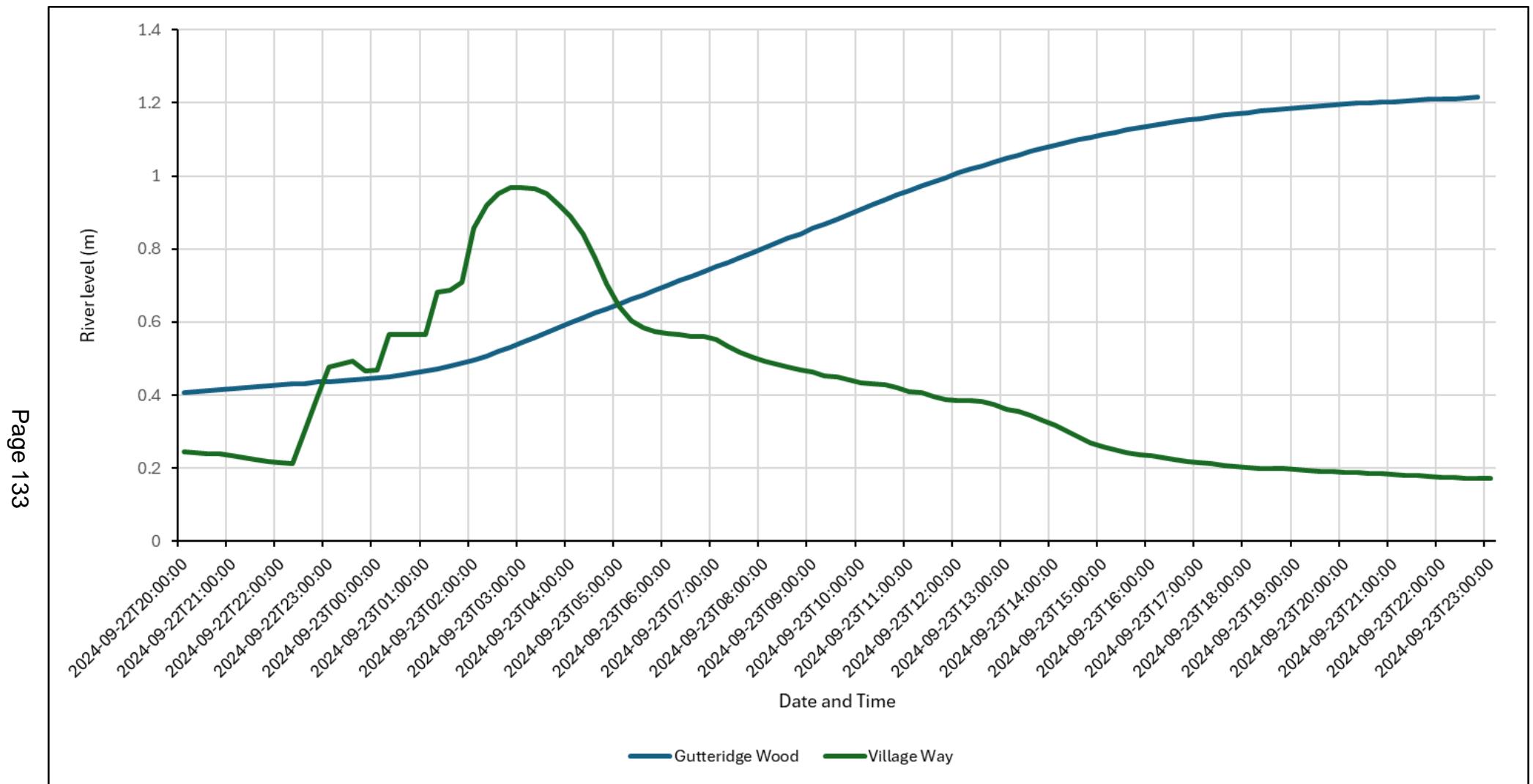


Figure 3-3: River level data from the Village Way and Gutteridge Wood EA gauge on 22 and 23 September 2024.

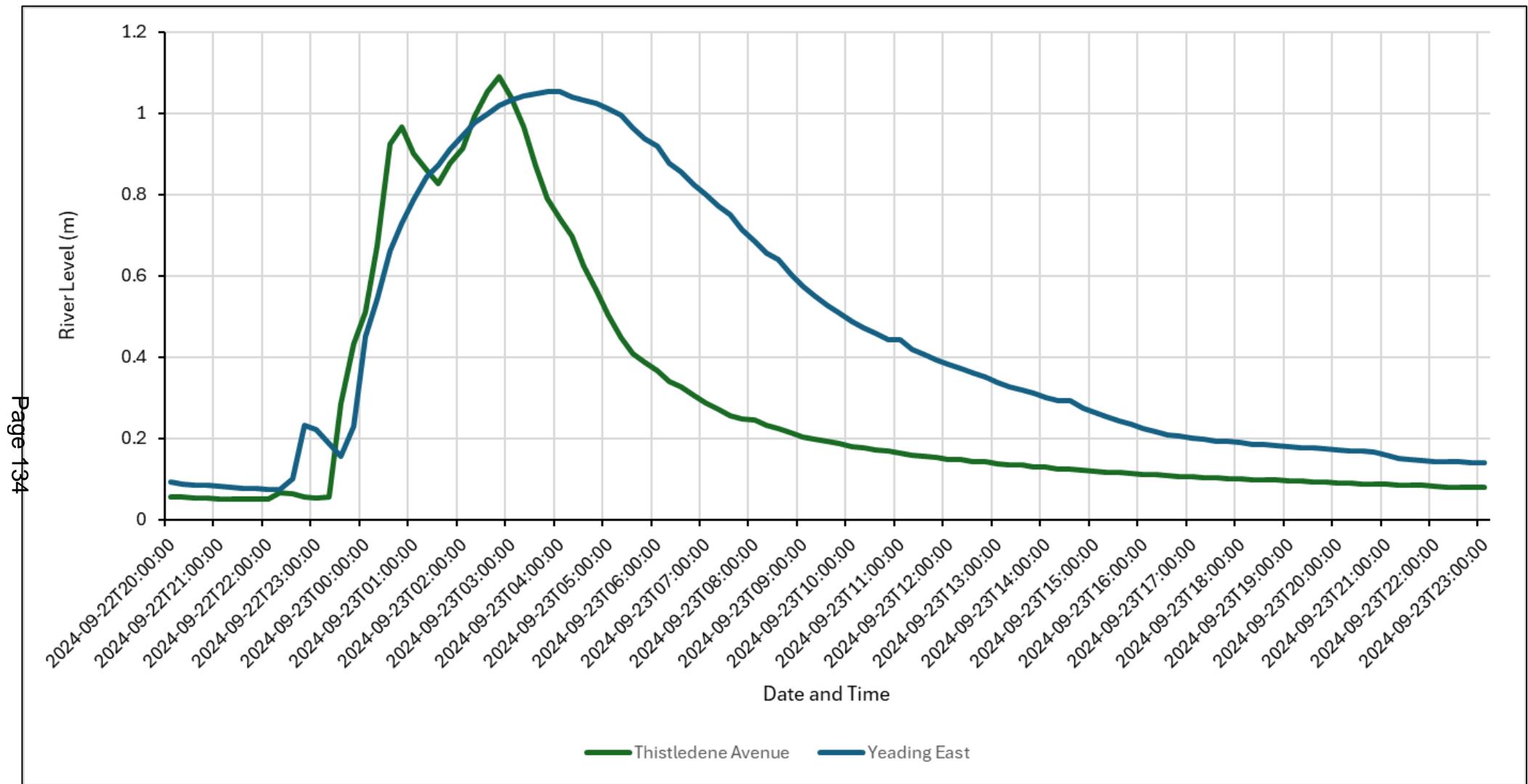


Figure 3-4: River level data from the Thistledene Avenue EA gauge on 22 and 23 September 2024.

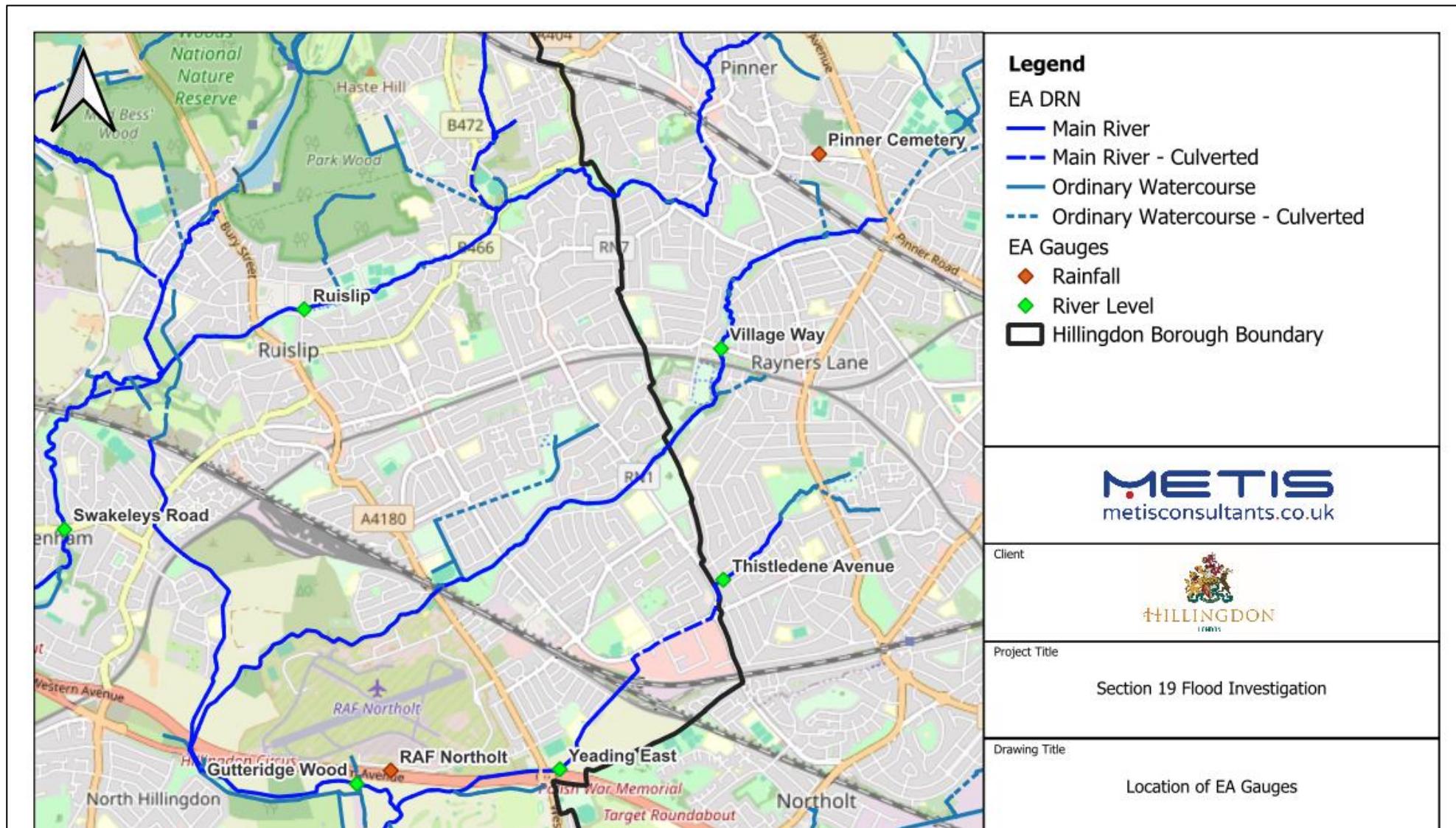


Figure 3-5: Locations of EA gauges discussed in this investigation.

## 3.4 Affected Locations and Hydrological Catchments

3.4.1 As mentioned in *Section 1.1*, there were 172 flood incidents reported in total as a result of the rainfall on the 22 and 23 September. The reports were classified into internal and external flooding as defined in *Table 3-1*.

Internal flooding	Flooding inside a building, including basements but excluding sheds and garages.
External flooding	Flooding within the boundaries of the property but not inside the property. It includes gardens, driveways, sheds, and garages.

Table 3-1: Definitions of internal and external flooding.

3.4.2 Of the 172 reported incidents, 123 were internal and 49 were external. The locations of these incidents are shown in Figure 3-6; the majority of the reports were from the Ickenham and Ruislip areas.

3.4.3 Hillingdon Council have identified 43 hydrological catchments across the borough as part of their [Catchment Plan 2022](#). They were mapped based on overland flow paths via either natural topography or manufactured drainage structures to an outlet. The locations of the catchments that contain internal flood reports from the 23 September 2024 are provided in *Appendix A*. Due to the large number of reported incidents, detailed flood analysis has only been undertaken in *Sections 4 to 11* for the catchments that contain more than one internal incident in line with Hillingdon Council's Section 19 criteria. External flooding incidents and catchments that do not meet the Section 19 criteria are discussed in less detail in *Section 15*.

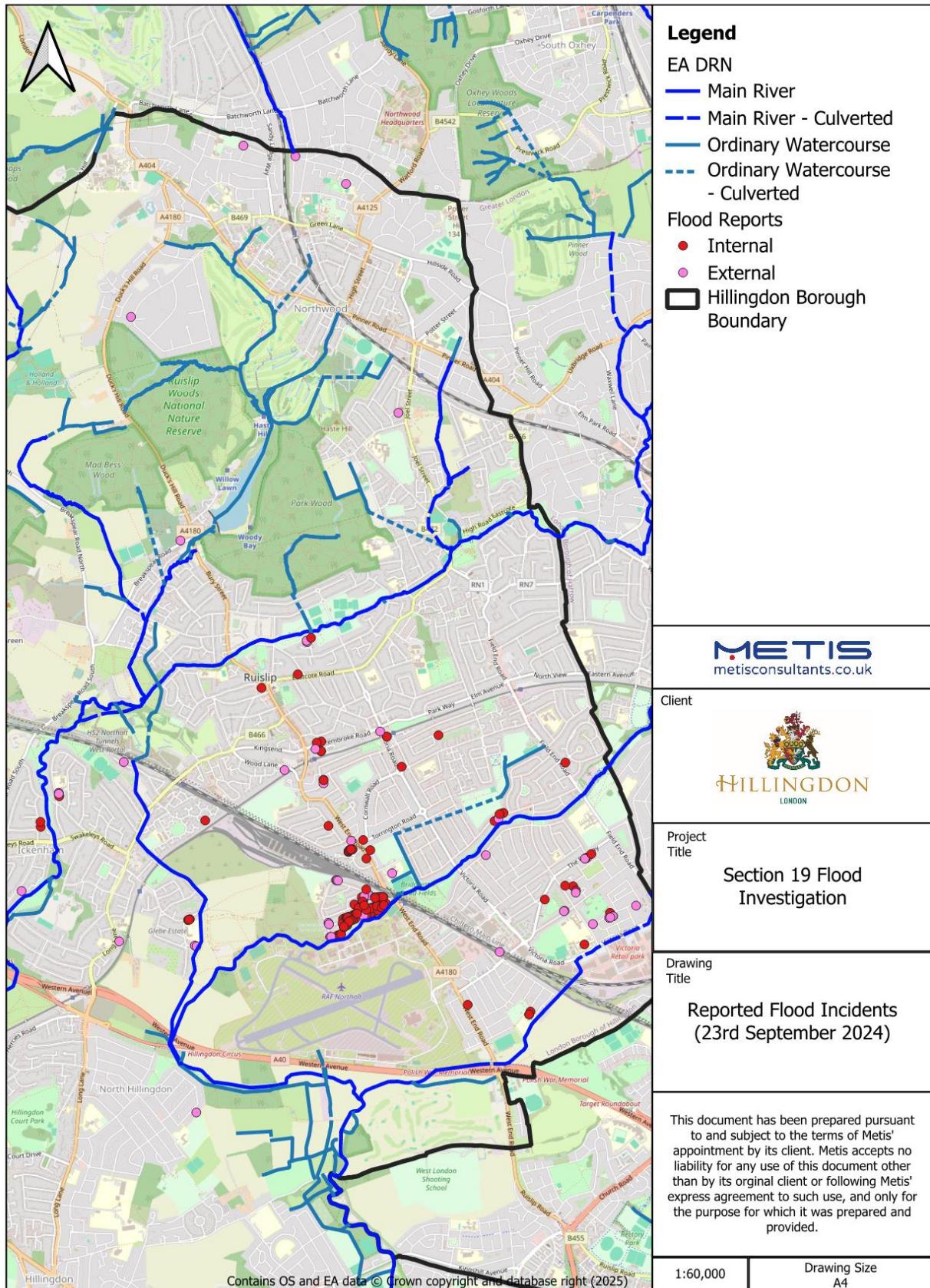


Figure 3-6: Location of reported flood incidents from the 23 September 2024.

## 4 Flood Event Analysis

### 4.1 Introduction

4.1.1 This Section describes the reported flood incidents, the local flood risk, the local drainage network, and the flood mechanisms for each catchment. The discussion of local flood risk will cover surface water, fluvial, ordinary watercourse, groundwater, and sewer flood risk. It is acknowledged that the flood mechanisms for each catchment have been deduced based on the available data and may change as a result of new evidence becoming available.

4.1.2 Flooding from surface water occurs when water from intense or prolonged rainfall is unable to sufficiently drain away through constructed sewer systems or ground infiltration, resulting in surface accumulation. The EA defines the risk of flooding from surface water (RoFSW) within three categories, as described in *Table 4-1*.

*Table 4-1: Risk of flooding from surface water categories.*

<b>Low Risk</b>	The area has a chance of flooding of between 0.1% and 1.0% each year.
<b>Medium Risk</b>	The area has a chance of flooding of between 1.0% and 3.3% each year.
<b>High Risk</b>	The area has a chance of flooding of greater than 3.3% each year.

4.1.3 Fluvial flooding occurs when intense or prolonged rainfall results in Main Rivers exceeding their hydraulic capacity and overtopping their banks. The EA defines fluvial flood risk within three categories, as described in *Table 4-2*.

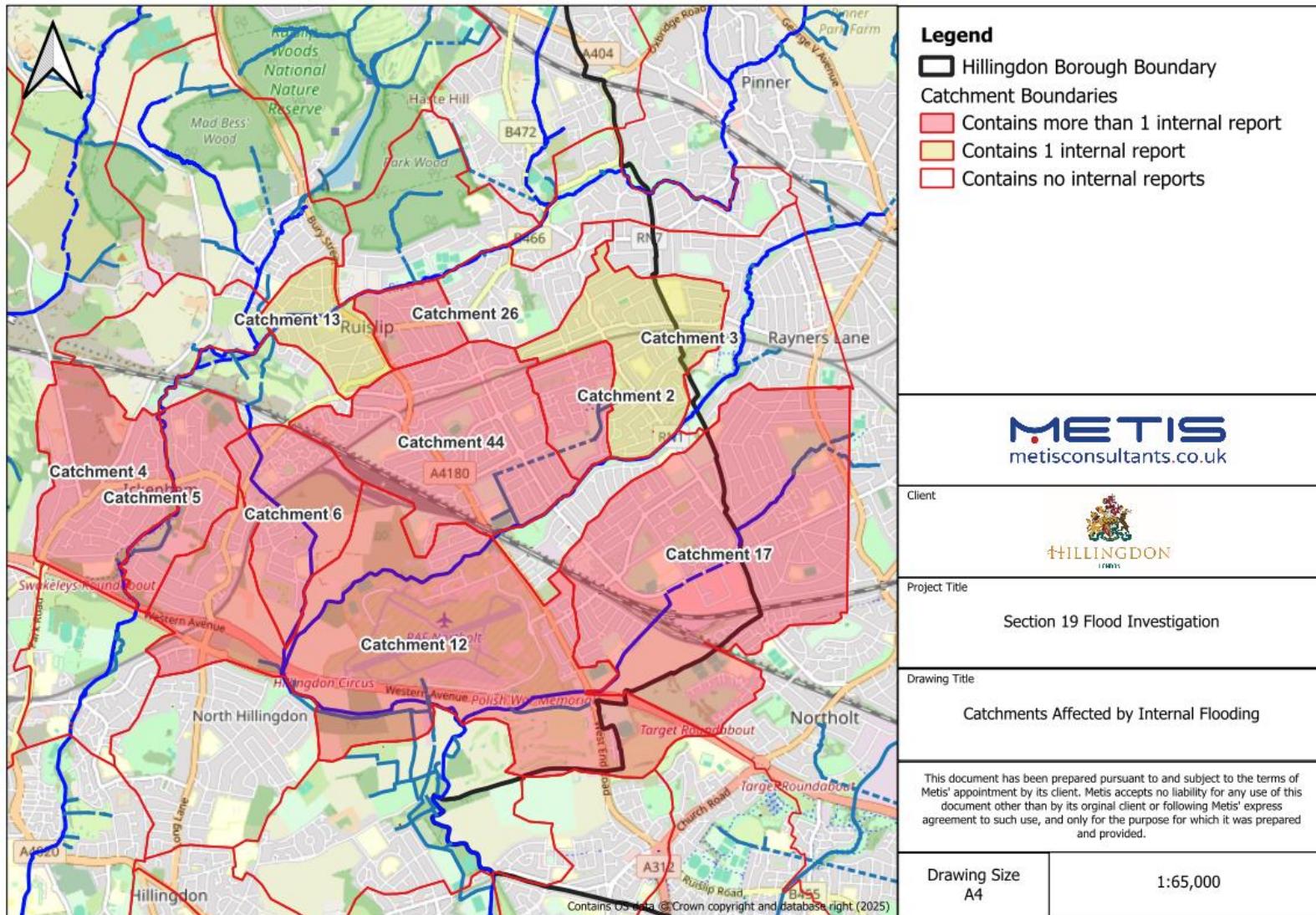
*Table 4-2: Risk of fluvial flooding categories.*

<b>Flood Zone 1</b>	The area has a chance of flooding of less than 0.1% each year.
<b>Flood Zone 2</b>	The area has a chance of flooding of between 0.1% and 1.0% each year.
<b>Flood Zone 3</b>	The area has a chance of flooding of greater than 1.0% each year.

4.1.4 Ordinary watercourses are any watercourses that the EA have not designated as Main Rivers. Flooding from ordinary watercourses can occur if prolonged or intense rainfall causes peak flows to exceed the hydraulic capacity, resulting in flooding to adjacent areas.

4.1.5 Sewer flooding occurs when the volume of rainfall entering the sewer network exceeds the hydraulic capacity of that network, causing the system to back up and surcharge. Sewer flooding can be exacerbated in instances where the sewer is obstructed by debris, the receiving watercourse has high water levels blocking the outlet, or where there is ingress of groundwater.

4.1.6 The catchments relevant to the analysis are set out below. Additional references have been provided within the relevant chapters for ease of identification.



## 5 Catchment 2 – Bessingby Park Area, Ruislip

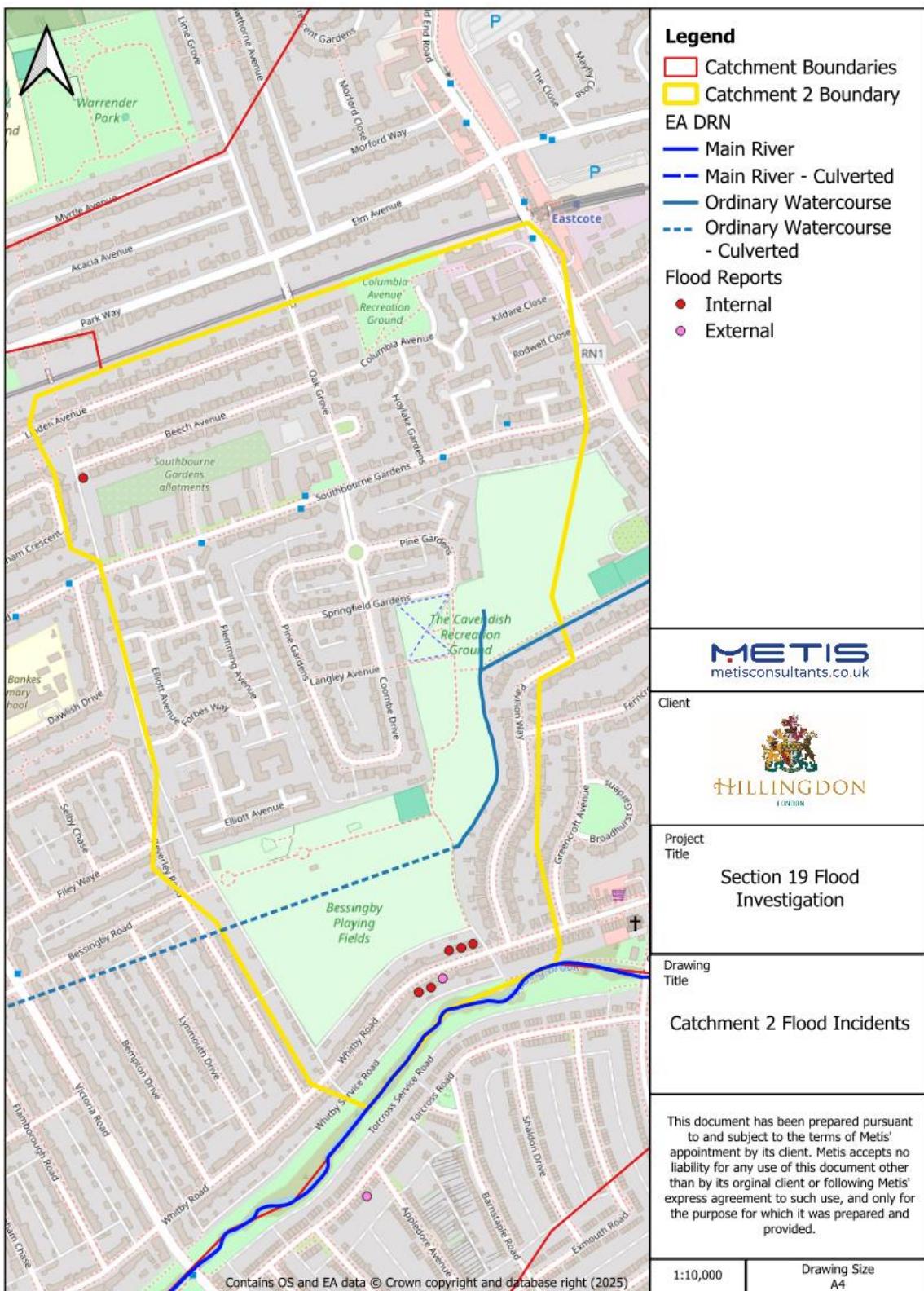


Figure 5-1: Catchment 2 flood incidents from the 23 September 2024 flood event.

## 5.1 Background

5.1.1 Catchment 2 is located in the north-east of the borough. [BGS Geology Viewer](#) shows that this catchment is underlain by Lambeth Group bedrock geology, which is characterised by a variable permeability with layers that can bear water. It includes a section of Brook Common which the Yeading Brook West runs through. It also includes the majority of Bessingby Park, which is the location of a flood alleviation scheme that involved the implementation of two detention basins in 2021 and 2022 in response to repeated flooding to nearby properties prior to 2021. As shown in figure 5-1 there were five internal flood incidents and one external flood incident reported in this catchment. The internal flood incidents occurred along Whitby Road and Beech Avenue.

### *Surface Water*

5.1.2 As shown in Figure 5-2, there are two major surface water flow paths that run from the north of the catchment through Bessingby Park towards the Yeading Brook West in the south of the catchment. At Whitby Road, they converge with a third major flow path which originates from Catchment 3 to the east. The result is an elevated risk of surface water flooding along Whitby Road.

### *Fluvial*

5.1.3 As seen in Figure 5-3, some Whitby Road properties in the south-eastern extent of the catchment are located within Flood Zone 2. However, all the reported flood incidents are located within Flood Zone 1.

5.1.4 Although located within Flood Zone 1 and 2, some properties reported internal flooding from the river. On investigation there is a slight trench that leads to the properties north of the Yeading Brook West which operates as a flow channel. This has been identified for further investigation and remedial action.

### *Ordinary Watercourses*

5.1.5 Figure 5-3 shows that there is an ordinary watercourse which runs through Catchment 2. It is an open channel along the eastern boundary of Bessingby Park but becomes culverted as it crosses the green space. One of the major surface water flow paths follows the route of the open section of the ordinary watercourse. However, the flow path diverts from this route when the ordinary watercourse becomes culverted, potentially indicating that the capacity of the culvert can only deal with low-intensity rainfall events.

### *Groundwater*

5.1.6 Groundwater flood risk mapping is not available for this catchment.

## **Sewer**

5.1.7 The TWUL sewer network data shows that the sewer network in Catchment 2 is comprised entirely of surface water sewers that travel towards the Yeadings Brook West. There are only two discharge points into the Yeadings Brook West in this catchment which are both located adjacent to 168 Whitby Road. Considering this, there is a likelihood of sewer flooding in this catchment during heavy rainfall events as high river levels could reduce the network's ability to discharge, limiting its capacity for surface water.

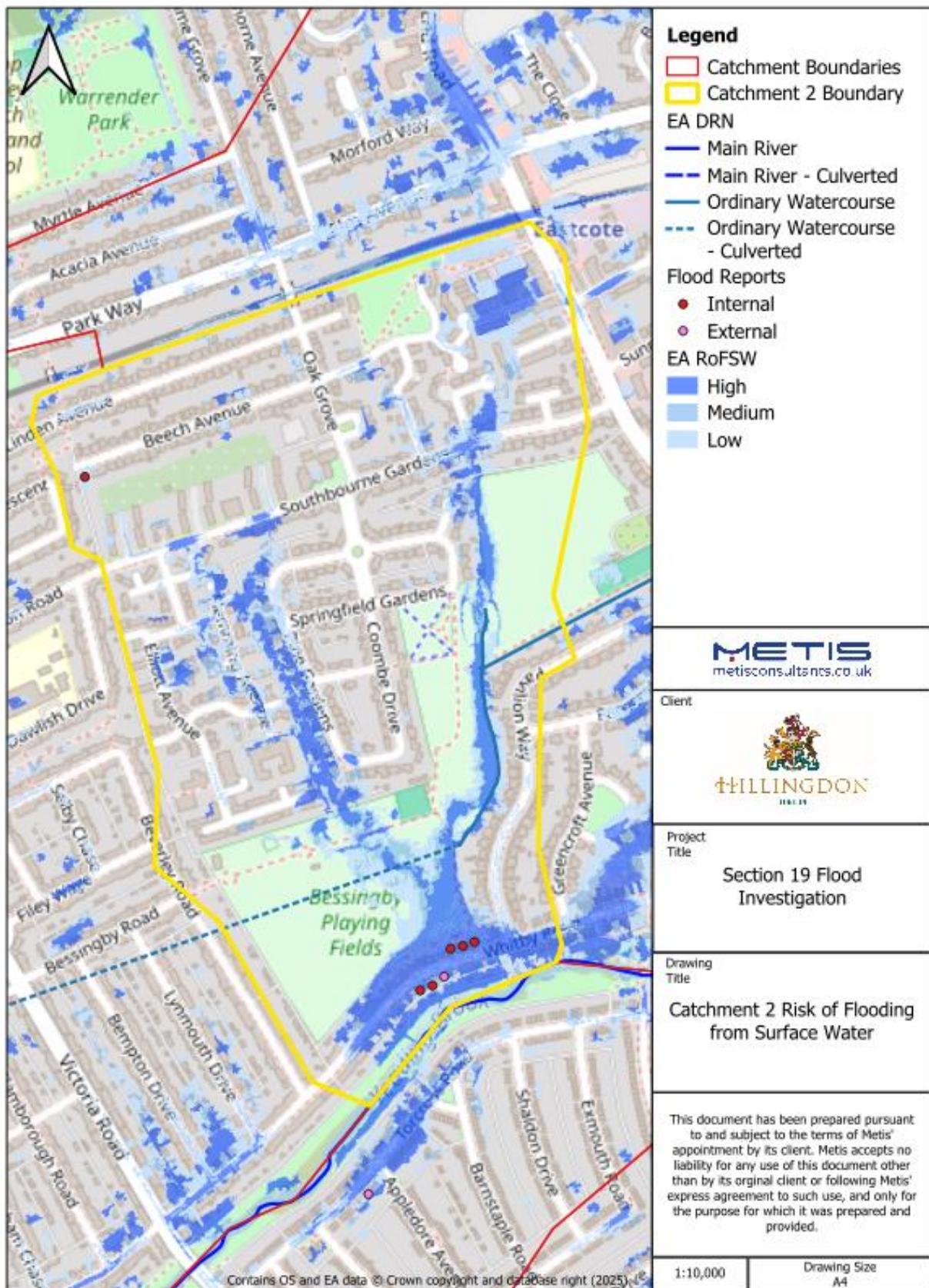


Figure 5-2: Catchment 2 flood incidents and Risk of surface water flooding.

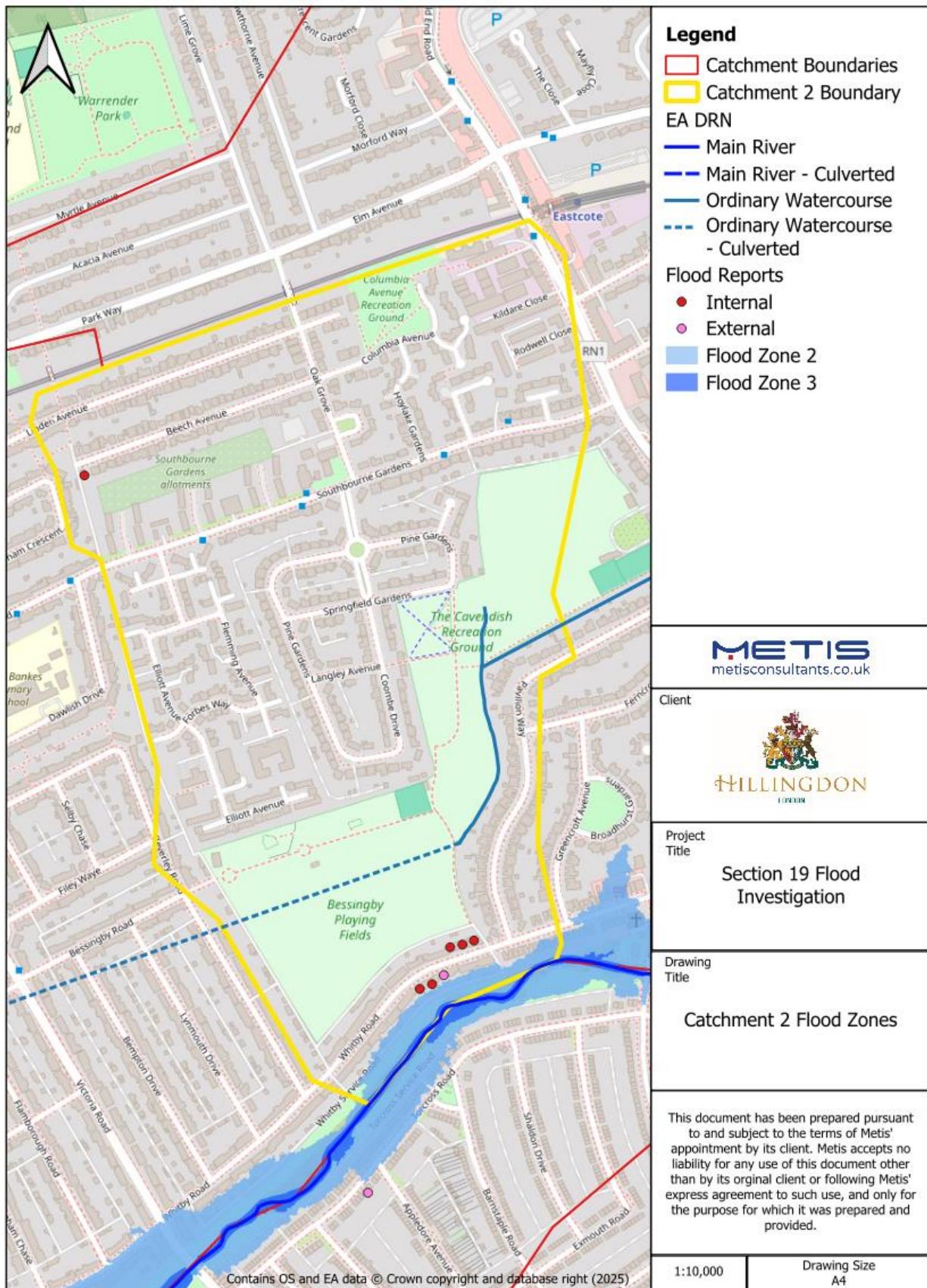


Figure 5-3: Catchment 2 flood incidents and Flood Zones.

## 5.2 Sources and Causes of Flooding

- 5.2.1 LiDAR data shows the Yeading Brook West is a low point in Catchment 2, so rain that falls in the catchment is likely travels towards this watercourse as predicted in the EA's RoFSW mapping.
- 5.2.2 Bessingby Park is located north of the Yeading Brook West, so surface water from the catchment must first run through this green space before reaching the river. The volumes of water flowing through Bessingby Park likely exceeded the capacity of the ordinary watercourse culvert, meaning that this watercourse would have been ineffective at draining the surface water away.
- 5.2.3 The detention basins implemented within Bessingby Park was designed to alleviate against the 1 in 5 year rainfall event, so these were less effective at managing surface water runoff during this more intensive rainfall event and the exceedance flows ran onto Whitby Road via the footpath between 123 Whitby Road and 180 Pavilion Way. As detailed in 3.3, the water levels in the Yeading Brook West rose during the rainfall event which reduced the ability of the surface water sewers to discharge, limiting how much surface water could drain away from Whitby Road. This was exacerbated as all the surface water sewer pipes in the catchment converge at Whitby Road. The volumes of water reaching this confluence was greater than the capacity of the network here, causing the sewer to surcharge as shown in Figure 5-4.



Figure 5-4: Photograph of the surface water sewer in Bessingby Park surcharging on the 23 September 2024.  
Image credit: Whitby Road resident.

5.2.4 In the north-west corner of the catchment, it was noted that surface water follows the topography of the land off the railway footbridge onto Linden Avenue and then straight down the footpath towards Beech Avenue, which is pictured in Figure 5-5. There is no gully at the junction between Linden Avenue and the footpath heading down towards Beech Avenue. The TWUL sewer network mapping shows that the gullies on either side of this point are the head of separate sewer runs that flow in opposite directions.

5.2.5 There are gullies on both sides of the road at Beech Avenue, however, the gullies closest to the end of the road are not in a position to capture any of the surface water running down the footpath before it reaches Beech Avenue properties. The only green space between Linden Avenue and Beech Avenue is a relatively narrow strip along the western edge of 58 Beech Avenue, pictured in Figure 5-6. Therefore, the likely cause of internal flooding along Beech Avenue was due to limited interception from gullies or green spaces resulting in large volumes of surface water flowing from Linden Avenue to Beech Avenue and entering the property through low-lying doors.



Figure 5-5: Photograph of the junction between Linden Avenue and the footpath to Beech Avenue. Image credit: Metis Consultants Ltd.



Figure 5-6: Photograph of the green space between Linden Avenue and Beech Avenue. Image credit: Metis Consultants Ltd.

## 5.3 Recommendations

- Hillingdon Lead Local Flood Authority officers should conduct a review of the flood alleviation works in Bessingby Park, ensuring that the basins are working as designed.
- Lead Local Flood Authority officers should facilitate the formation of a Flood Action Group (FLAG) at Whitby Road which may increase community flood resilience.
- Lead Local Flood Authority officers should further investigate the mechanisms of the fluvial flooding along Whitby Road and undertake remedial action if necessary.
- Hillingdon Highways Team should consider reprofiling works and the installation of additional gullies along Beech Avenue to reduce the risk of flooding to properties from the highway.
- Flood-affected residents should consider installing Property Flood Resilience (PFR) measures to reduce the amount of floodwater entering their property during a flood event. The National Flood Forum has a six-step guide to navigate the process of installing PFR measures.
- Lead Local Flood Authority officers should investigate options for further flood alleviation works in Bessingby Park and bid for future funding opportunities should a feasible option be identified.

## 6 Catchment 4 – Breakspear Road South, Ickenham

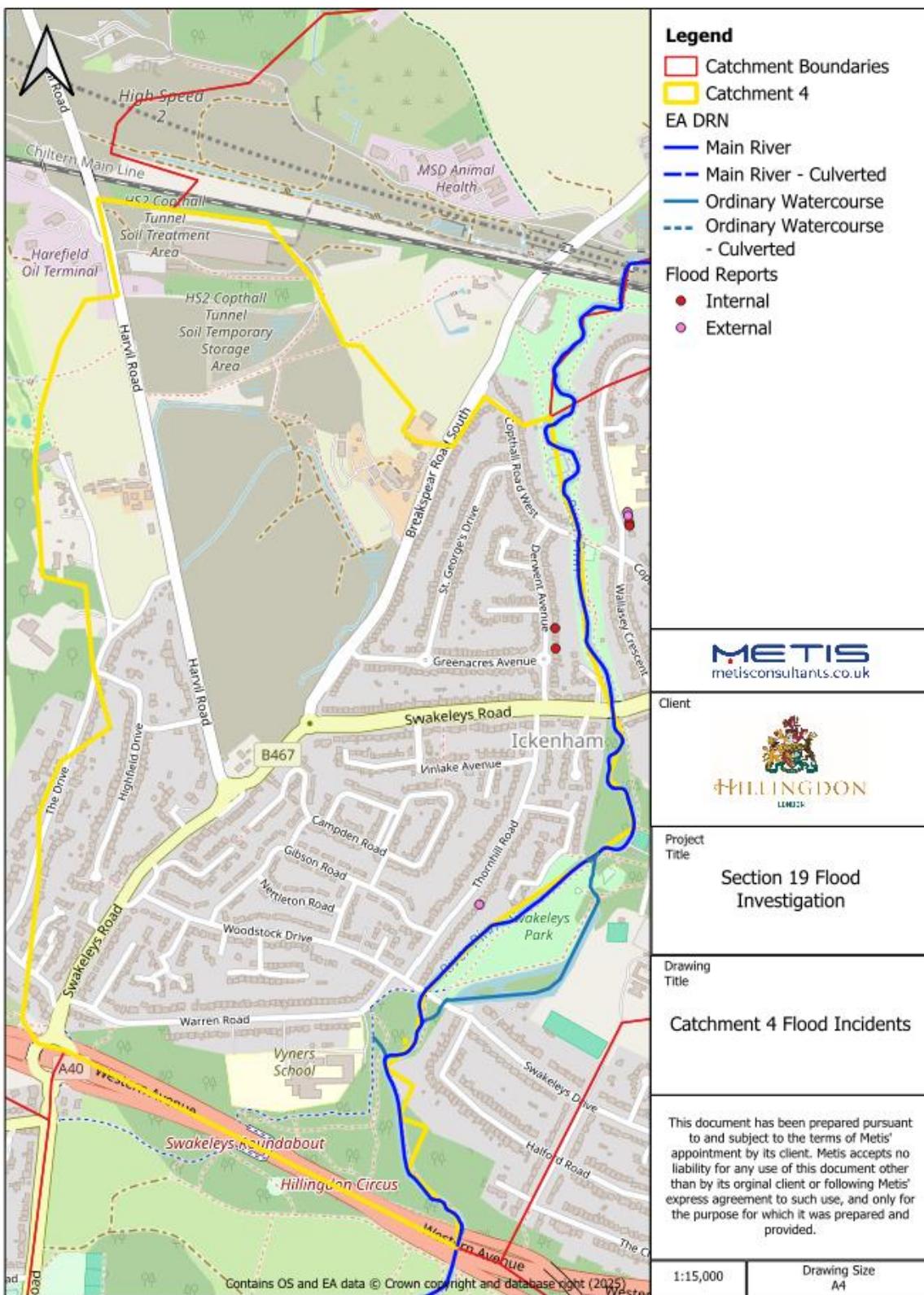


Figure 6-1: Catchment 4 flood incidents from the 23 September 2024 flood event.

## 6.1 Background

6.1.1 Catchment 4 is located in the west of the borough. [BGS Geology Viewer](#) shows that the west of this catchment is underlain by London Clay bedrock geology, which is characterised by a low permeability, whilst the east of this catchment is underlain by Lambeth Group bedrock geology, which is characterised by a variable permeability. The catchment consists of a mix of residential housing and large areas of open green space which are currently being developed by High Speed 2 (HS2). The River Pinn runs along the eastern boundary of the catchment. As shown in figure 6-1, there were two internal flood incidents and one external flood incident reported in Catchment 4. The internal flood incidents occurred along Derwent Avenue.

### *Surface Water*

6.1.2 As shown in figure 6-2, there is one major surface water flow path that runs from the HS2 development in the north-west of the catchment towards the River Pinn in the east of the catchment. Residential properties located between the HS2 project, and the River Pinn are at a high risk of surface water flooding.

### *Fluvial*

6.1.3 As seen in figure 6-3, the EA's Flood Zone mapping shows that Flood Zone 3 extends over Derwent Avenue, Kenbury Close, Greenacres Avenue, and Copthall Road West.

### *Ordinary Watercourses*

6.1.4 Figure 6-3 also shows that there is a small stretch of an ordinary watercourse in Catchment 4 which is located in the A40 Fields Woods which connects to the River Pinn. The ordinary watercourse is not located near to or upstream of any reported flood incidents.

### *Groundwater*

6.1.5 As seen in figure 6-4 the available data shows that Catchment 4 has less than 25% susceptibility to groundwater flooding, therefore it could be considered that the risk of groundwater flooding is low.

### *Sewer*

6.1.6 The TWUL sewer network data shows that the sewer network in Catchment 4 is comprised entirely of surface water sewers that mostly travel towards the River Pinn. When river levels in the River Pinn are high, there is an increased likelihood of sewer flooding in this catchment, as this would limit the sewer network's ability to discharge and reduce its capacity.

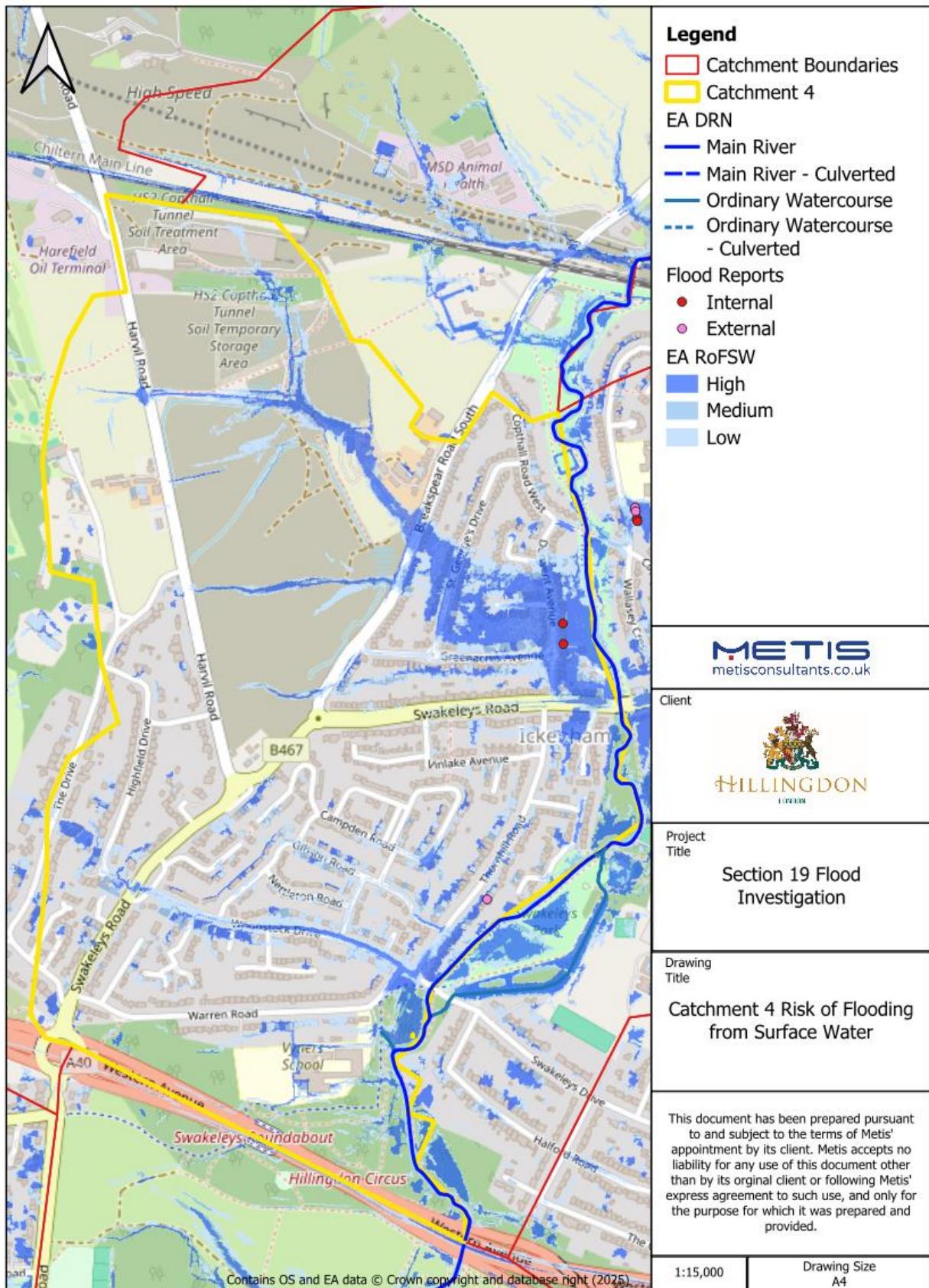


Figure 6-2: Catchment 4 flood incidents and Risk of surface water flooding.

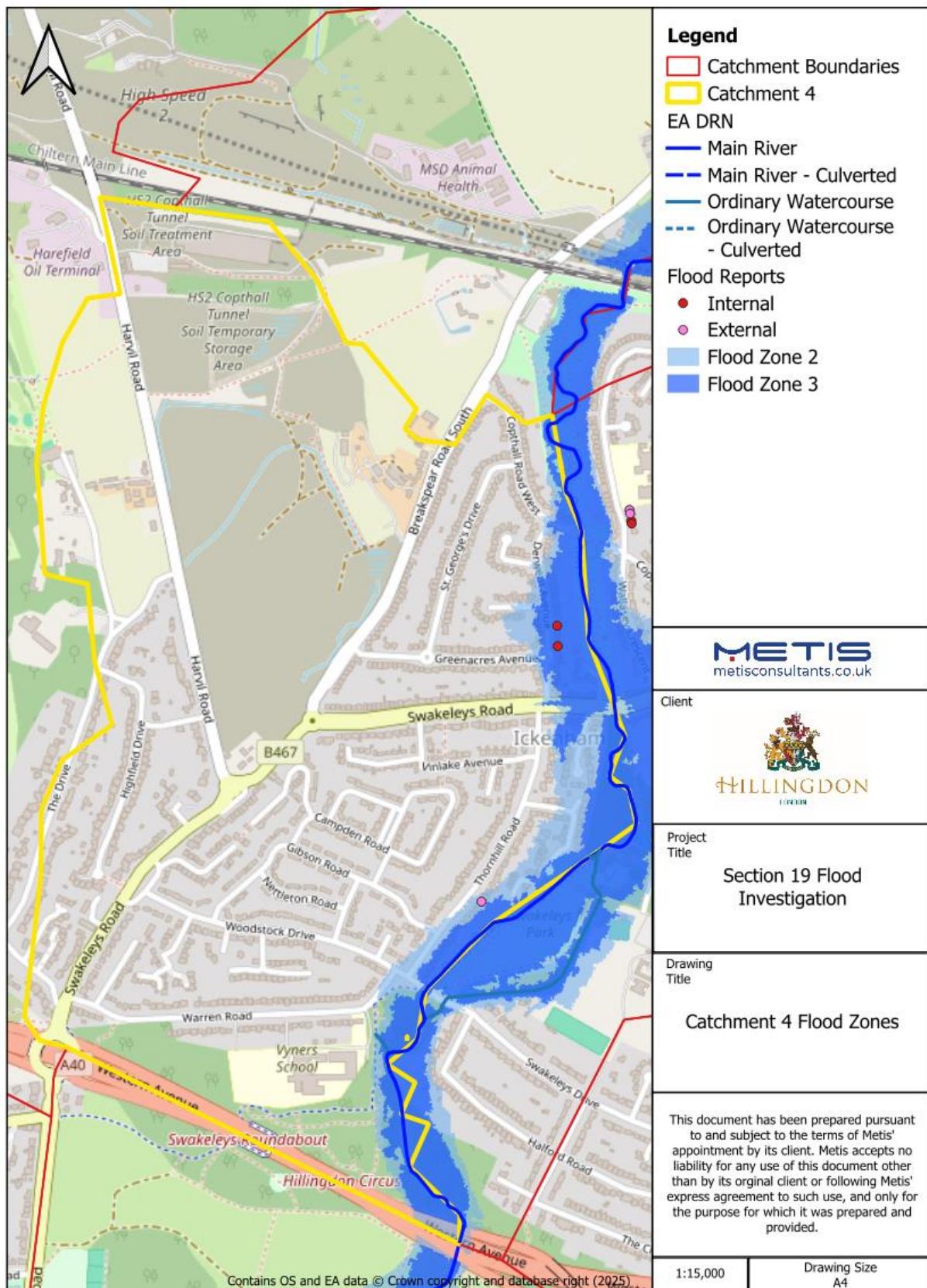


Figure 6-3: Catchment 4 flood incidents and Flood Zones.

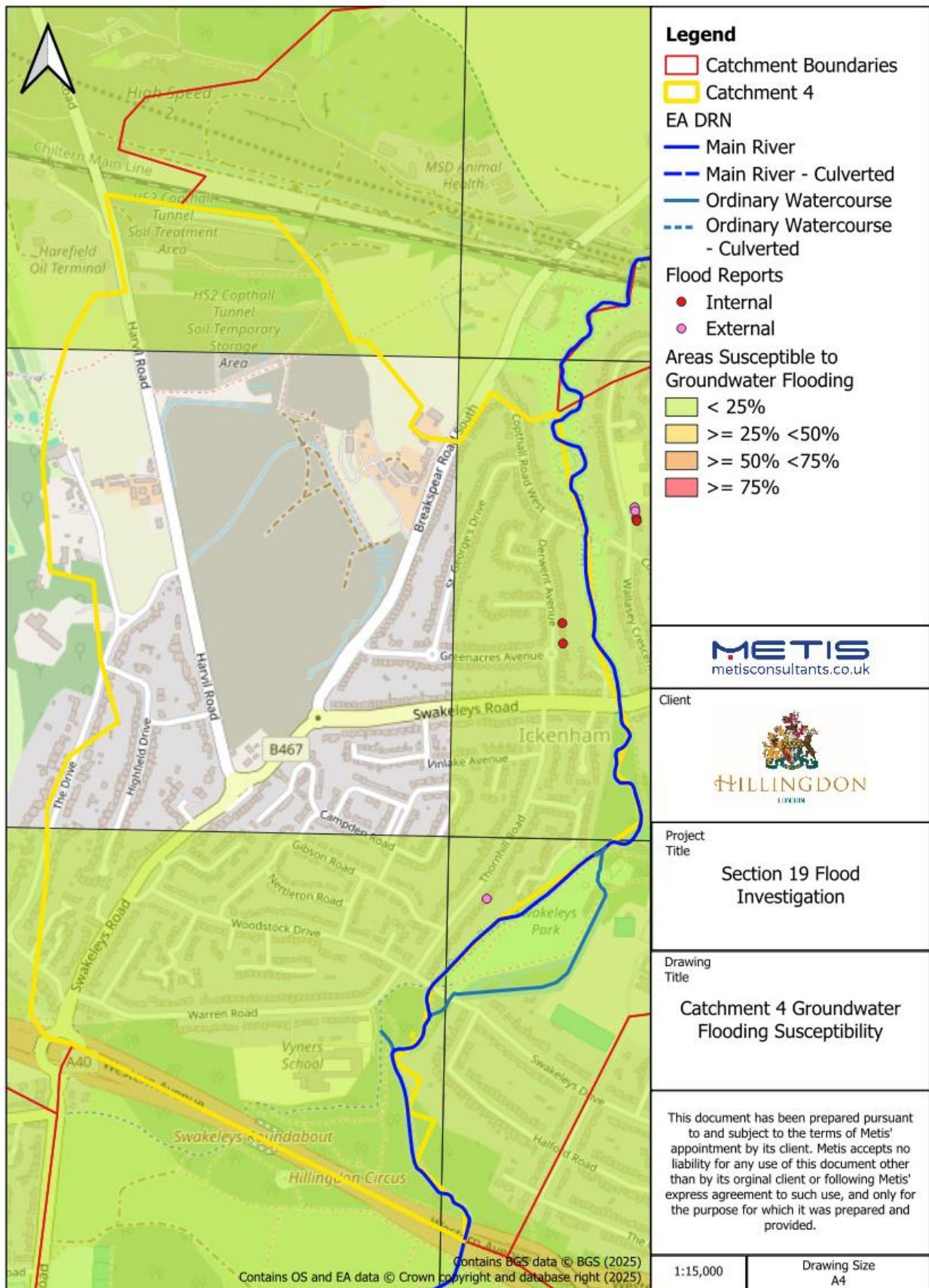


Figure 6-4: Catchment 4 flood incidents and groundwater flooding susceptibility.

## 6.2 Sources and Causes of Flooding

- 6.2.1 LiDAR data shows the River Pinn is a low point in Catchment 4, which means rain that falls within the catchment is likely to travel towards this watercourse, as predicted by the EA's RoFSW mapping.
- 6.2.2 As detailed in section 3.3, the levels in the River Pinn rose, reducing the sewer network's ability to discharge and limiting its capacity. Surface water flowing from the north-west of the catchment across Derwent Avenue was likely unable to drain away into the sewer system and instead flowed towards the front of Derwent Avenue properties via dropped kerbs. This surface water was then able to enter properties through low-lying doors and airbricks.
- 6.2.3 The levels in the River Pinn reportedly continued to rise until it burst its banks into St George's Field. Derwent Avenue properties back onto St George's Field. As predicted by the EA's Flood Zone mapping, it was reported that the fluvial flooding extended far enough to cause additional water to enter some of these properties through low-lying back doors and airbricks.

## 6.3 Recommendations

- Flood-affected residents should consider installing PFR measures to reduce the amount of floodwater entering their property during a flood event. The National Flood Forum has a [six-step guide](#) to navigate the process of installing PFR measures.
- Hillingdon Council should continue to review HS2 plans, ensuring that the development does not increase the risk of flooding to surrounding properties.

## 7 Catchment 5 – Central Ickenham

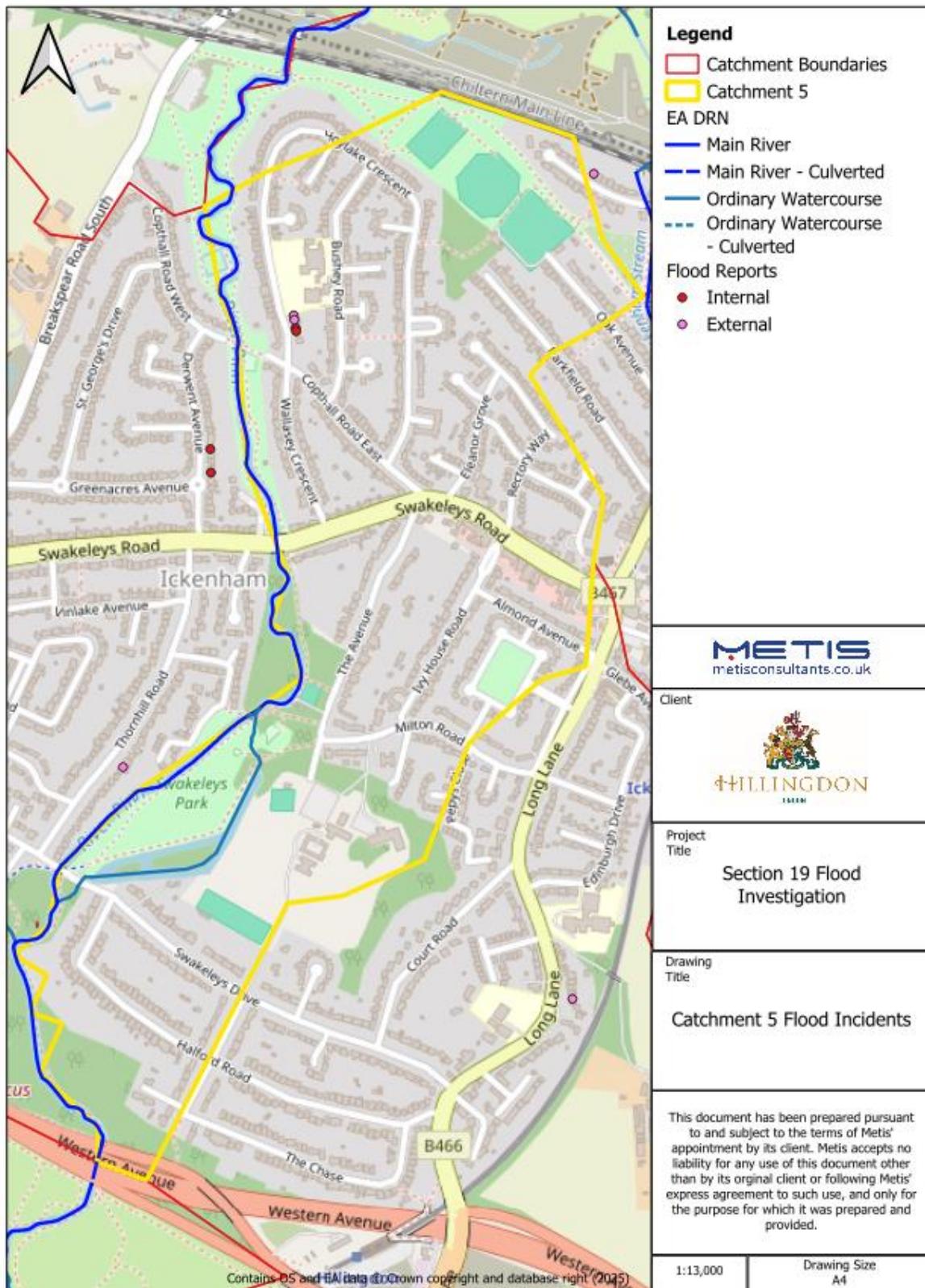


Figure 7-1: Catchment 5 flood incidents from the 23 September flood event.

## 7.1 Background

- 7.1.1 Catchment 5 is located in the centre of Hillingdon and east of Catchment 4. [BGS Geology Viewer](#) shows that the east of this catchment is underlain by London Clay bedrock geology, which is characterised by a low permeability, whilst the west of this catchment is underlain by Lambeth Group bedrock geology, which is characterised by a variable permeability.
- 7.1.2 The catchment is of a mix of residential housing and open green areas, including Swakeleys House Estate, Swakeleys Park, Milton Court and King George's Field. The Breakspear School is also located in this catchment, which installed an astro turf pitch in 2022. The River Pinn runs along the western boundary of the catchment. As shown in figure 7-1, there were two internal flood incidents, and two external flood incidents reported in Catchment 5. The internal flood incidents occurred along Hoylake Crescent.

### *Surface Water*

- 7.1.3 As shown in figure 7-2, there is a band of high predicted surface water flood risk that extends from east to west across the southern boundary of Breakspear School. There is also a high risk of surface water flooding predicted along Swakeleys Road, The Avenue, Ivy House Road, and Copthall Road East.

### *Fluvial*

- 7.1.4 As seen in figure 7-3, a significant area of land along the western boundary of the catchment is in Flood Zone 2 or 3. However, Hoylake Crescent is located in Flood Zone 1.

### *Ordinary Watercourses*

- 7.1.5 Figure 7-3 also shows that there is an ordinary watercourse in Catchment 5 which branches from the River Pinn and runs through Swakeleys Park before connecting back to the River Pinn. The ordinary watercourse is not located near or upstream of any reported flood incidents.

### *Groundwater*

- 7.1.6 As seen in figure 7-4, Catchment 5 is entirely located in areas that have less than 25% susceptibility to groundwater flooding, therefore it could be considered that the risk of groundwater flooding is low.

### *Sewer*

- 7.1.7 The TWUL sewer network data shows that the sewer network in Catchment 5 is comprised entirely of surface water sewers that mostly travel towards the River Pinn. As with Catchment 4, when river levels in the River Pinn are high, there is an increased likelihood of sewer flooding in this catchment, as this would limit the sewer network's ability to discharge and reduce its capacity.

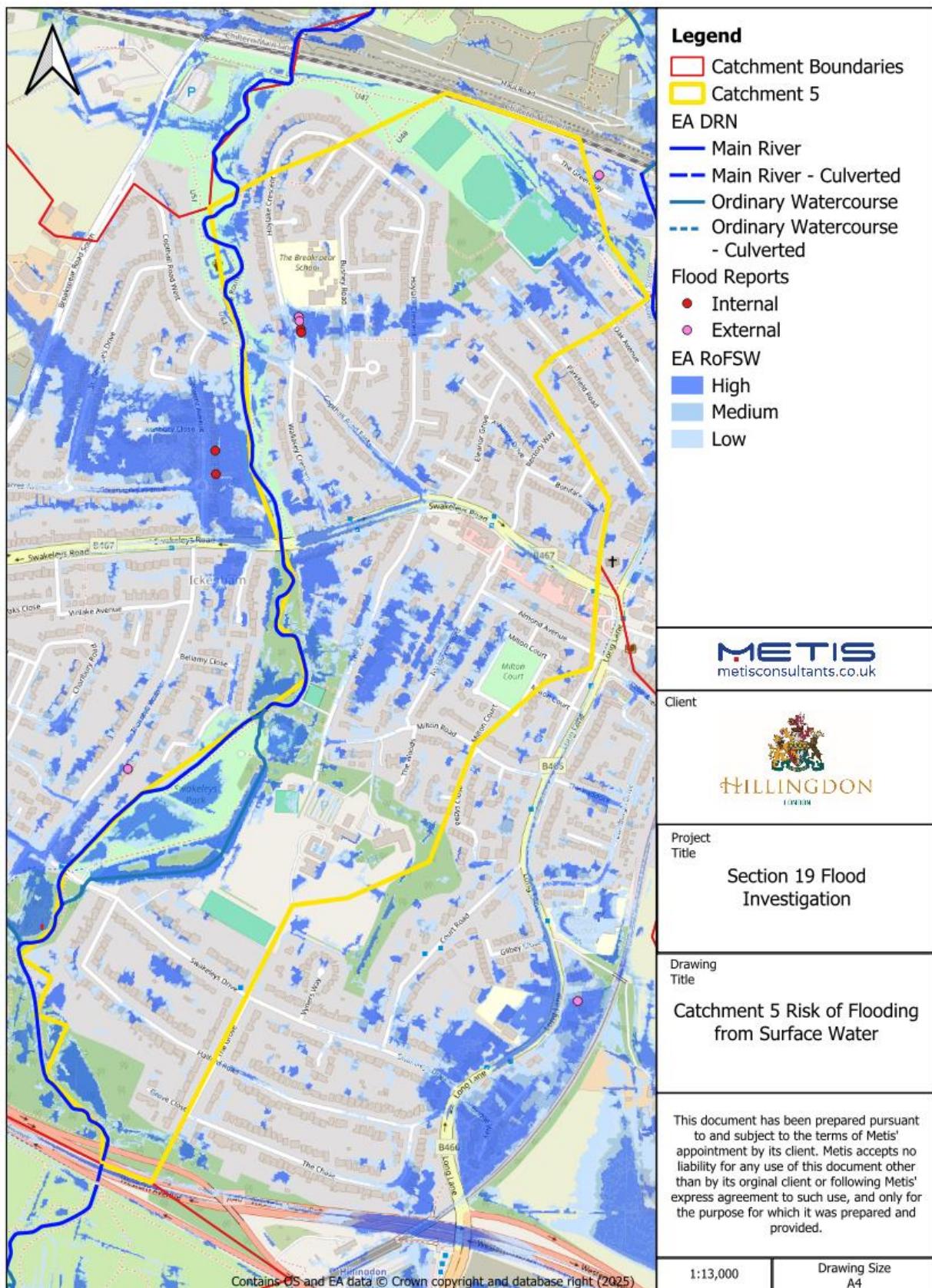


Figure 7-2: Catchment 5 flood incidents and Risk of surface water flooding.

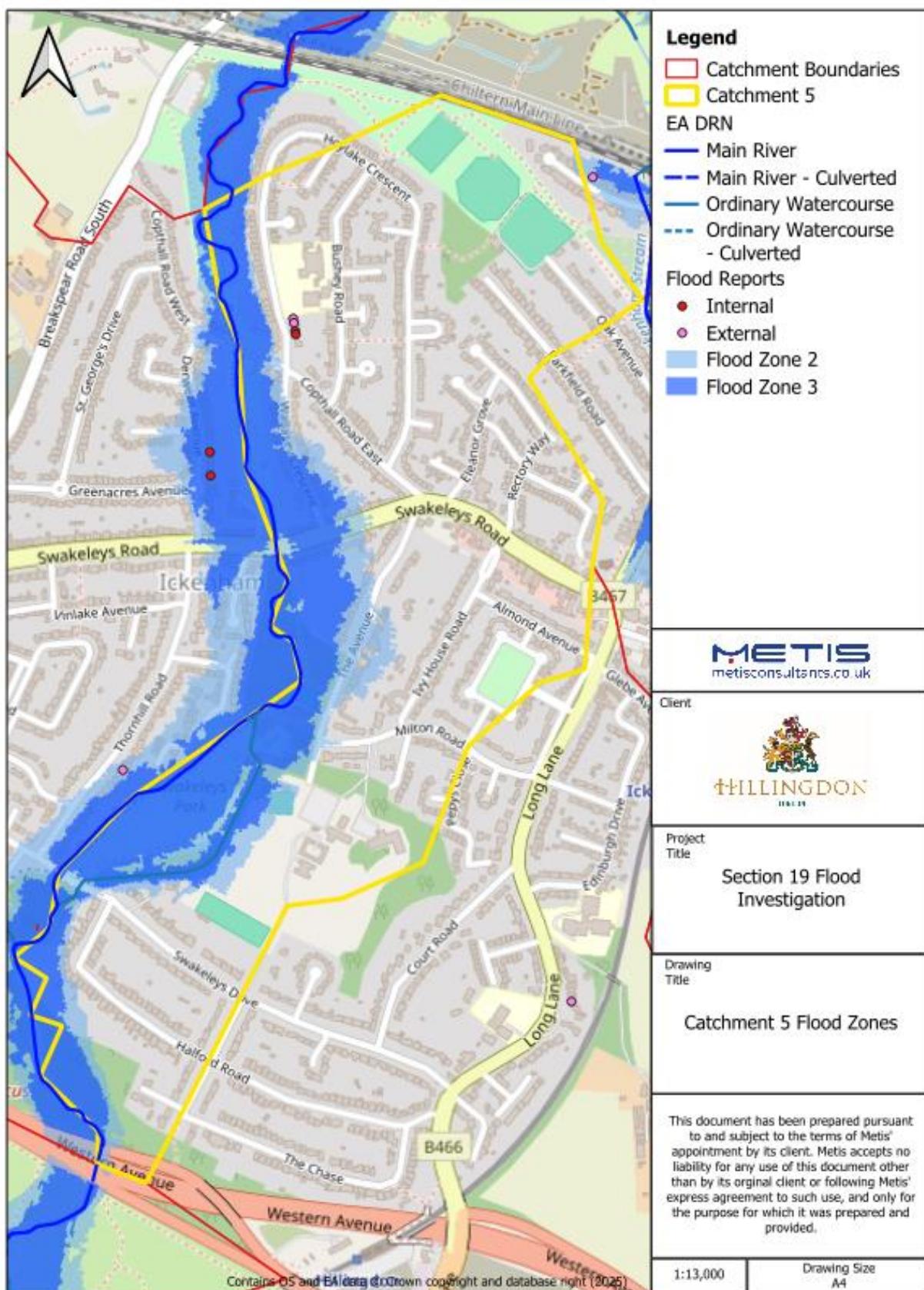


Figure 7-3: Catchment 5 flood incidents and Flood Zones.

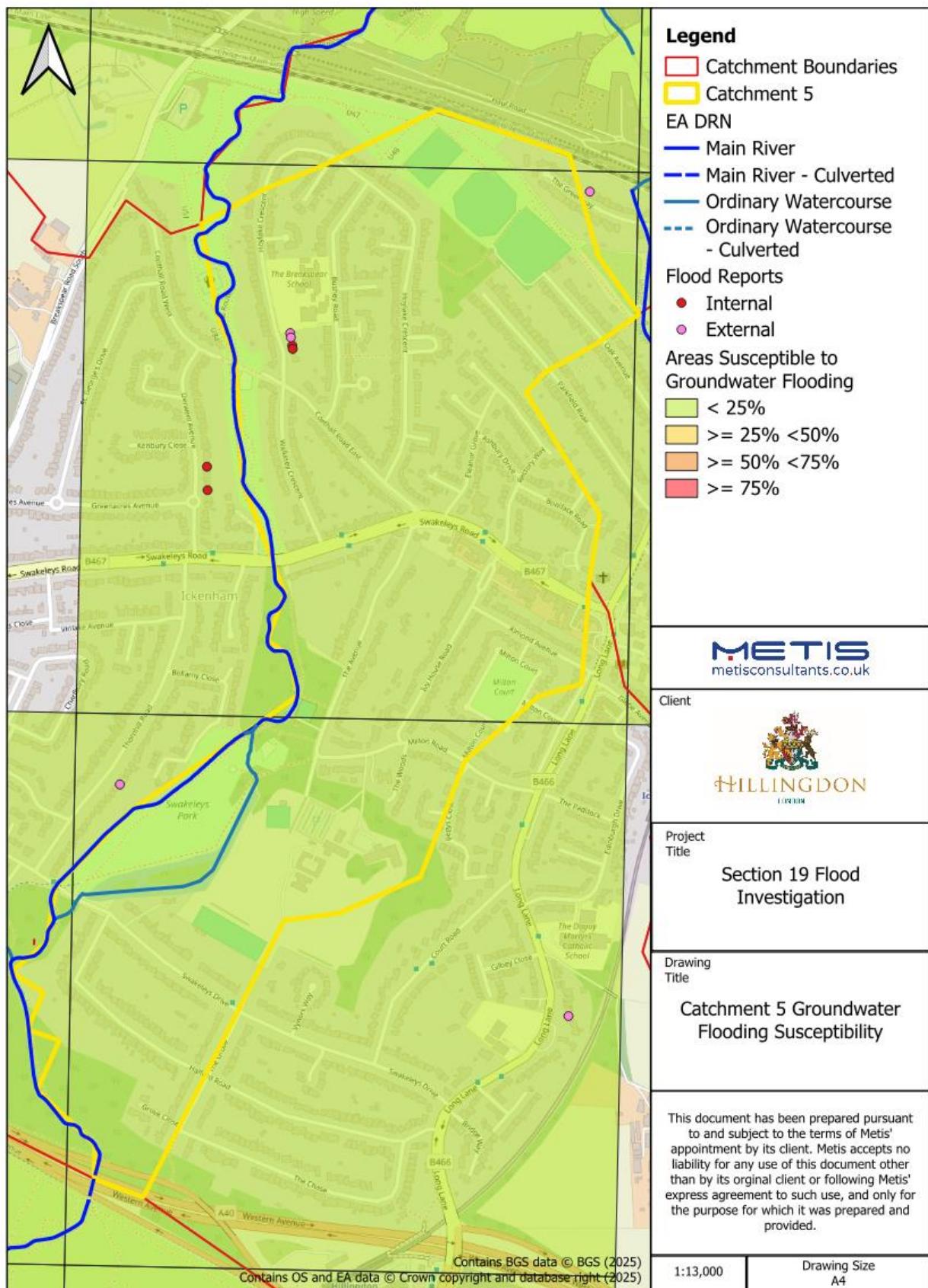


Figure 7-4: Catchment 5 flood incidents and groundwater flooding susceptibility.

## 7.2 Sources and Causes of Flooding

- 7.2.1 In the north of Catchment 5, LiDAR data shows that the land slopes in the south-westerly direction towards the River Pinn. This means surface water flows from the north of the catchment through Breakspear School to Hoylake Crescent before reaching the River Pinn, which aligns with observations from local residents and the modelled surface water flooding.
- 7.2.2 The River Pinn was reported to have burst its banks along the western boundary of the catchment, although there were no reports of the fluvial flooding extending to properties in this catchment. However, this reinforces the conclusions that the receiving river had limited capacity and in turn surface water sewers had limited ability to discharge surface water runoff. This aligns with the flow path shown on the surface water flood risk map, as well as the river level data outlined in section 3.3.
- 7.2.3 The questionnaire responses identified that the artificial playing pitch at Breakspear School either caused or exacerbated the flooding. The artificial playing pitch was proposed with an underlying permeable sub-base which was designed to provide surface water attenuation. However, it is necessary to note that the flow path modelled in this area occurs to the east of the artificial playing pitch and runs westwards across the school and a part of Hoylake Crescent towards the River Pinn.
- 7.2.4 The artificial playing pitch was identified through the questionnaire as being a contributory factor because water was seen cascading off it and onto the road. The playing pitch is towards the western end of a lengthy flow path that collects water from distance to the east. The planning requirements in place at the time of approval of the new playing pitch (2231/APP/2021/3980) related to the runoff occurring from the site itself, i.e. no increased risk of flooding from the proposed development. There is no requirement to reduce runoff occurring elsewhere in the catchment.
- 7.2.5 Consequently, on 23 September 2024 the observations recorded for Breakspear School reflect the modelling and flow route from further to the east. It is therefore likely that the artificial surface at the playing pitch was not the main contributory factor to the quantity of water running off given it is at towards the end of a flow path from a much wider catchment. This assumption is based on the installation of the drainage proposals as proposed within the planning application.
- 7.2.6 Further investigative work is outlined in the recommendations. Ultimately, the rainfall event led to large volumes of surface water flowing through the back gardens of Hoylake Crescent properties towards the River Pinn, as shown in *Figure 7-5*. This water was reportedly able to enter two Hoylake Crescent properties through low-lying airbricks and back doors. Property level resilience measures should be considered for these properties.



Figure 7-5: Photograph of surface water flooding to the back garden of a Hoylake Crescent property on the 23 September 2024. Image credit: Hoylake Crescent resident.

### 7.3 Recommendations

- Flood-affected residents should consider installing PFR measures to reduce the amount of floodwater entering their property during a flood event. The National Flood Forum has a [six-step guide](#) to navigate the process of installing PFR measures.
- Breakspear School should investigate the installed drainage of the artificial playing pitch to confirm the system is working in line with approved drainage plans.

## 8 Catchment 6 – West Ruislip Depot Area



Figure 8-1: Catchment 6 flood incidents from the 23 September 2024 flood event.

## 8.1 Background

8.1.1 Catchment 6 is located in the centre of borough and east of Catchment 5. BGS Geology Viewer shows that this catchment is underlain by London Clay bedrock geology, which is characterised by a low permeability. The catchment consists of a mix of residential housing and a large open green space called Ickenham Marsh. Glebe Primary School is also located in this catchment. The Ickenham Stream runs from the north-east to the south-west of this catchment. As shown figure 8-1, there were four internal flood incidents, and two external flood incidents reported in Catchment 6. The internal flood incidents occurred along Glebe Avenue and Aylsham Drive.

### *Surface Water*

8.1.2 Figure 8-2 shows a major surface water flow path that flows from Aylsham Drive through Ickenham Marsh before following the route of Ickenham Stream. There is another major flow path that flows along the Metropolitan and Piccadilly Line railway before, again, following the route of Ickenham Stream. The result is a large area of land predicted to be at high risk of surface water flooding further downstream of the Ickenham Stream, including properties along Glebe Avenue.

### *Fluvial*

8.1.3 Flood Zone 2 and 3 runs parallel with the Ickenham Stream, and extends over properties along High Road Ickenham, Tweeddale Avenue, Nithsdale Grove, and Austins Lane (see figure 8-3). Further south in the catchment, Flood Zone 2 and 3 are mostly located on the eastern side of the Ickenham Stream, covering Ickenham Marsh. Glebe Avenue and Aylsham Drive are within Flood Zone 1.

### *Ordinary Watercourses*

8.1.4 Figure 8-3 shows that there are no mapped ordinary watercourses within Catchment 6, therefore it could be considered that the risk of flooding from ordinary watercourses is low.

### *Groundwater*

8.1.5 As seen in figure 8-4, the available data shows that Catchment 6 has less than 25% susceptibility to groundwater flooding, therefore it could be considered that the risk of groundwater flooding is low.

### *Sewer*

8.1.6 The TWUL sewer network data shows that the sewer network in Catchment 6 is comprised entirely of surface water sewers that mostly drain to the Ickenham Stream. When river levels in the Ickenham Stream are high, there is an increased likelihood of sewer flooding in this catchment, as this would limit the sewer network's ability to discharge and reduce its capacity.

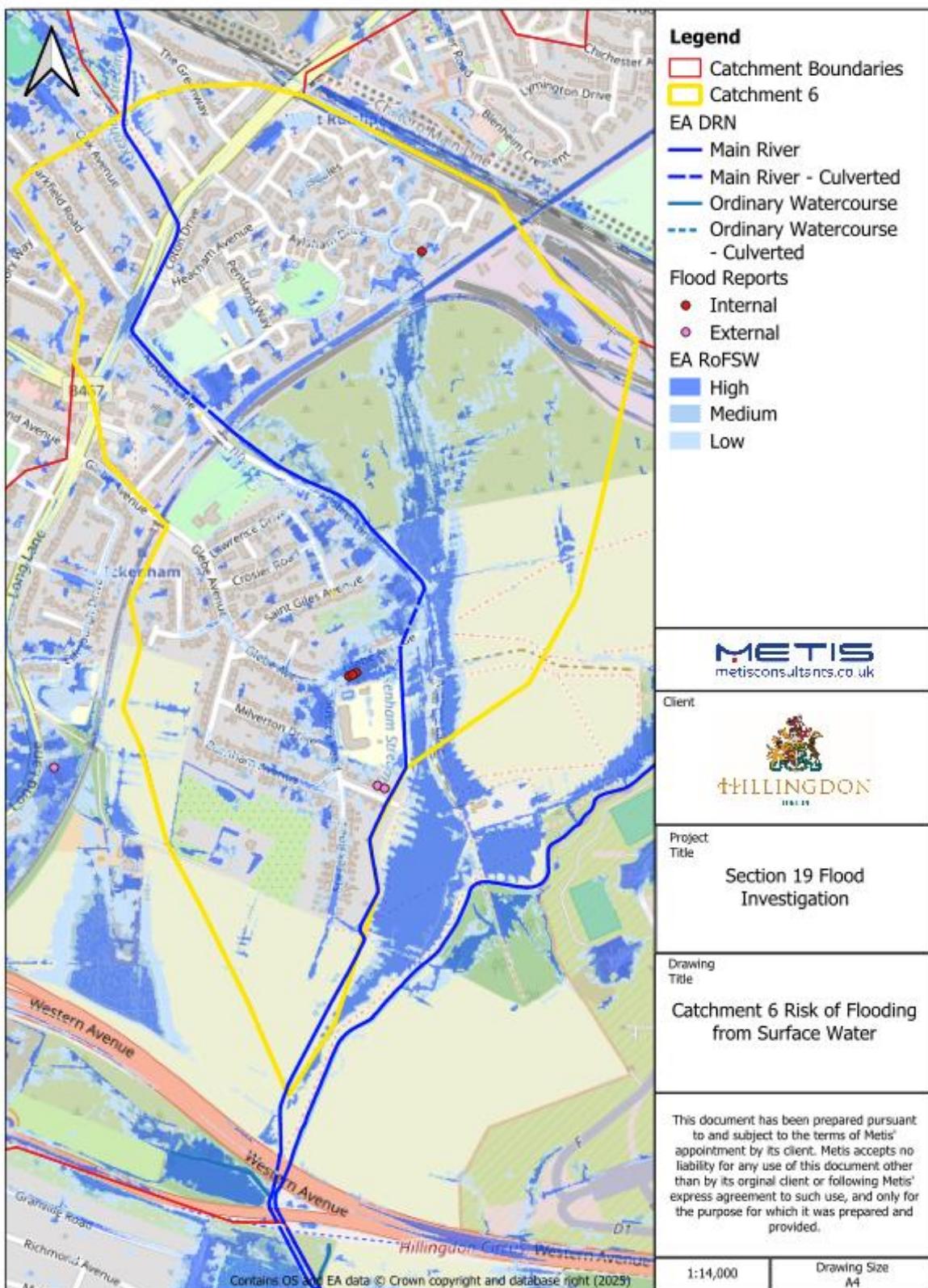


Figure 8-2: Catchment 6 flood incidents and Risk of surface water flooding.



Figure 8-3: Catchment 6 flood incidents and Flood Zones.

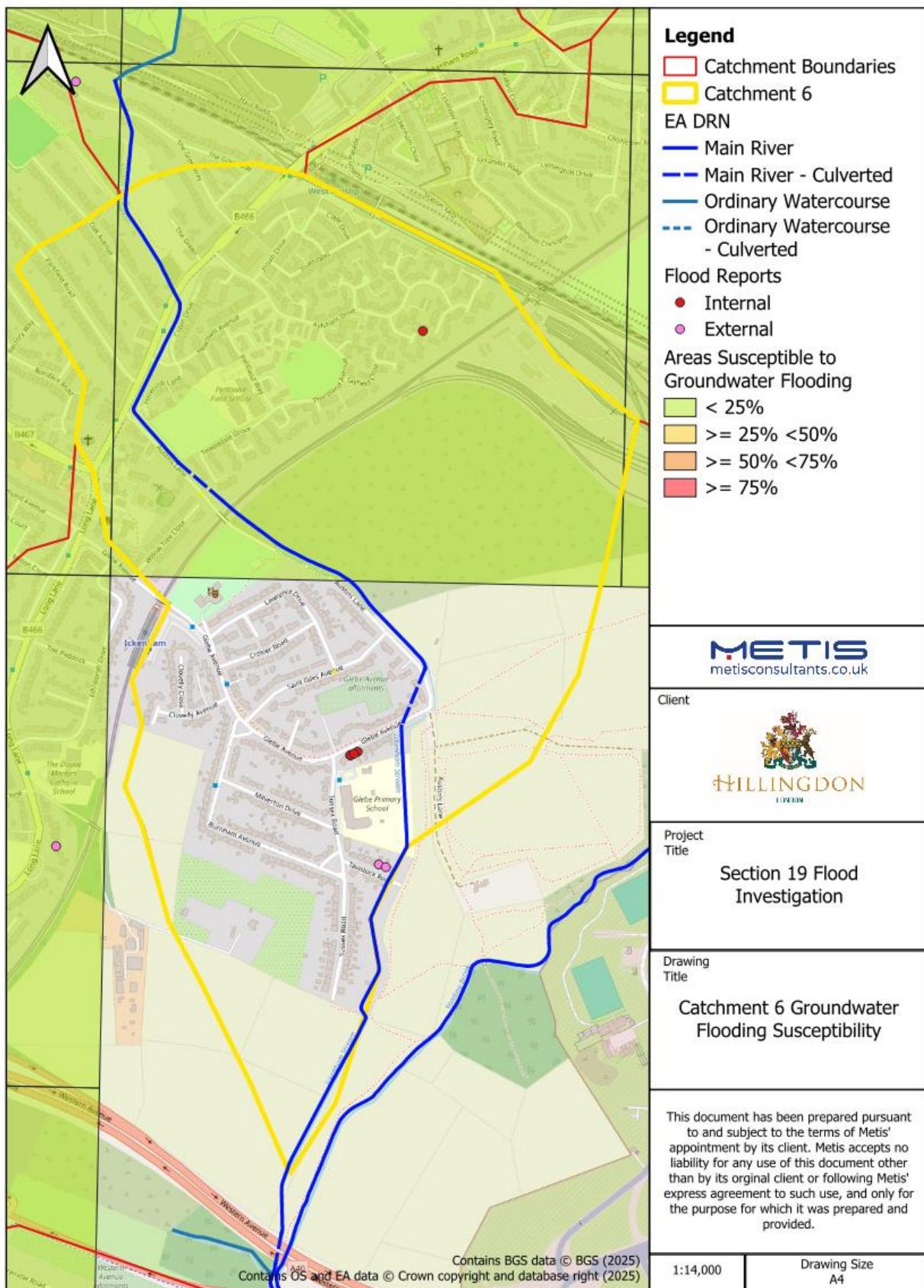


Figure 8-4: Catchment 6 flood incidents and groundwater flooding susceptibility.

## 8.2 Sources and Causes of Flooding

8.2.1 LiDAR data shows that Catchment 6 slopes from north-west to south-east, which means that surface water runoff likely flows towards the south-east of the catchment, as predicted by the EA's RoFSW mapping.

8.2.2 There is no data that shows how the levels in the Ickenham Stream responded to the rainfall event. However, the Ickenham Stream is a tributary of the Yeading Brook West which does have water level data available, described in 3.3. It is likely that the water levels in the Ickenham Stream reacted similarly to those in the Yeading Brook West, rising overnight between the 22 and 23 September, but not breaching its banks. The rising levels in the Ickenham Stream likely reduced the sewer network's ability to discharge, limiting its capacity to drain runoff from the surface. Therefore, surface water flowing from the north-west of the catchment was able to accumulate along Glebe Avenue as shown in *Figure 8-5*. Surface water flowed into the driveways of Glebe Avenue properties across dropped kerbs and caused internal flooding from the front.



Figure 8-5: Photograph of the surface water flooding along Glebe Avenue on the 23 September 2024. Image source: Glebe Avenue resident.

8.2.3 Surface water then reportedly flowed southwards from Glebe Primary School and entered Glebe Avenue properties through rear gardens. It is possible that the school's drainage system also reached capacity during the rainfall event, resulting in surface water also draining towards Glebe Avenue properties. It is important to note that flooding was only reported at properties that back onto the impermeable school car park and playground. Glebe Avenue properties that back onto the school field did not report flooding, likely because the runoff was attenuated by the permeable surface and directed along alternative flow paths.

8.2.4 The cause of the internal flooding incident along Aylsham Drive was likely due to a more localised issue in the drainage system. Surface water runoff is expected to flow from Aylsham Drive down Melville Close and onwards towards Ickenham Marsh and the Ickenham Stream. A private drain at the back of the flood-affected property, shown in Figure 8-6, is situated at a low point along this flow path. It is probable that this drain reached capacity, leading to surface water accumulating at the back of the Aylsham Drive property and ultimately entering the property through the back door.



Figure 8-6: Photograph of the private drain located at the back of the flood-affected property on Aylsham Drive.  
Image credit: Metis Consultants Ltd.

## 8.3 Recommendations

- Flood-affected residents should consider installing PFR measures to reduce the amount of floodwater entering their property during a flood event. The National Flood Forum has a [six-step guide](#) to navigate the process of installing PFR measures.
- Lead Local Flood Authority officers should work with Glebe Primary School to consider drainage improvements and bid for future funding opportunities, such as SuDS in Schools grants, should a feasible option be identified.
- The EA should consider installing river level or flow gauges on the Ickenham Stream as there is no gauge currently within this river.

## 9 Catchment 12 – Ruislip Gardens

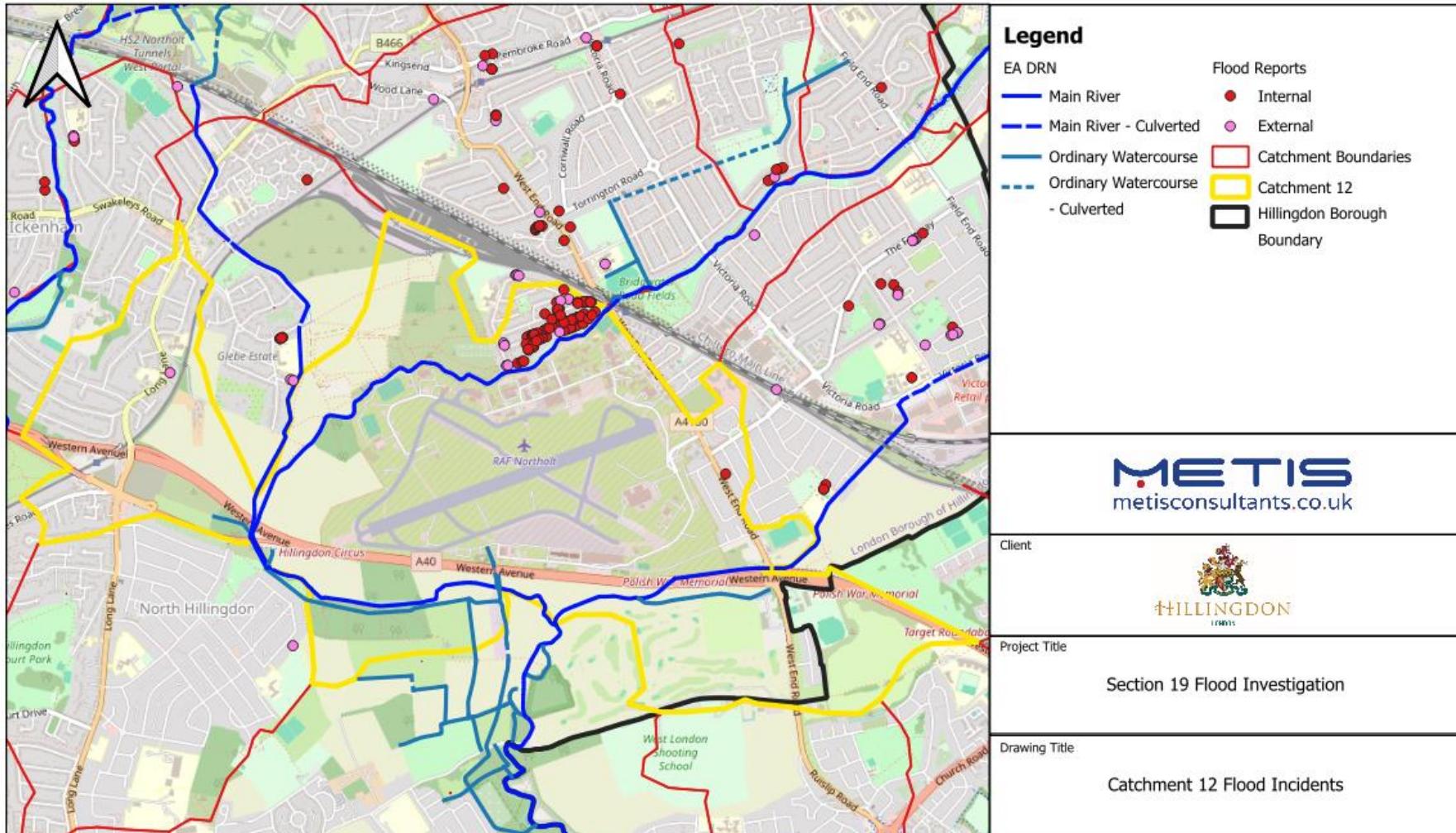


Figure 9-1: Catchment 12 flood incidents from the 23 September 2024 flood event

## 9.1 Background

- 9.1.1 Catchment 12 extends from the centre of Hillingdon to the east into the London Borough of Ealing. RAF Northolt, owned by the Ministry of Defence, makes up a significant proportion of the catchment. Additionally, a large area in the north of Catchment 12 consists of Ickenham Marsh. BGS Geology Viewer shows that the majority of this catchment is underlain by London Clay bedrock geology, which is characterised by a low permeability.
- 9.1.2 The Yeading Brook West runs from north of the catchment in a south westerly direction where it converges with the Ickenham Stream. From here, the Yeading Brook West runs along the south of the catchment in an easterly direction. The Yeading Brook East runs along the south-east of the catchment in a parallel south westerly direction, until it converges with the Yeading Brook West and flows southeast out of the catchment. As shown in 9-1. The Council received reports of 72 internal flood incidents and eight external flood incidents in Catchment 12. The internal flood incidents occurred along Stafford Road, Trevor Crescent, Bedford Road, Clyfford Road, Lea Crescent, and West End Road.

### *Surface Water*

- 9.1.3 As shown in figure 9-2 there is a major surface water flow path that follows the route of the Yeading Brook West from Ruislip Gardens Station towards the confluence with Ickenham Stream. There is also a high predicted risk of surface water flooding across much of RAF Northolt and along the A40.

### *Fluvial*

- 9.1.4 As seen in figure 9-3, a large area of Ickenham Marsh surrounding the Yeading Brook West and Ickenham Stream lies within Flood Zone 2 and 3. A section of Gutteridge Wood and Meadows between the A40 and Yeading Brook West also lies in Flood Zone 2 and 3. C & L Golf and Country Club lies in Flood Zone 2 of the Yeading Brook East, as does a section of the A40. However, none of the flood incidents are located within Flood Zone 2 or 3.

### *Ordinary Watercourses*

- 9.1.5 Figure 9-3 also shows that there are a number of ordinary watercourses located in Gutteridge Wood and Meadows and in C & L Country and Golf Club. There are no ordinary watercourses located near or upstream of any reported flood incidents.

### *Groundwater*

- 9.1.6 As seen in figure 9-4, the available data shows that Catchment 6 has less than 25% susceptibility to groundwater flooding, therefore it could be considered that the risk of groundwater flooding is low.

## *Sewer*

9.1.7 The sewer network in Catchment 12 is comprised entirely of surface water sewers. The TWUL sewer network data shows that surface water sewers in the Ruislip Gardens area all discharge to the Yeading Brook West. Meanwhile, the surface water sewers along West End Road south of Trenchard Avenue all discharge to the Yeading Brook East. When water levels in these rivers are high, there is an increased likelihood of sewer flooding in this catchment, as this would limit the sewer network's ability to discharge and reduce its capacity.

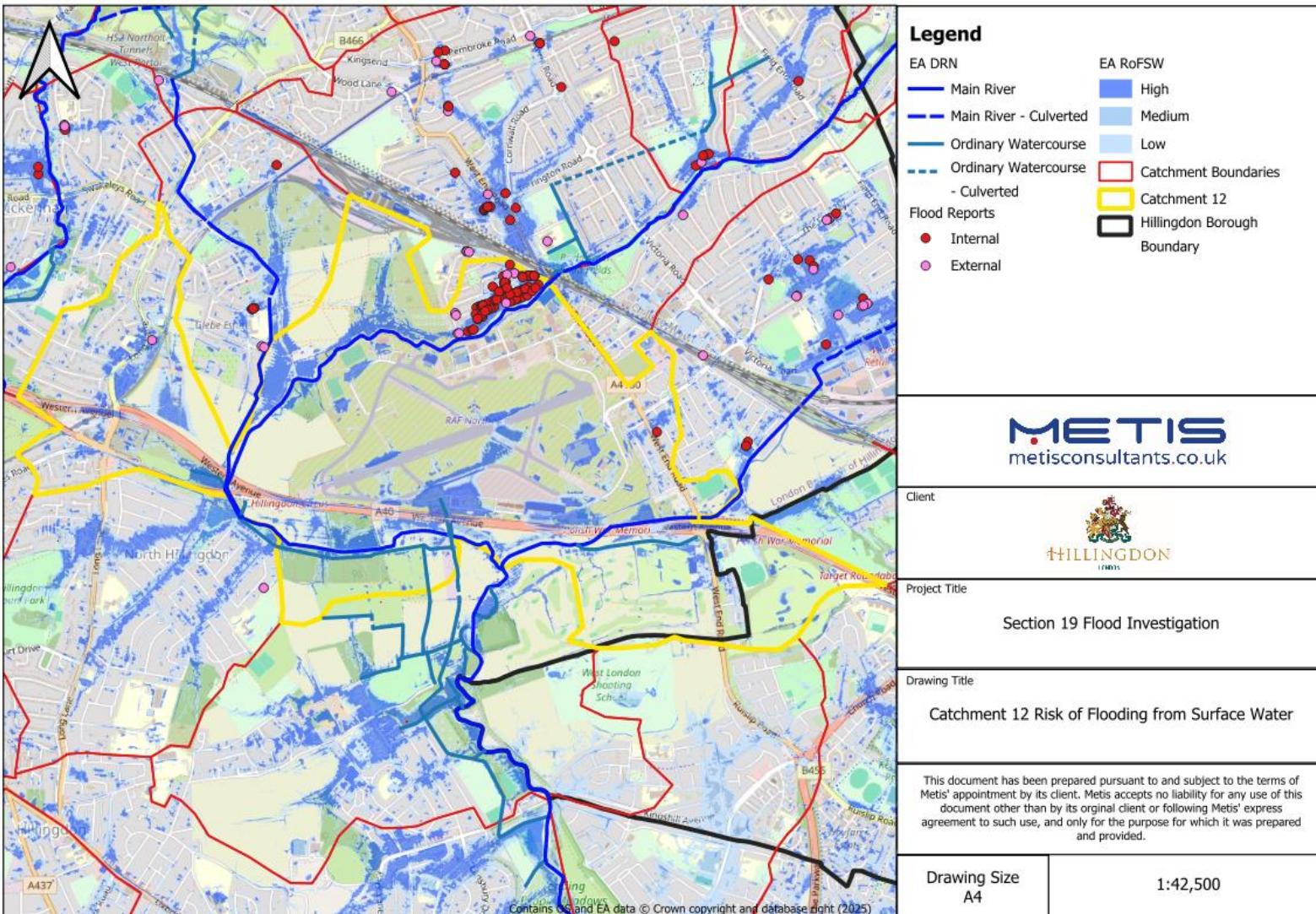


Figure 9-2: Catchment 12 flood incidents and Risk of surface water flooding.

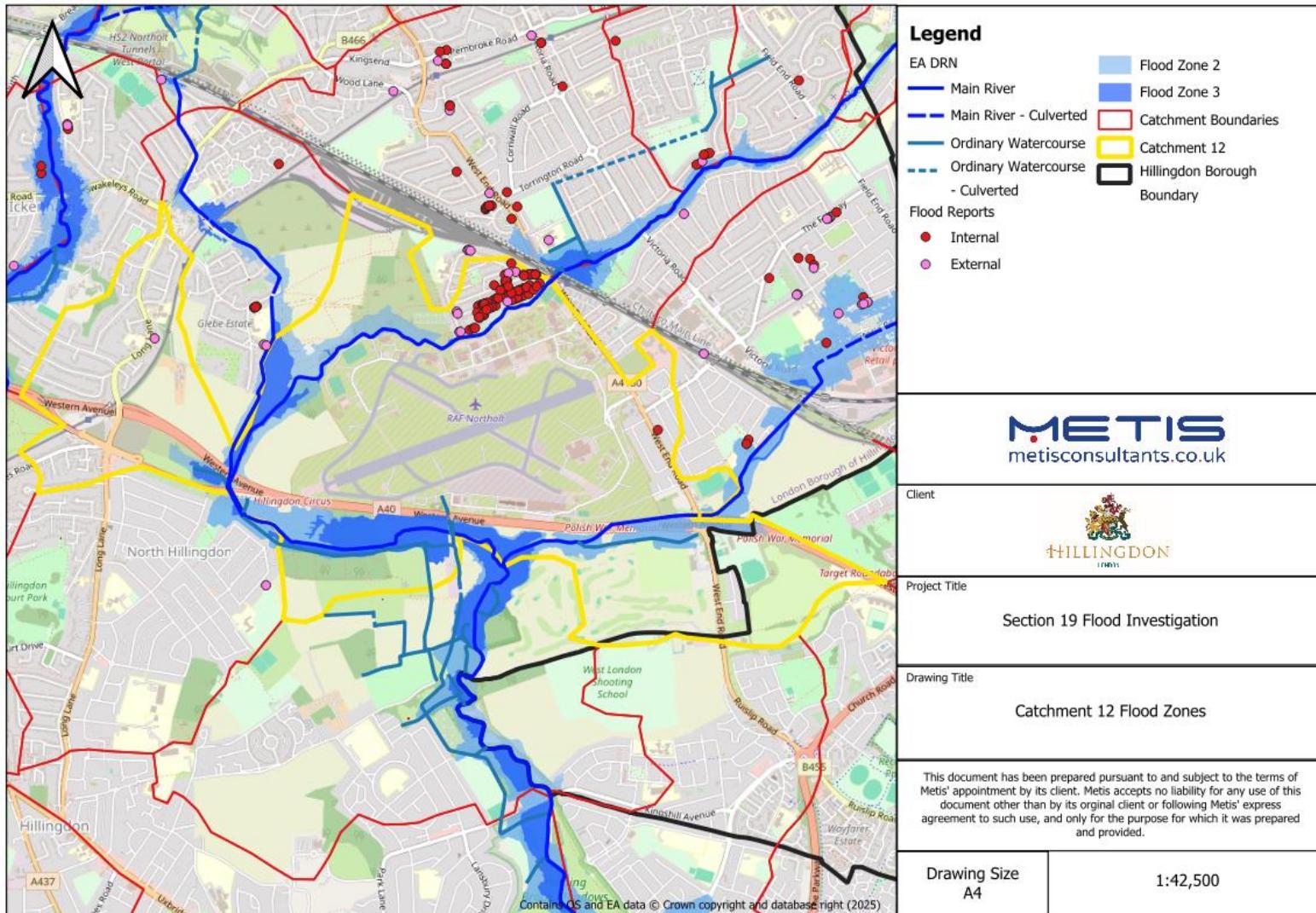


Figure 9-3: Catchment 12 flood incidents and Flood Zones.

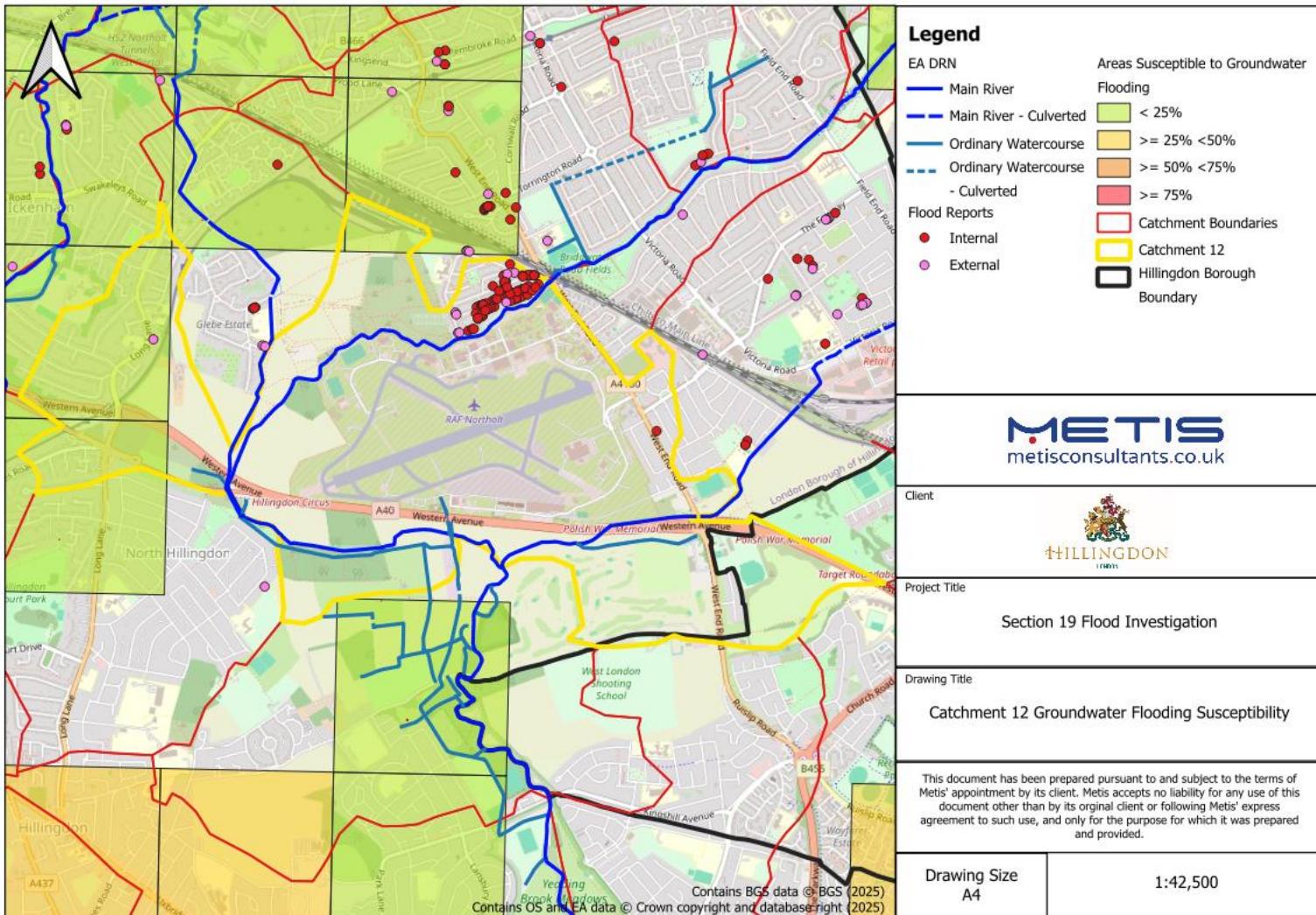


Figure 9-4: Catchment 12 flood incidents and groundwater flooding susceptibility.

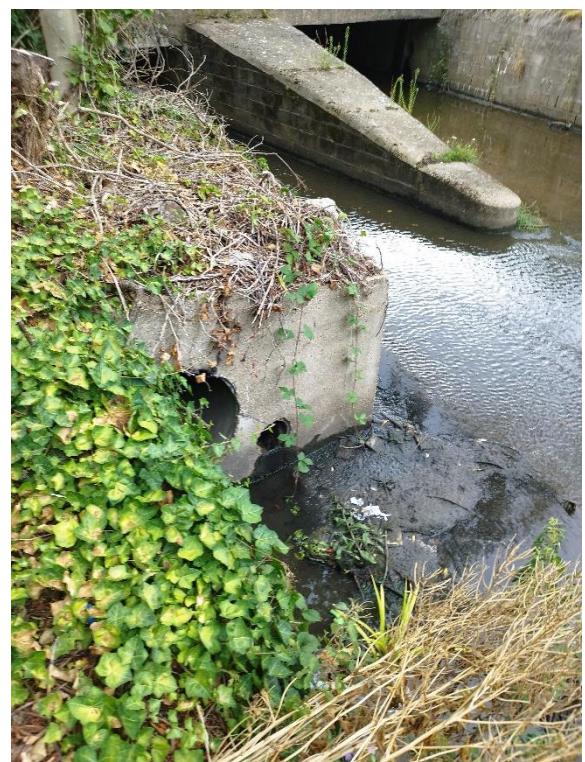
## 9.2 Sources and Causes of Flooding

9.2.1 LiDAR data shows that the land around Clyfford Road slopes in a south-easterly direction from the railway towards the Yeading Brook West, meaning that surface water runoff also flows south-east. There are few permeable surfaces along Stafford Road, Trevor Crescent, Bedford Road, Clyfford Road, and Lea Crescent, with most properties having impermeable driveways at the front as shown in the photo to the right. A number of these driveways also slope down to the properties which are at lower levels than the carriageways. If surface water cannot flow into the river, then the next lowest areas are properties along the properties identified above.



9.2.2 Additionally, it is noted that the gullies along these roads are not closely spaced typically serve upward of 20 properties each. For example, there are no gullies between 12 and 66 Clyfford Road, a length of 24 properties. As detailed in section 3, river levels in the Yeading Brook West rose which likely submerged the outfalls from the Thames Water drainage network.

9.2.3 It is necessary to note that the outfalls are particularly low within the Yeading Brook West (see image right). Whilst the river, as reported by residents, was far from 'full', it is the height of the outfalls that are material to the cause of flooding. The outfalls become less able to function as the water level rises; eventually the force of flow from the outfall into the river is not sufficient and the network becomes locked and backs up. This is evidenced by the flood risk mapping that shows Clyfford Road not at risk from river flooding even in the extreme 1:1000-year event, whilst being at risk from surface water flooding in much lower events (e.g. 1:30 year).



9.2.4 The flooding was potentially exacerbated as multiple residents reported that many of the

gullies were in need of clearing before the flood event. The result was large volumes of runoff accumulating along the eastern extents of Stafford Road, Trevor Crescent, Bedford Road, Clyfford Road, and Lea Crescent, causing internal and external flooding.

9.2.5 Further investigations carried out over the Summer of 2025 identified significant problems with the drainage outfalls that carry the majority of water from Ruislip Gardens to the Yeadings Brook.

9.2.6 Firstly, it confirmed the observations regarding the relatively low level of some drainage outfalls. The image to the right shows the outfall that takes water north of the catchment and is consistent with other outfalls on the western bank of the Yeadings Brook. These outfalls are sunk low in the embankment which means moderate water rise in the river would submerge the outfall rendering them ineffective.

9.2.7 Secondly, the image below shows one of the three outfalls that drain Ruislip Gardens in the Summer of 2025. The outfall is heavily blocked which impedes the discharge of water from the drainage network.

9.2.8 During a site investigation, standing water could be seen within the road gullies on Clyfford Road even though there had been minimal rainfall in the preceding weeks. The outfalls have subsequently been tendered to and the worst of the blockages removed.

9.2.9 LiDAR data shows that the land around the flood-affected property on West End Road in Catchment 12 is generally flat. However, on the site visit, it was noted that West End Road is elevated slightly higher than the properties either side of it, resulting in surface water runoff being directed towards the front of these properties.

9.2.10 The gullies located closest to the flood-affected properties are not in a position to capture much of this runoff, resulting in surface water flowing over dropped kerbs and into the driveway before accumulating at the front of the property. This external surface water flooding was likely exacerbated by the rising water levels above drainage outfalls within



both arms of the Yeading Brook, limiting the efficacy of the sewer network in the area to move water away from properties. This allowed for enough surface water accumulation to breach the damp proof course and cause internal flooding through the walls.

## 9.3 Recommendations

- Hillingdon Highway Team should review the way the highways drain along Stafford Road, Trevor Crescent, Bedford Road, Clyfford Road, and Lea Crescent and consider installing additional gullies, rain gardens, or drainage channels along the route to reduce the risk of flooding to properties from the highway.
- TfL should explore the installation of additional gullies along West End Road to reduce the risk of flooding to properties from the highway.
- Hillingdon Council should develop a surface water sewer daylighting scheme at Bridgewater Road Playing Fields with support from TWUL.
- Lead Local Flood Authority officers should facilitate the formation of a FLAG at Clyfford Road and surrounding area, with the aim of increasing community flood resilience.
- Flood-affected residents should consider installing PFR measures to reduce the amount of floodwater entering their property during a flood event. The National Flood Forum has a [six-step guide](#) to navigate the process of installing PFR measures.
- Lead Local Flood Authority officers should continue to work in partnership with the EA and TWUL to develop the Ruislip Gardens flood alleviation scheme towards implementation.

## 10 Catchment 17 – Victoria Road Area

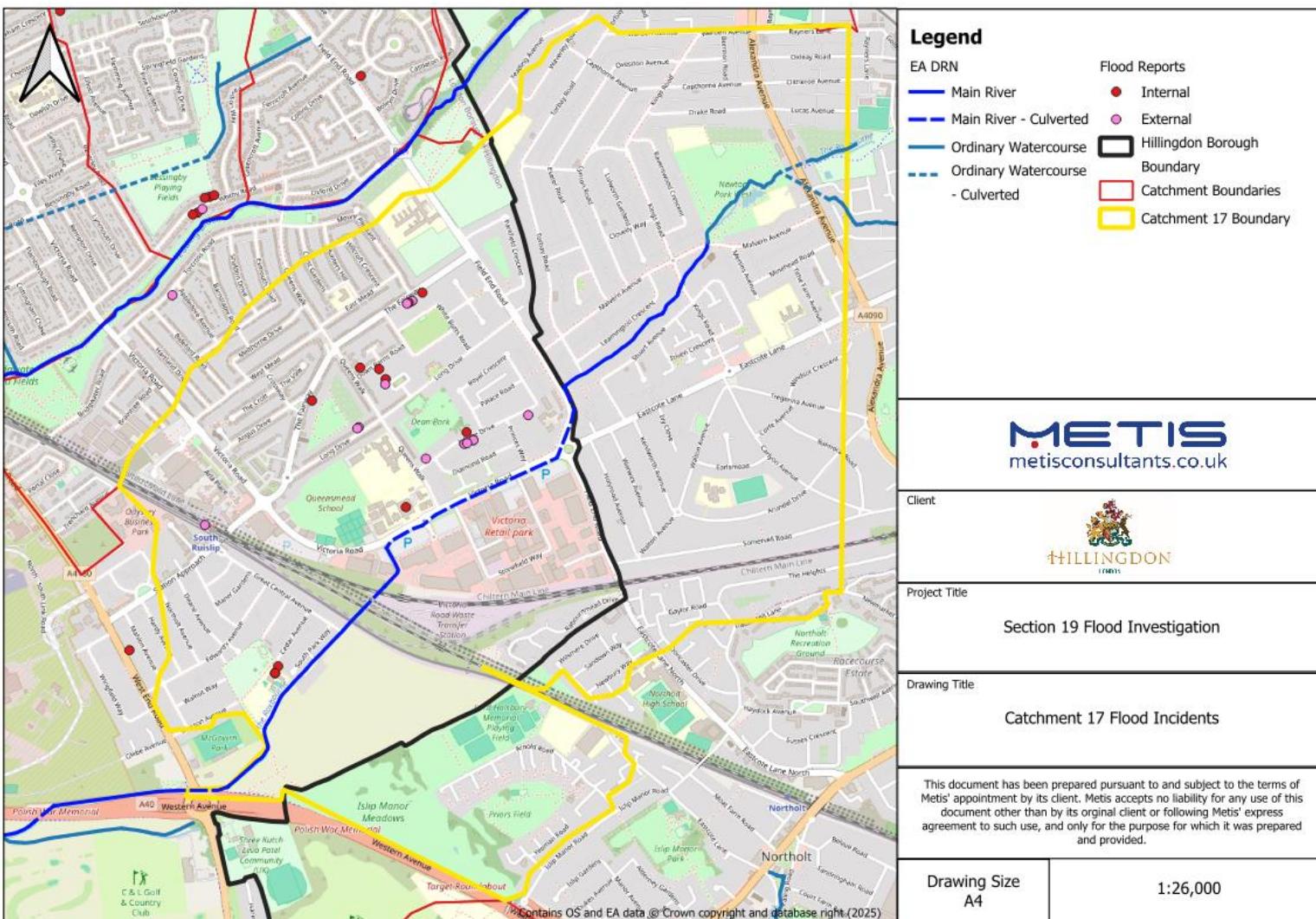


Figure 10-1:  
Catchment 17  
flood incidents  
from 23  
September  
2024 flood  
event.

## 10.1 Background

- 10.1.1 Catchment 17 is located in the east of the borough but also extends into the London Boroughs of Ealing and Harrow. [BGS Geology Viewer](#) shows that this catchment is underlain by London Clay bedrock geology, which is characterised by a low permeability. The catchment includes several schools, including Queensmead School and Bourne Primary School, as well as South Ruislip Station.
- 10.1.2 The Yeading Brook East is mainly an open channel from north-east to south-west across the catchment, although a section of the river is culverted below Victoria Road. As shown in Figure 10-1, there were 11 internal flood incidents and 11 external flood incidents reported in Catchment 17. The internal flood incidents occurred at The Fairway, Down Barns Road, Monks Close, Jubilee Drive, Queensmead School and Bourne Primary School.

### *Surface Water*

- 10.1.3 As shown in Figure 10-2, large areas of the catchment to the north and east of the culverted section of the Yeading Brook East are at high predicted risk of surface water flooding. These areas include The Fairway, Down Barns Road, Monks Close, Jubilee Drive, and Queensmead School. There is also a surface water flow path in the west of the catchment that runs from South Ruislip Station through Bourne Primary School and towards an open section Yeading Brook East.

### *Fluvial*

- 10.1.4 As seen in Figure 10-3, the land surrounding the culverted section of the Yeading Brook East is within Flood Zone 2. This includes Queensmead School and Jubilee Drive. Further downstream, Bourne Primary School is also located within Flood Zone 2.

### *Ordinary Watercourses*

- 10.1.5 Figure 10-3 also shows that there are two ordinary watercourses within Catchment 17. They are both located within Harrow and represent the upstream extents of the Yeading Brook East. They are culverted below Alexandra Avenue before converging in Newton Park West.

### *Groundwater*

- 10.1.6 There is no information available on groundwater flood risk within Catchment 17.

### *Sewer*

- 10.1.7 The TWUL sewer network data shows that the sewer network in Catchment 17 is comprised entirely of surface water sewers that travel towards and discharge into the Yeading Brook East. When water levels in this river are high, there is an increased likelihood of sewer flooding in this catchment, as this would limit the sewer network's ability to discharge and reduce its capacity.

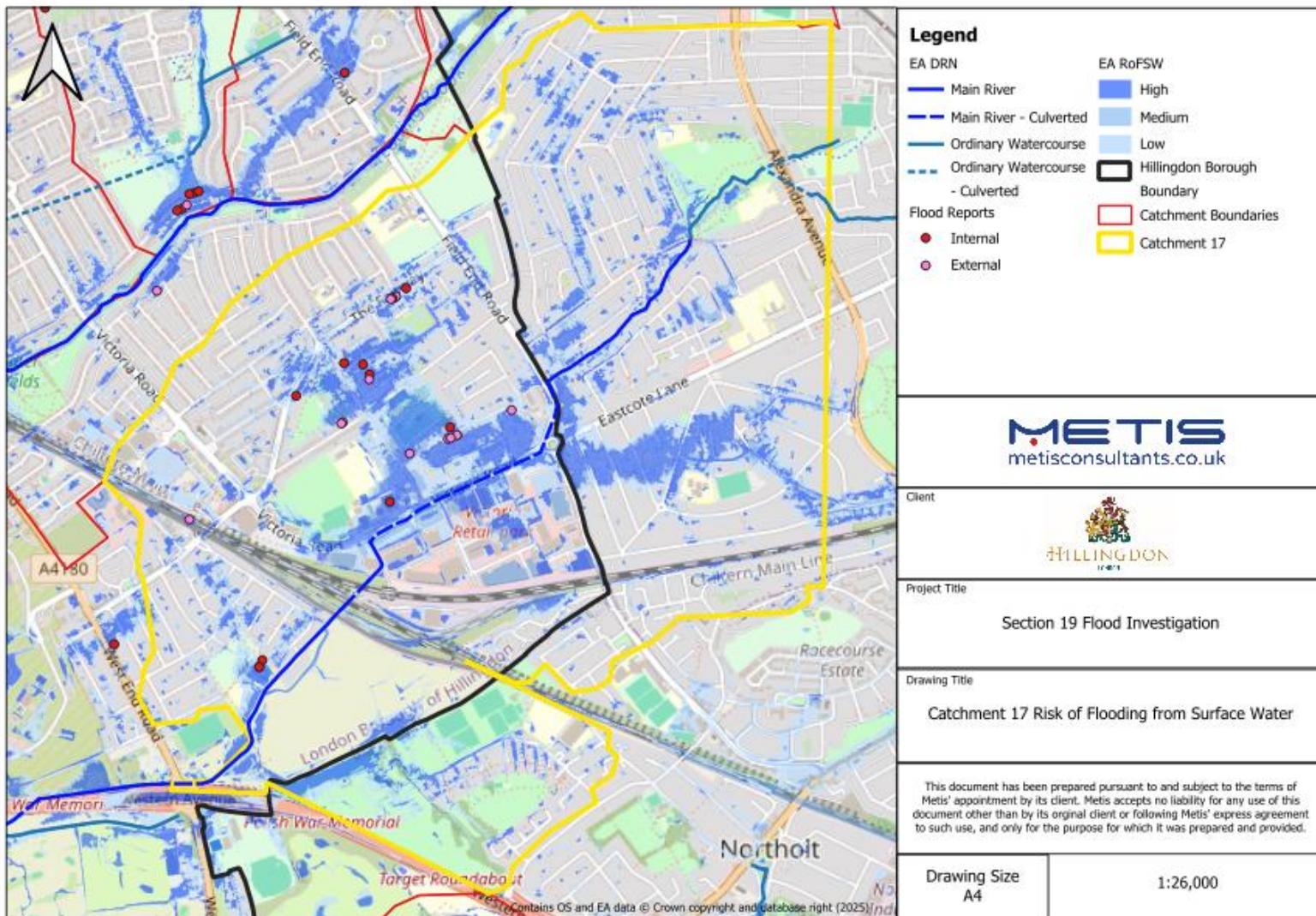


Figure 10-2: Catchment 17 flood incidents and risk of flood from surface water.

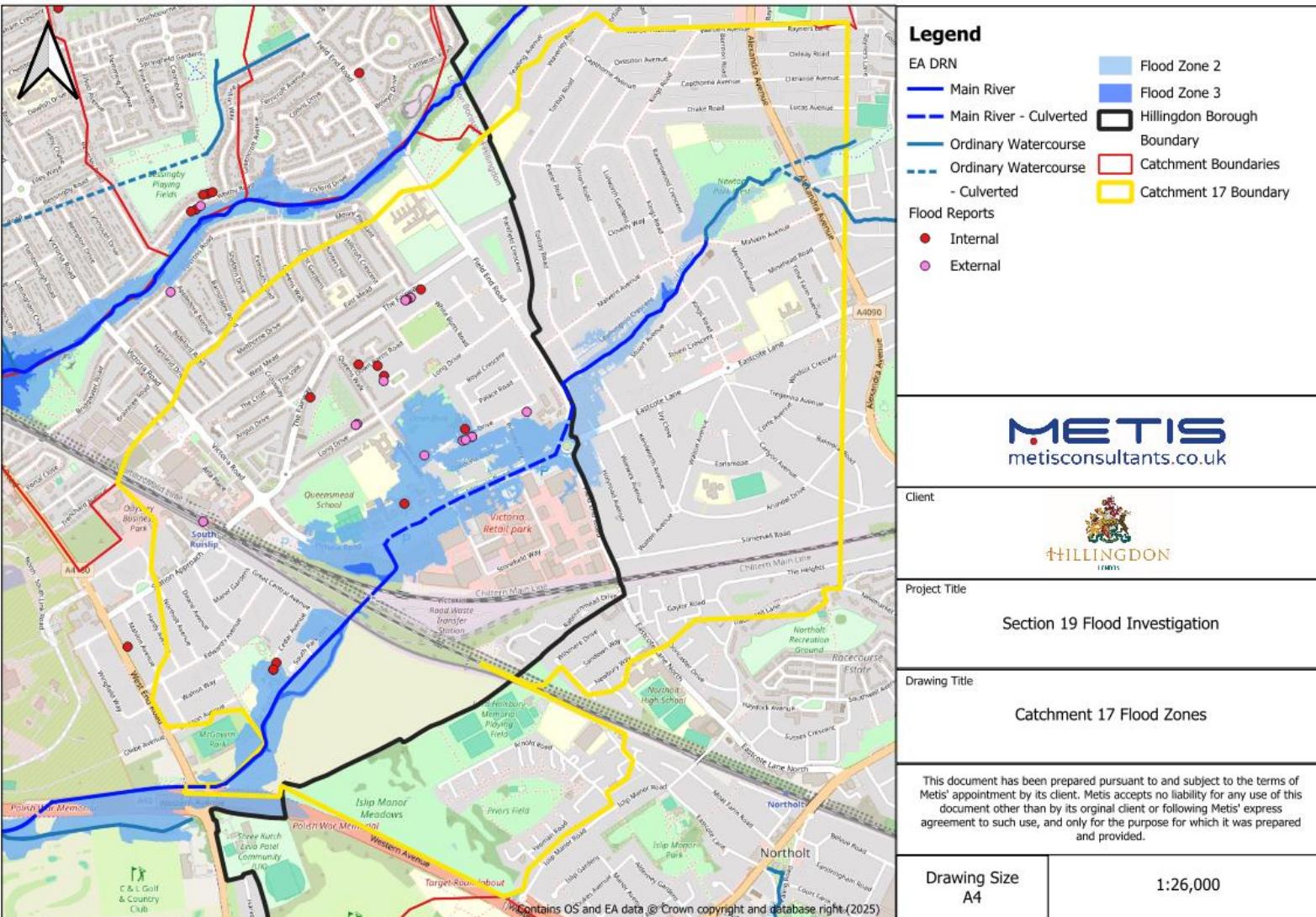


Figure 10-3: Catchment 17 flood incidents and Flood Zones.

## 10.2 Sources and Causes of Flooding

- 10.2.1 LiDAR data shows that the Yeading Brook East is a low point in Catchment 17, which means rain that falls within the catchment is likely to travel towards this watercourse. Considering this, surface water runoff from Mount Pleasant and Queens Walk likely flowed southwards towards The Fairway and accumulated at the front of the north-facing properties, as shown in *Figure 10-4*.
- 10.2.2 High water levels in the Yeading Brook East, as evidenced by 3.3, would have reduced the ability of the surface water sewer network to discharge and limited its capacity, increasing the volumes of water accumulating on the surface. The accumulation of surface water was great enough to cause water to enter some of these properties through low-lying airbricks.



Figure 10-4: Photograph of surface water accumulating outside The Fairway properties opposite the junction with Mount Pleasant on the 23 September 2024. Image credit: The Fairway resident.

- 10.2.3 Some of the surface water runoff from The Fairway and Queens Walk likely continued to follow the topography of the land southwards to Down Barns Road and Monks Close. Combined with runoff from Brackenbridge Field and direct rainfall, surface water accumulated along Down Barns Road and Monks Close as shown in *Figure 10-5* and was able to enter some properties through low-lying doors and airbricks. There were reports of

gullies requiring clearing before the flood event, which likely further reduced the amount of surface water able to drain and worsened the flooding.



Figure 10-5: Photograph of surface water flooding along Down Barns Road on the 23 September 2024. Image credit: Down Barns Road resident.

- 10.2.4 The mechanisms of the internal and external flooding at Jubilee Drive, Queensmead School, and Bourne Primary School were likely consistent with that along The Fairway, Down Barns Road, and Monks Close. Surface water had a reduced ability to drain into the sewer network, resulting in it following the local topography and flooding along highways and into properties. However, it is important to note that Queensmead School and Bourne Primary School are located adjacent to the Yeading Brook East which is the low point of Catchment 17.
- 10.2.5 Rainfall from the rest of the catchment likely flowed towards these areas of lower elevation, resulting in extensive accumulation of surface water at the sites, as seen in

Figure 10-6. It is noted that the private drainage systems within the school grounds have had limited maintenance prior to the flooding event and thus may have contained blockages, worsening the surface water flooding. At Bourne Primary School, some of the flooding may have also been fluvial, as the Yeadings Brook East reportedly overflowed its banks at this location. On a final note, the flooding at Bourne Primary School was contaminated with foul water, potentially indicating that a surface water sewer with a misconnection either surcharged near the school or discharged into the Yeadings Brook East further upstream of the school.



Figure 10-6: Photograph of the flooding at Bourne Primary School on the 23 September 2024. Image credit: Bourne Primary School.

## 10.3 Recommendations

- TWUL should investigate a possible misconnection in their network upstream of Bourne Primary School.
- Lead Local Flood Authority officers should engage with Bourne Primary School's maintenance team to conduct a drainage survey in order to better understand the drainage issues at the site.
- Lead Local Flood Authority officers should engage with Bourne Primary School to assist in the development of a flood action plan based on findings from the drainage survey and an understanding of the flood risk.
- Flood-affected residents should consider installing PFR measures to reduce the amount of floodwater entering their property during a flood event. The National Flood Forum has a [six-step guide](#) to navigate the process of installing PFR measures.
- Lead Local Flood Authority officers should investigate options for further drainage improvements at Bourne Primary School and bid for future funding opportunities (where available), such as SuDS in Schools grants, should a feasible option be identified.
- Hillingdon Council and Harrow Council should collaborate to investigate into opportunities for a flood alleviation scheme within this catchment.
- Hillingdon Council Flood Officers should support the DfE with implementing flood resilience measures at Queensmead School.
- Hillingdon Council Flood Officers should continue to work in partnership with the EA to develop the Victoria Road flood alleviation scheme towards implementation.

## 11 Catchment 26 – Brook Drive, Ruislip

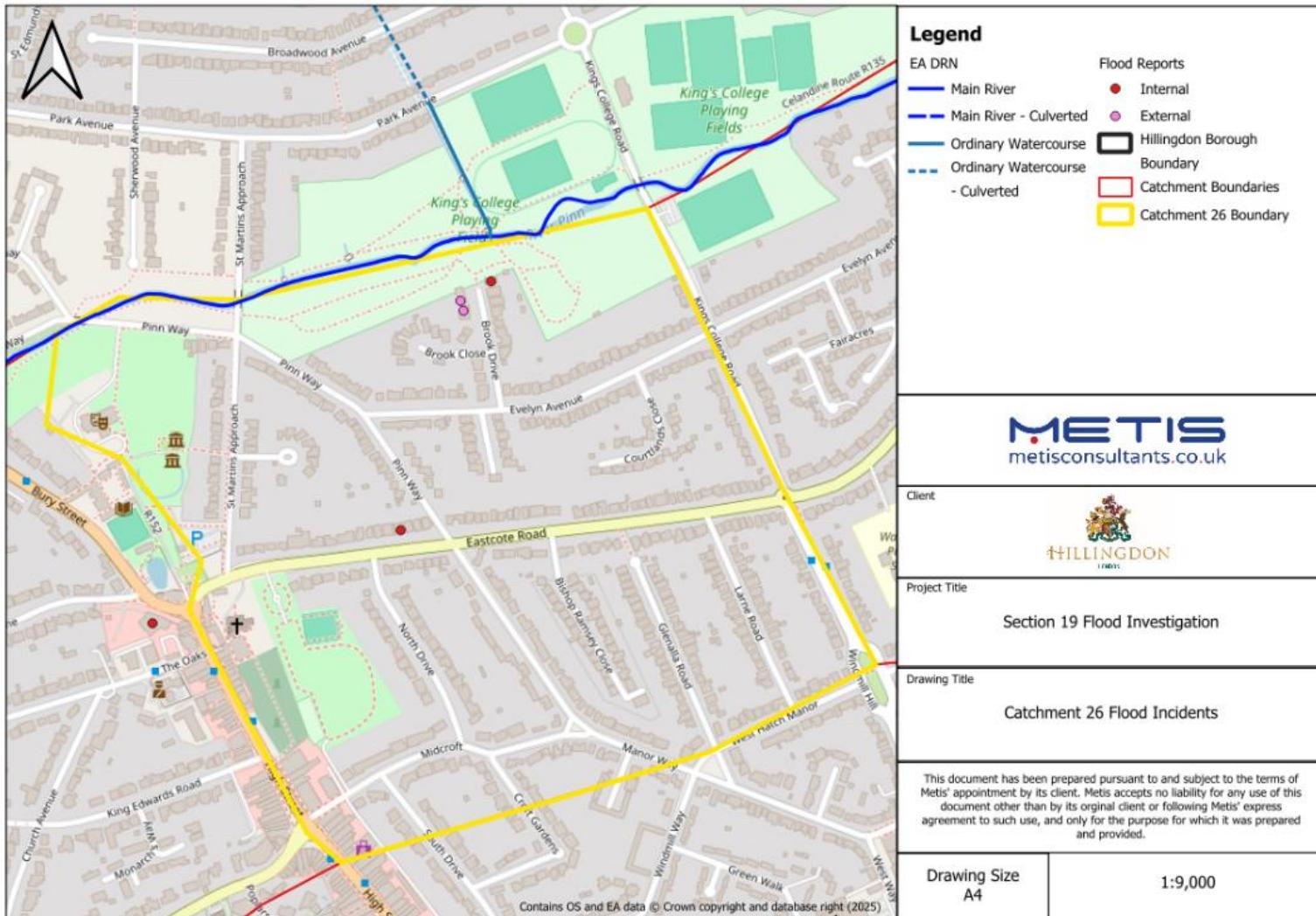


Figure 11-1:  
Catchment 26  
flood incidents  
from the 23  
September 2024  
flood event.

## 11.1 Background

- 11.1.1 Catchment 26 is located in the north of Hillingdon. BGS Geology Viewer shows that the majority of this catchment is underlain by Lambeth Group bedrock geology, which is characterised by a variable permeability, with some of the land in the west of the catchment underlain by London Clay bedrock geology, which is characterised by a low permeability. Eastcote Road dissects the catchment, and the River Pinn runs along its northern boundary. It also includes a section of Pinn Meadows, where in response to the July 2016 flood event Hillingdon Council installed a swale and a pond to reduce the risk of future flooding to Brook Drive properties.
- 11.1.2 The EA also installed Property Flood Resilience (PFR) measures in 37 residential properties along Brook Drive and adjacent streets. As shown in Figure 11-1, there were two internal flood incidents, and two external flood incidents reported in this catchment. The internal flood incidents occurred along Brook Drive and Eastcote Road.

### *Surface Water*

- 11.1.3 As shown in figure 11-2, high surface water flood risk is predicted across the catchment but is concentrated at Pinn Meadows and the surrounding roads.

### *Fluvial*

- 11.1.4 As seen in figure 11-3, the north section of the catchment is located in Flood Zone 2 or 3, including Pinn Meadows, Pinn Way, Brook Drive, Brook Close and Evelyn Avenue.

### *Ordinary Watercourses*

- 11.1.5 There are no mapped ordinary watercourses within Catchment 26. Therefore, the risk of flooding from ordinary watercourses is low.

### *Groundwater*

- 11.1.6 Figure 11-4 shows that the majority of the catchment is at less than 25% susceptibility to groundwater flooding. A small area in the north which includes Pinn Meadows, and some Brook Drive properties is classified as between 25% and 50% susceptible to groundwater flooding. Whilst, the groundwater may not result directly in flooding, it contributes to the excess amount of water in the catchment that struggles to be accommodated in either the river, drainage network, or open spaces.

### *Sewer*

- 11.1.7 The TWUL sewer network data shows that the sewer network in Catchment 26 is comprised entirely of surface water sewers that travel towards the River Pinn. When water levels in this river are high, there is an increased likelihood of sewer flooding in this catchment, as this would limit the sewer network's ability to discharge and reduce its capacity.

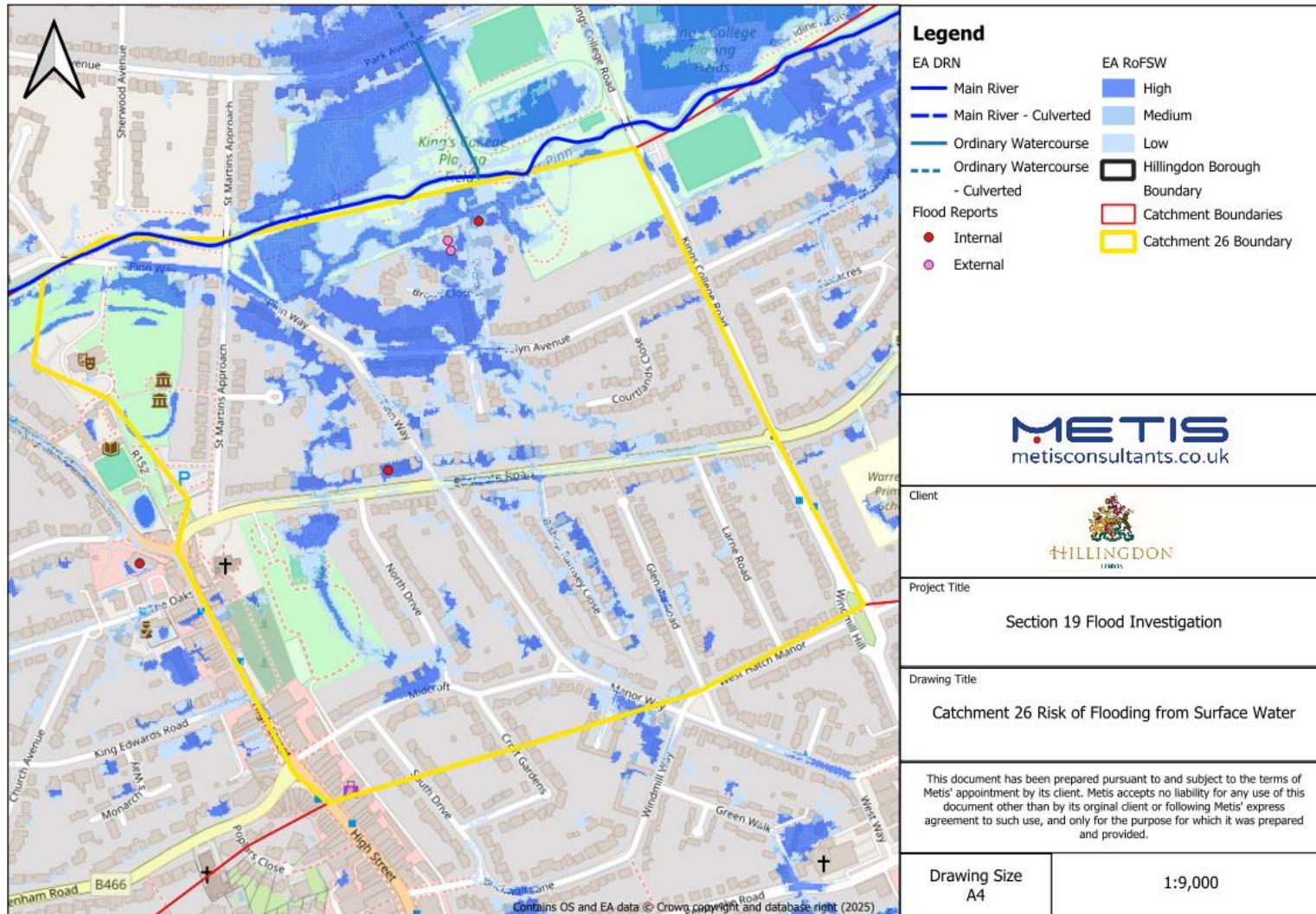


Figure 11-2: Catchment 26 flood incidents and Risk of surface water flooding.

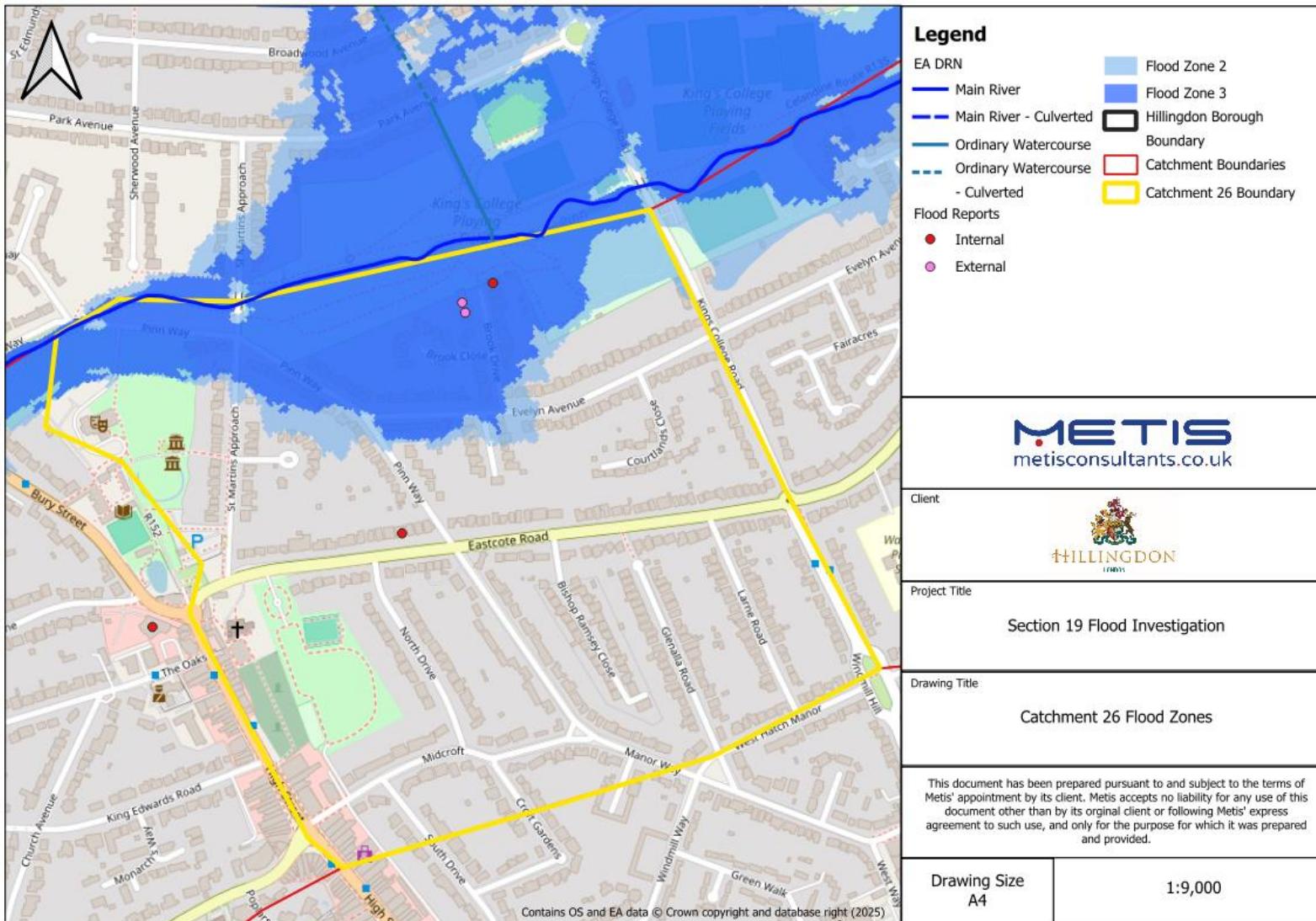


Figure 11-3: Catchment 26 flood incidents and Flood Zones.

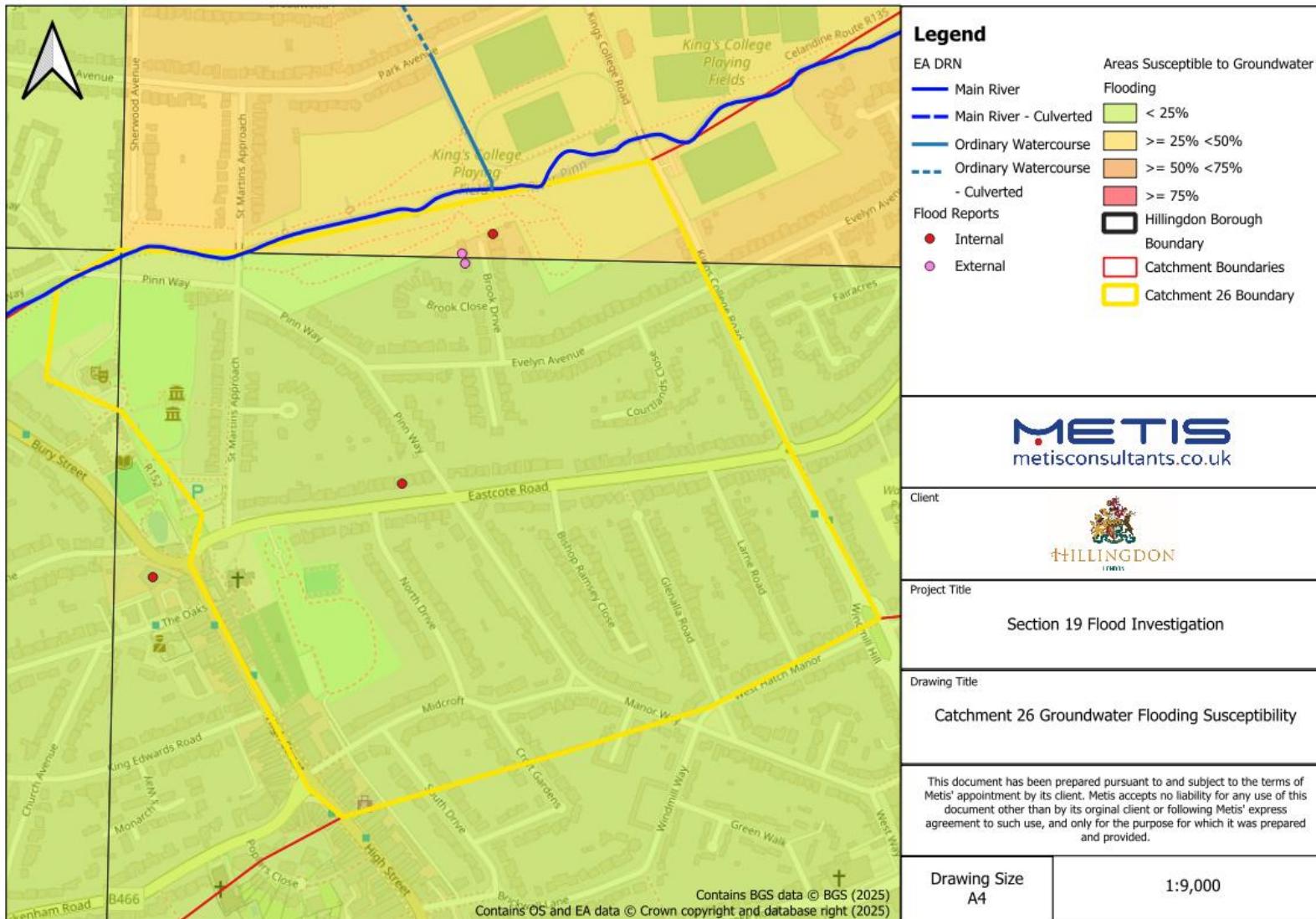


Figure 11-4: Catchment 26 flood incidents and groundwater flooding susceptibility.

## 11.2 Sources and Causes of Flooding

- 11.2.1 LiDAR data shows the River Pinn is a low point in Catchment 26, which means rain that falls within the catchment is likely to travel towards this watercourse. Therefore, rain that falls in the south of the catchment needs to travel across Eastcote Road to reach the River Pinn. As discussed with other catchments, less runoff was likely able to drain away from the surface due to high levels in the River Pinn which limited the local sewer network's capacity.
- 11.2.2 The result was significant volumes of surface water flowing across Eastcote Road and towards the front of the south-facing properties via the dropped kerbs and driveways, as shown in *Figure 11-5*. It was noted that the property that flooded internally had a low-lying letterbox which allowed water to enter the property.



Figure 11-5: Photograph of surface water flooding at the front of an Eastcote Road property on the 23 September 2024. Image credit: Eastcote Road resident.

11.2.3 The flooding at Brook Drive was reported as coming from the River Pinn. The River Pinn extends into Harrow and Hertfordshire, where it receives surface water via direct runoff and sewer outfalls. During heavy rainfall events, the volume of water entering the River Pinn upstream can exceed its downstream capacity, resulting in the river bursting its banks. In Pinn Meadows, a section of the River Pinn near Brook Drive has been straightened, resulting in a reduced capacity and an increased risk of fluvial flooding here.

11.2.4 In 2016, Hillingdon Council installed a swale and a pond next to Brook Drive to help desynchronise peak surface water flows into the River Pinn and peak riverine flows from further upstream. However, a high-water table means that these features fill up with groundwater, which reduces their capacity and likely meant that they were unable to attenuate the surface water runoff on the 23 September. Additionally, the upstream flows were likely enough alone to cause the River Pinn to breach its banks at this location and cause fluvial flooding to Brook Drive, as shown in *Figure 11-6*. Due to previous fluvial flooding along Brook Drive, many of the properties have PFR measures installed. These proved effective on the 23 September in minimising the number of internal flooding incidents.



Figure 11-6: Photograph of fluvial flooding along Brook Drive on the 23 September 2024. Image credit: Brook Drive resident.

## 11.3 Recommendations

- Hillingdon Council Flood Officers should continue to work in partnership with the EA to develop the Pinn Meadows and Park Wood SSSI Natural Flood Management schemes towards implementation.
- Flood-affected residents should consider installing PFR measures to reduce the amount of floodwater entering their property during a flood event. The National Flood Forum has a [six-step guide](#) to navigate the process of installing PFR measures.

## 12 Catchment 44 – West End Road, Ruislip

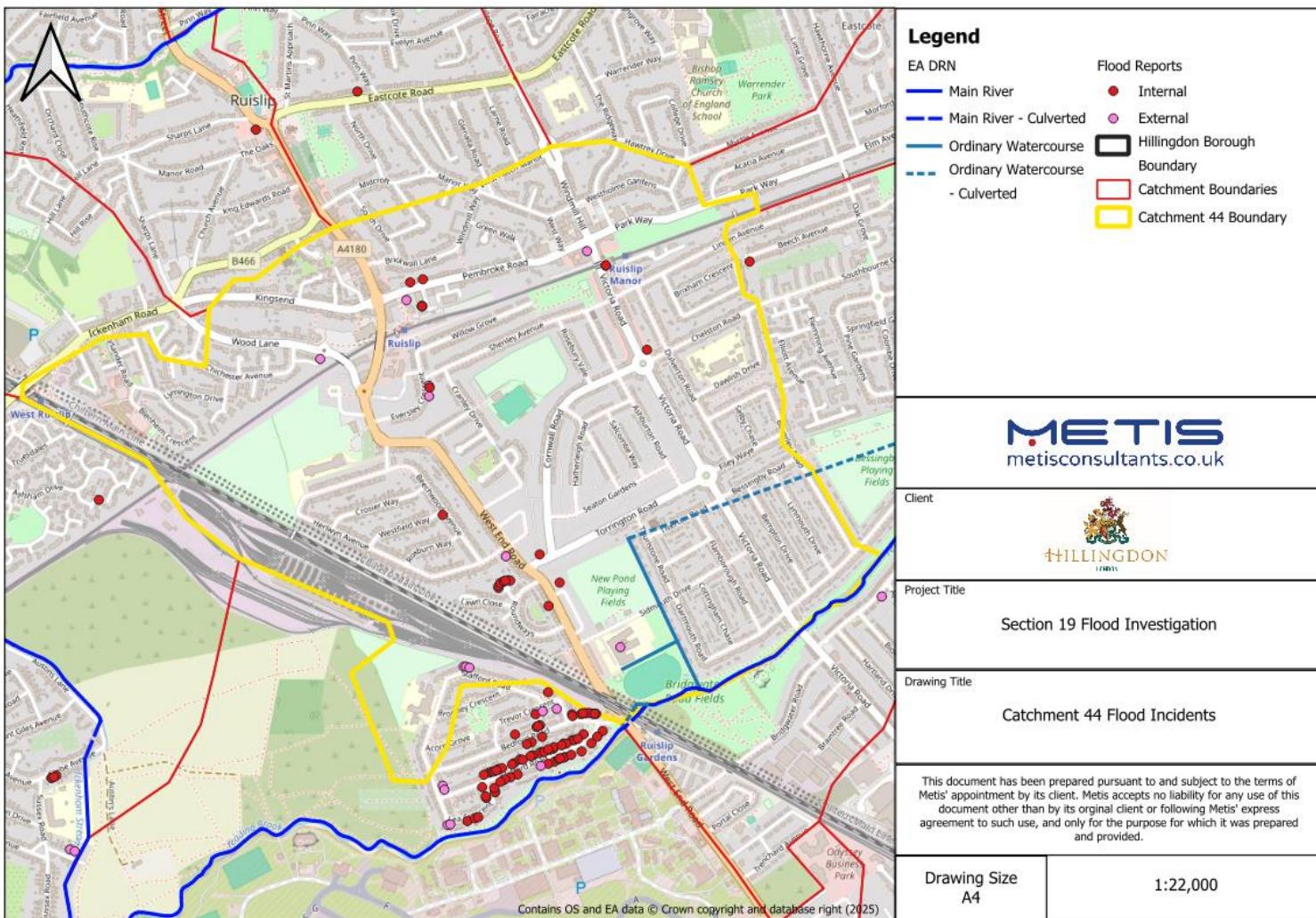


Figure 12:  
Catchment 44  
flood  
incidents from  
the 23  
September  
2024 flood  
event.

## 12.1 Background

- 12.1.1 Catchment 44 is located in the north of the borough and to the south of Catchment 26. [BGS Geology Viewer](#) shows that the west of this catchment is underlain by London Clay bedrock geology, which is characterised by a low permeability, whilst the east of this catchment is underlain by Lambeth Group bedrock geology, which is characterised by a variable permeability.
- 12.1.2 This catchment includes Ruislip High School and Ruislip Manor Station. The Chiltern Main Line railway runs along the catchment's south-western extent, and the Yeadings Brook West runs along its southern boundary. As shown in *figure 12* there were 18 internal flood incidents and ten external flood incidents reported in this catchment. The internal flood incidents occurred along Pembroke Road, Victoria Road, Eversley Crescent, Beechwood Avenue, Cornwall Road, West End Road, Berkeley Close, and Cherry Close.

### *Surface Water*

- 12.1.3 As shown in *figure 12-1*, there is a major surface water flow path that runs in a south-easterly direction from Pembroke Road through Eversley Crescent. This converges south of Grosvenor Vale with another major surface water flow path that runs in a south-westerly direction from Park Way through Victoria Road. The combined flow path continues south, joining with flow paths from Beechwood Avenue and Seaton Gardens and leading to a large area of high predicted risk of surface water flooding in the south of the catchment. This area includes Cherry Close, West End Road, and Berkeley Close.

### *Fluvial*

- 12.1.4 As seen in *figure 12-2*, some Dartmouth Road, West End Road, Bell Close, and Roundways properties are located in Flood Zone 2. Bridgewater Road Fields in the south of the catchment is located in Flood Zone 3.

### *Ordinary Watercourses*

- 12.1.5 *Figure 12-2* also shows that there is an ordinary watercourse that runs culverted in a south-westerly direction from the east of the catchment. This ordinary watercourse becomes an open channel in New Pond Playing Fields and runs south to join the Yeadings Brook West. A tributary to this ordinary watercourse runs along the southern boundary of Ruislip High School. Therefore, there may be risk of flooding from ordinary watercourses near New Pond Playing Fields or Ruislip High School.

### *Groundwater*

- 12.1.6 As seen in *figure 12-3*, the available data shows that Catchment 6 has less than 25% susceptibility to groundwater flooding, therefore it could be considered that the risk of groundwater flooding is low.

## **Sewer**

12.1.7 The TWUL sewer network data shows that the sewer network in Catchment 44 is comprised entirely of surface water sewers that mostly travel towards the Yeading Brook West. When water levels in this river are high, there is an increased likelihood of sewer flooding in this catchment, as this would limit the sewer network's ability to discharge and reduce its capacity.

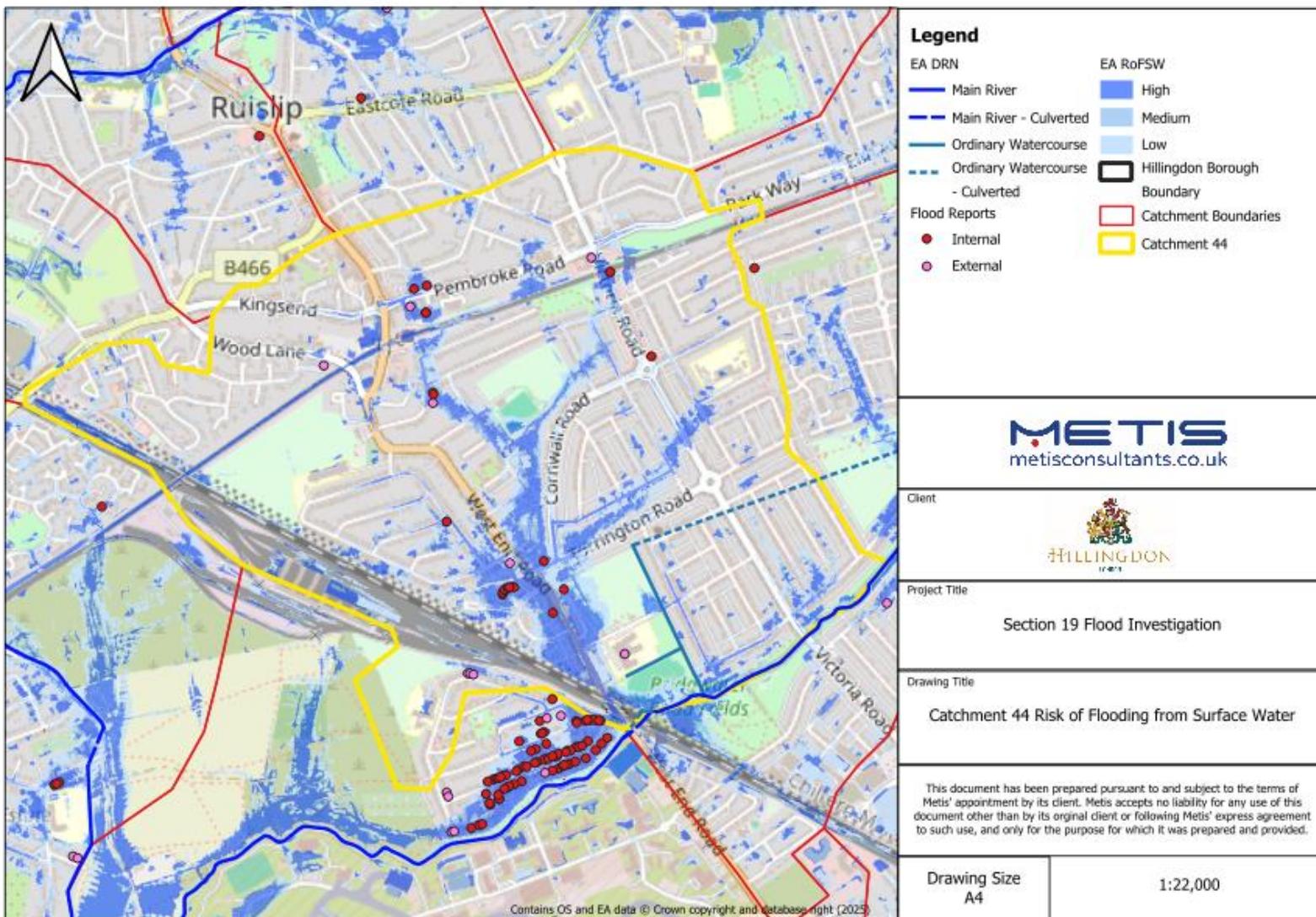


Figure 12-1: Catchment 44 flood incidents and Risk of surface water flooding.

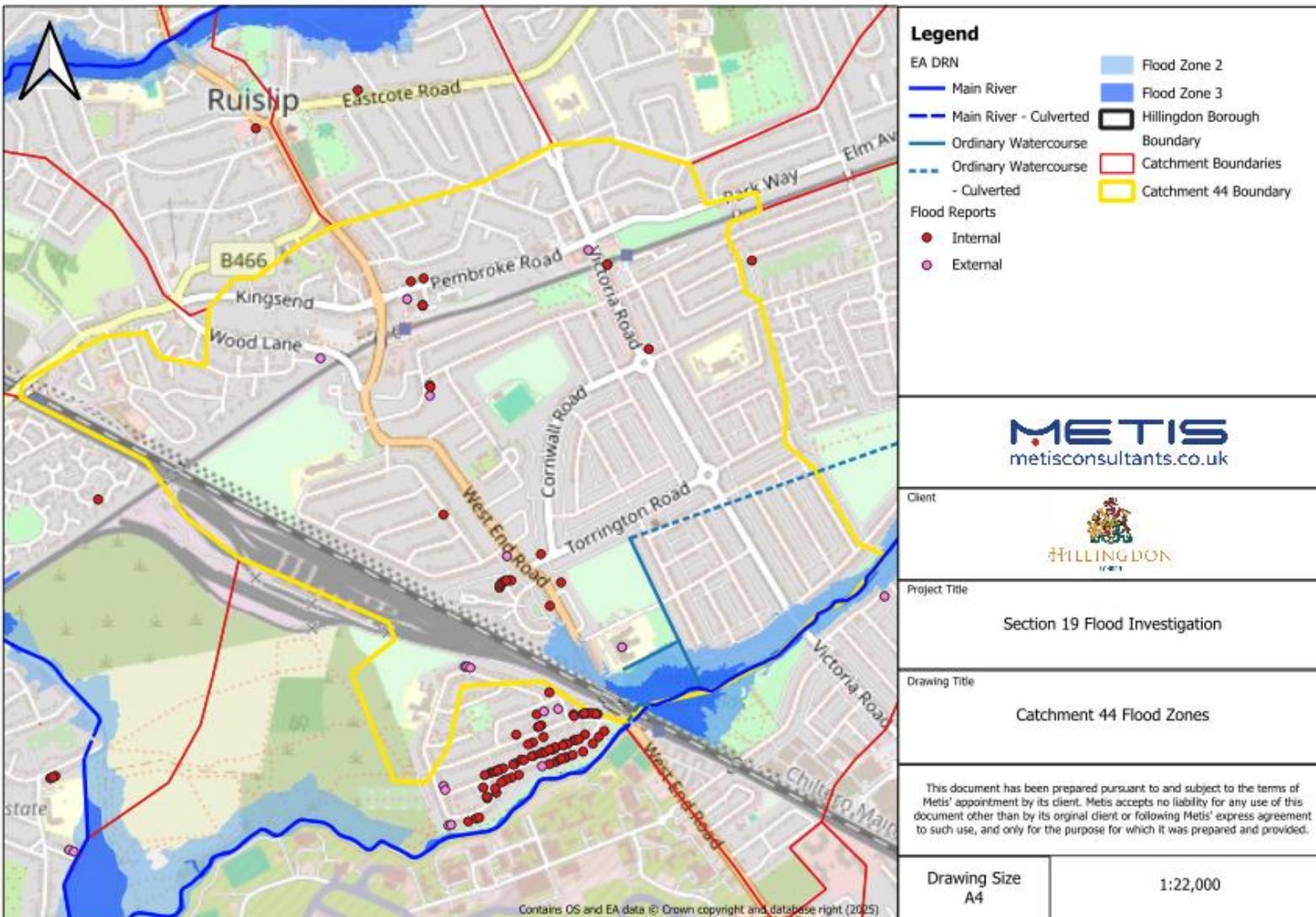


Figure 12-2: Catchment 44 flood incidents and Flood Zones.

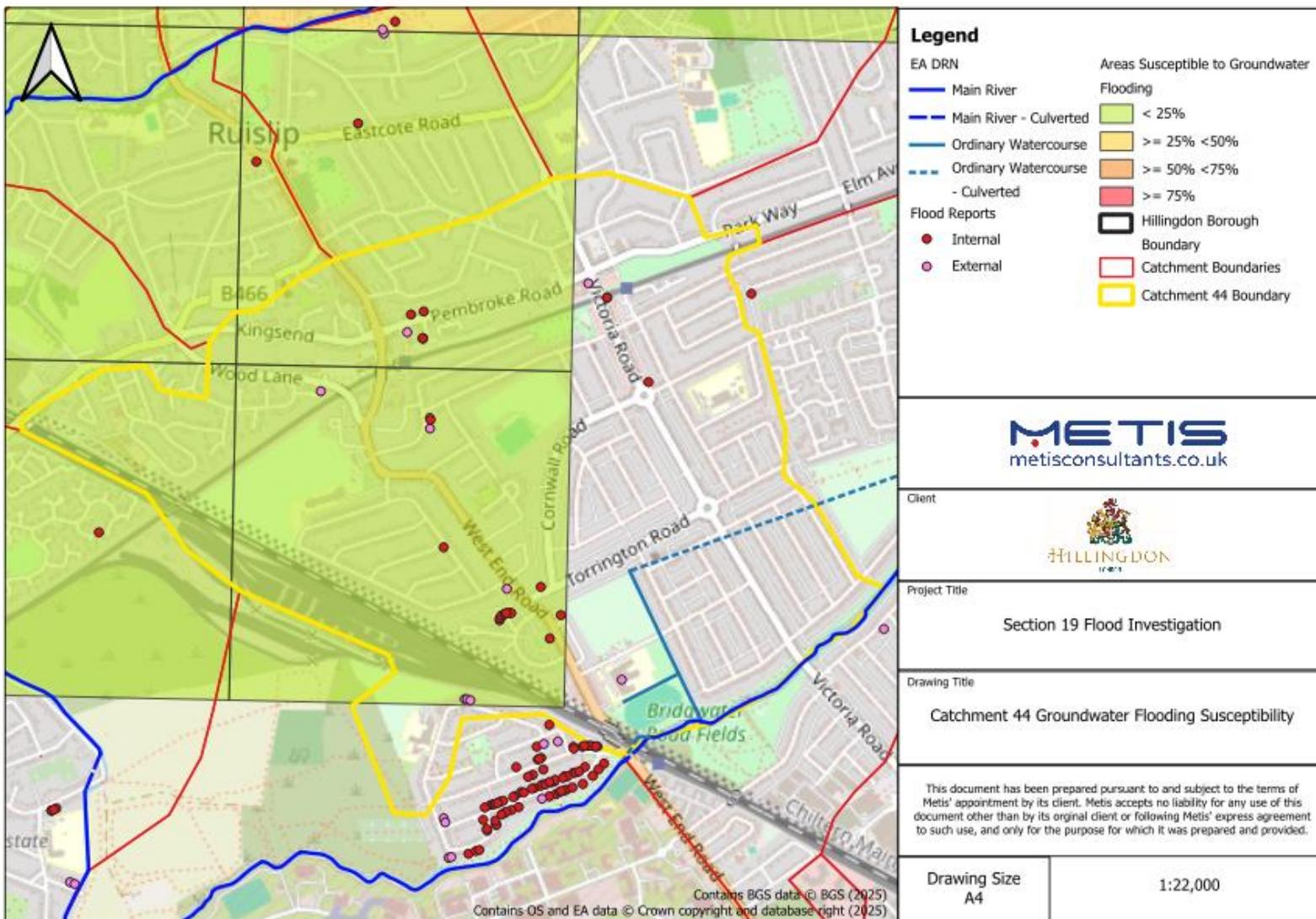


Figure 12-3: Catchment 44 flood incidents and groundwater flooding susceptibility.

## 12.2 Sources and Causes of Flooding

12.2.1 Rising river levels reduced the sewer network's ability to discharge and thus its capacity for draining surface water. Therefore, rainfall instead likely surcharged from drainage systems and followed the topography of the land, which LiDAR data indicates slopes from north to south. As it flowed, surface water runoff would have accumulated at locations with relatively low elevations. For example, as seen in *Figure 12-4*, the entrance to Ruislip Manor Station is located where Victoria Road concaves. Surface water from further north in the catchment pools at this low point in the highway.

12.2.2 On the 23 September 2024, the surface water pooling here was extensive enough to reach the entrance of the station. For Pembroke Road, Victoria Road, and Beechwood Avenue, the flood-affected properties are located at a lower elevation than the highway. Thus, surface water was able to accumulate and enter the front of these properties through low-lying air bricks and doors. Meanwhile, the flood-affected properties along West End Road and Berkeley Close are located at lower elevations compared to the adjacent areas of open green space that they back onto, therefore surface water accumulated and entered at the back of these properties through low-lying air bricks and doors.



Figure 12-4: Entrance to Ruislip Manor Station along Victoria Road. Image credit: Google Earth.

12.2.3 The flood-affected property along Eversley Crescent is not located at local low point in the topography. However, it is located at bend in the highway, as shown in *Figure 12-5*. With no gully in a position to intercept the runoff, surface water from further north in the catchment likely travelled straight down Eversley Crescent, overtopped the dropped kerb at the bend, flowed into the driveway, and entered the property through the low-lying air bricks and door.



Figure 12-5: Photograph of Eversley Crescent. Image credit: Metis Consultants Ltd.

12.2.4 The flood-affected property along Cornwall Road is located at the end of a private access road which runs in a southerly direction. Therefore, it is likely that the flooding was, again, a result of surface water following the topography of the land. The property also reportedly flooded from a surcharging private sewer in the back garden, which indicates that the drainage system at the property had reached capacity and likely slowed the rate of surface water draining away from the property after the rainfall event.

12.2.5 Finally, there is a sloped entrance to Cherry Close, as shown in *Figure 12-6*, which allowed surface water from Roundways to flow towards the Cherry Close properties. There is only one gully that serves Cherry Close. During the site visit, standing water could be seen within this gully, despite there being no rainfall at that location on the 7 April 2025. This indicates a capacity issue or possible blockage within the drainage network here. It is likely that the gully was ineffective at draining surface water away, and thus the surface water had nowhere to go except towards the Cherry Close properties, causing internal flooding to the entire close.



Figure 12-6: Photograph of Cherry Close. Image credit: Metis Consultants Ltd.

## 12.3 Recommendations

- Hillingdon Highways Team should consider installing additional gullies along Cherry Close and Eversley Crescent to reduce the risk of flooding to properties from the highway.
- TWUL should investigate their surface water sewer system at Cherry Close and rectify any blockages or capacity issues.
- Flood-affected residents should consider installing PFR measures to reduce the amount of floodwater entering their property during a flood event. The National Flood Forum has a [six-step guide](#) to navigate the process of installing PFR measures.
- Hillingdon Council and TWUL should collaborate to investigate opportunities for highway SuDS within the catchment.

## 13 Post Flooding Observations

### 13.1 Assistance with Flooded Properties

- 13.1.1 Feedback received through the Council's public questionnaire and subsequent engagement with residents has highlighted the significant emotional and practical distress caused by the flooding. Many residents described the experience as deeply upsetting, with some reporting damage to homes, loss of personal belongings, and disruption to daily life. The psychological impact of the flooding has left communities feeling vulnerable and anxious about future occurrences.
- 13.1.2 A recurring theme in the responses was frustration and concern regarding the perceived lack of support and communication from Risk Management Authorities (RMAs). Residents expressed disappointment over the absence of timely assistance during and after the event, including limited access to emergency services, unclear guidance on recovery processes, and a lack of visible presence from responsible agencies.
- 13.1.3 Flooding is often the result of intense and prolonged rainfall, which can overwhelm natural and built drainage systems. While authorities work hard to manage flood risks, extreme weather events will continue to happen and cause risks. This is why residents are encouraged to take proactive steps to protect themselves and their properties. Having a personal flood plan, knowing how to respond, and implementing measures such as installing flood barriers or raising electrical sockets can make a significant difference.
- 13.1.4 One contributing factor to increased surface water flooding is the widespread paving over of gardens and driveways, which reduces natural drainage and increases runoff. Reversing this trend will assist communities.
- 13.1.5 The Council recognises these challenges and is committed to collaborating with communities to build resilience. This means supporting residents in understanding their flood risk, promoting sustainable drainage solutions, and encouraging the preservation or restoration of green spaces.
- 13.1.6 While risk management authorities play a vital role, they too can become overwhelmed during major flood events. By fostering a shared responsibility approach, where residents, communities, and authorities work together, it is possible to reduce reliance on emergency response and strengthen local preparedness.

### 13.2 Post Flooding

- 13.2.1 Residents also raised concerns about the assistance received during times of flooding, residents often face significant challenges in accessing timely and effective assistance. Many found themselves overwhelmed by the immediate dangers, rising water levels, property damage, and threats to personal safety, while struggling to navigate unclear or delayed communication from authorities.

- 13.2.2 Beyond the immediate response, residents would like to see long-term commitment from authorities to flood prevention and resilience. This includes investment in infrastructure like improved drainage systems, flood barriers, and sustainable land management. Importantly, more personal support with clean up and recovery has also been raised as a major area of concern.
- 13.2.3 Intervening in personal flooding situations is not straightforward for Risk Management Authorities. For some flood events, central Government has put in place special recovery support, including funding, to assist communities and residents. Residents and businesses asked for assistance through council tax and business rate reliefs which needs to be considered by the Council further.
- 13.2.4 The Council will continue to prioritise assistance for vulnerable residents during and immediately after flooding incidents.

## 14 General Recommendations

### 14.1 Background

- 14.1.1 In addition to the area specific recommendations, the investigation has considered more general practices of the risk management authorities. All flood incidents should be a catalyst for considering improvement of practices, particularly regarding day-to-day activities.
- 14.1.2 Of most importance is the need for the relevant risk management authorities to work more collaboratively to provide a more holistic approach to flood risk management. For example, it would be useful for all parties to understand maintenance and inspection regimes with updates provided as a matter of course.
- 14.1.3 This is best reflected in the outfalls serving Ruislip Gardens. No information on inspections or maintenance is available. It is understood that the Environment Agency has inspected the river whilst the efficacy of the drainage network is the responsibility of Thames Water, and land around the outfalls is understood to be managed by the Green Spaces team of the Council. Blockages of the outfalls were not identified until investigative work was completed as part of this statutory investigation. Processes should be improved to ensure that organisations can work together to better identify defects.

### 14.2 General Recommendations for Hillingdon Council

1. Hillingdon Council Flood Officers should utilise community engagement to increase awareness and the uptake of PFR measures, including air brick covers and flood gates.
2. 102 of the 152 respondents to the September 2024 flooding questionnaire indicated that they are not aware of EA flood warnings. Hillingdon Council Flood Officers should therefore utilise community engagement to increase awareness and the uptake of EA flood warning service. Hillingdon Council can also advertise EA flood warnings their flooding webpage by using widgets.
3. Hillingdon Council Flood Officers should utilise community engagement to ensure landowners are aware of their flood management responsibilities, including keeping private drains clear from blockages.
4. Hillingdon Highways Team should work together with Flood Officers to identify priority gully cleaning locations where the risk of flooding is considered to be very high. These areas should be subject to increased gully cleaning.
5. Hillingdon Highways Team should explore the potential of increasing permeable surfacing when resurfacing council-owned roads, pavements, and areas of hard-standing.

6. Hillingdon Highways Team should consider the feasibility of delivering highways SuDS as part of other highway works planned for the borough.
7. Hillingdon Highways Team should publicly share information on the maintenance of their drainage assets.
8. Hillingdon Council Flood Officers should ensure policies on sandbags are up to date and available on the website.
9. To consider council tax and business rate relief for impacted residents and business.

### 14.3 General Recommendations for the EA

10. The EA are advised to review their threshold for a flood warning to ensure it accurately represents real world conditions, as the River Pinn breached its banks on the 23 September 2024 but there was no flood warning.
11. The EA is advised to provide details of river inspections and consider how these are carried out particularly taking the opportunity to observe the state of outfalls (whether riparian or Thames Water or other).

### 14.4 General Recommendations for TWUL

12. TWUL should collaborate with Hillingdon Council and utilise community engagement to increase awareness and usage of the Sewer Flooding Questionnaire.
13. TWUL should evaluate their process of sharing information to ensure it enables other RMAs to obtain as many details of a flood event as possible.
14. The TWUL Drainage and Wastewater Management Plan (DWMP) is a long-term strategic plan that sets out how drainage networks are to be improved and maintained to ensure future resilience. As part of the DWMP, TWUL have produced a Strategic Plan for the Mogden Catchment, which Hillingdon falls within. TWUL should look to implement the actions within this plan to reduce the risk of flooding to residential properties.
15. TWUL should explore the potential of upgrading the surface water sewer network capacity within the flood-affected catchments to limit gully surcharging and ensure that surface water flows can be managed effectively.
16. Information on inspection regimes should be shared routinely along with the need for any remedial work that may be the responsibility of others, for example Hillingdon asset managers or the Environment Agency.
17. To provide clearer information on maintenance regimes and be more public facing with work and activities.
18. To provide clearer information and improved promotion on how to report flooding.

## 15 Flooding Incidents Outside the Section 19 Criteria

### 15.1 Background

15.1.1 There were 48 external flood incidents reported for the 23 September 2024 flood event, 18 of which occurred on roads with no internal reports. There were also two hydrological catchments in Hillingdon that only contained one reported internal flood incident. The additional locations of these incidents are listed below:

Lyndhurst Crescent	Uxbridge	Torcross Road	Ruislip
Long Lane	Ickenham	Aragon Drive	Ruislip
Tavistock Road	Ickenham	Poole Close	Ruislip
Thornhill Road	Ickenham	Bury Street	Ruislip
The Greenway	Ickenham	Breakspear Road	Ruislip
Stafford Road	Ruislip	Lichfield Road	Northwood
Ruislip High School	Ruislip	Bayhurst Drive	Northwood
South Ruislip Station	Ruislip	Rofant Road	Northwood
Long Drive	Ruislip	Grove Road	Northwood

15.1.2 These isolated incidents have been recorded and investigated in accordance with service requirements but are not the subject of a formal Section 19 investigations.

## 16 Before, during and after the Event

Authority	Actions regarding flood incident
Hillingdon Council	<p><b>Before</b></p> <ul style="list-style-type: none"><li>• Hillingdon Council as the LLFA have completed a number of flood alleviation works near the flood-affected areas, including at Bessingby Park, Park Wood SSSI, Elephant Park, Court Park, and Eastcote Town Centre. Further works were being developed at Pinn Meadows, Bridgewater Road Fields, Park Wood SSSI, South Ruislip, and Ruislip Gardens.</li><li>• Hillingdon Green Spaces Team were developing a river meandering scheme at Bridgewater Road Fields with the aim to provide flood alleviation benefits.</li><li>• Hillingdon Highways Team were developing raingarden schemes along Kings College Road and Aragon Drive with the aim to provide flood alleviation benefits.</li><li>• It is noted that Hillingdon Highways Team send out a contractor to clear gully blockages within 24 hours of a report.</li><li>• It is noted that when highways resurfacing is required, Hillingdon Highways Team aim to carry out like-for-like replacements, with no changes to the permeability of the surface.</li><li>• Hillingdon Emergency Planning and Response Team produced the MAFP.</li></ul> <p><b>During</b></p> <ul style="list-style-type: none"><li>• A Gold Co-ordination Group was established to align actions between different teams within Hillingdon Council, including the Highways Team and the Emergency Planning and Response Team. The first meeting of the Gold Group was at 09:45 on 23 September. Subsequent meetings were held on the 24, 25, and 26 of September. On the 27, the group stood down at the agreement of all members.</li><li>• The Gold Group organised Council Officers or contractors to attend reports received via the GOSS reporting system or phone calls. Each site was assessed, with sandbags and pumping required at some properties.</li><li>• Road sweepers and gully cleansing teams were deployed to help alleviate issues of surface water flooding on roads across the borough. For some roads, there was no drainage for the water to flow into, so it was case of having to wait for it to recede naturally.</li><li>• Hillingdon Council assisted the LFB with pumping and evacuations. Meanwhile, there was limited communication or collaboration with the EA and TWUL during the event.</li><li>• Hillingdon Council posted a <a href="#">news article</a> updating residents on the response to the flooding and directing flood-affected residents to the Council's online flooding webpage for further information.</li></ul>

Authority	Actions regarding flood incident
	<p style="text-align: center;"><b>After</b></p> <ul style="list-style-type: none"> <li>• Hillingdon Emergency Management and Response Team held a post-incident debrief in order to identify organisational learning. As a result of this debrief, two MAFP webinars were hosted internally to ensure staff understand the role and responsibilities of the different RMAs during flooding incidents.</li> <li>• Hillingdon Emergency Management and Response Team hosted a multi-agency Resilience Forum meeting on the 30<sup>th</sup> of September which included the EA, LFB, and RAF Northolt. The response to the flood event was discussed and the minutes were written up and shared with the attendees.</li> <li>• Hillingdon Council as the LLFA posted a questionnaire on Hillingdon Council's website from the 3<sup>rd</sup> of December 2024 to the 12<sup>th</sup> of January 2025 to gain more information about the flooding incident. This questionnaire was shared with local schools, community groups, and residents who had previously made reports via email.</li> <li>• Hillingdon Council as the LLFA are now prioritising their A40 Critical Infrastructure and Victoria Road Critical Drainage Area (CDA) flood alleviation schemes, which are located near the most affected areas.</li> <li>• Hillingdon Green Spaces Team finished the construction of the meandering scheme at Bridgewater Road Fields.</li> <li>• Hillingdon Highways Team finished the construction of the Kings College Road and Aragon Drive raingardens.</li> </ul>
TWUL	<p style="text-align: center;"><b>Before</b></p> <p><i>No information shared.</i></p> <p style="text-align: center;"><b>During</b></p> <ul style="list-style-type: none"> <li>• Field Officers attended flood incidents that were reported via phone calls. The sites were assessed, and the flood-affected residents were advised to make a formal report via TWUL Sewer Flooding Questionnaire.</li> </ul> <p style="text-align: center;"><b>After</b></p> <p><i>No information shared.</i></p>
EA	<p style="text-align: center;"><b>Before</b></p> <ul style="list-style-type: none"> <li>• A flood alert for the Yeading Brook East was issued on 22 September at 15:54.</li> </ul> <p style="text-align: center;"><b>During</b></p> <ul style="list-style-type: none"> <li>• Field Officers were deployed to clear trash screens.</li> <li>• Community Information Officers were deployed to the flood-affected areas.</li> <li>• An email was sent to local MP Danny Beales to provide update.</li> </ul> <p style="text-align: center;"><b>After</b></p> <ul style="list-style-type: none"> <li>• Calculated the return period for the rainfall event for the 23 September 2024.</li> </ul>

Authority	Actions regarding flood incident
	<ul style="list-style-type: none"> <li>Flood Resilience Officers visited the Brook Drive on the 24<sup>th</sup> of September 2024 to help build a document of evidence for how river levels are reflected in real life.</li> </ul>
LFB	<p style="text-align: center;"><b>Before</b></p> <ul style="list-style-type: none"> <li>Undertake visual inspections of highways during the autumn and report any blocked gullies to Hillingdon Council.</li> <li></li> </ul> <p style="text-align: center;"><b>During</b></p> <ul style="list-style-type: none"> <li>Attended 999 calls and evacuated residents whose properties had been internally flooded.</li> <li></li> </ul> <p style="text-align: center;"><b>After</b></p> <ul style="list-style-type: none"> <li>Held a post-incident debrief in order to identify organisational learning.</li> </ul>
Harrow Council	<p style="text-align: center;"><b>Before</b></p> <ul style="list-style-type: none"> <li>Implemented a flood alleviation scheme within Newton Park East in 2019 to address flood risks downstream of the Yeading Brook East.</li> </ul> <p style="text-align: center;"><b>During</b></p> <p><i>No information shared.</i></p> <p style="text-align: center;"><b>After</b></p> <ul style="list-style-type: none"> <li>Commissioned a feasibility study into additional flood alleviation works in the Roxbourne CDA, an area located at the upstream extent of the Yeading Brook East.</li> </ul>
Bourne Primary School	<p style="text-align: center;"><b>Before</b></p> <p><i>No information shared.</i></p> <p style="text-align: center;"><b>During</b></p> <ul style="list-style-type: none"> <li>The school had to be closed on the 23 of September due to the flooding.</li> </ul> <p style="text-align: center;"><b>After</b></p> <ul style="list-style-type: none"> <li>Due to foul water contamination in the flood waters, sections of the school were required to remain closed until November 2024 whilst Hillingdon Council sanitised and dried the affected areas. Alternative provision, including remote learning, was put in place for affected pupils. Welfare checks were carried out for any vulnerable families.</li> <li>It was noted that there was initially a lack of communication with Hillingdon Council whilst the school was reaching out for support to reduce the risk of future flooding.</li> </ul>
Queensmead School	<p style="text-align: center;"><b>Before</b></p> <ul style="list-style-type: none"> <li>A Flood Risk Assessment was carried out in October 2023 by the Department for Education (DfE) to identify the flooding mechanisms onsite and options for flood resilience measures.</li> </ul> <p style="text-align: center;"><b>During</b></p> <ul style="list-style-type: none"> <li>The school had to be closed on the 23 of September due to the flooding.</li> </ul>

Authority	Actions regarding flood incident
	<p data-bbox="854 233 933 265"><b>After</b></p> <ul style="list-style-type: none"> <li data-bbox="409 271 1394 428">In light of the September 2024 flood incident, the DfE have allocated an initial provision of £25,000 for further optioneering works, including survey works. Once complete, the DfE will approve a budget to implement the flood resilience measures.</li> </ul>

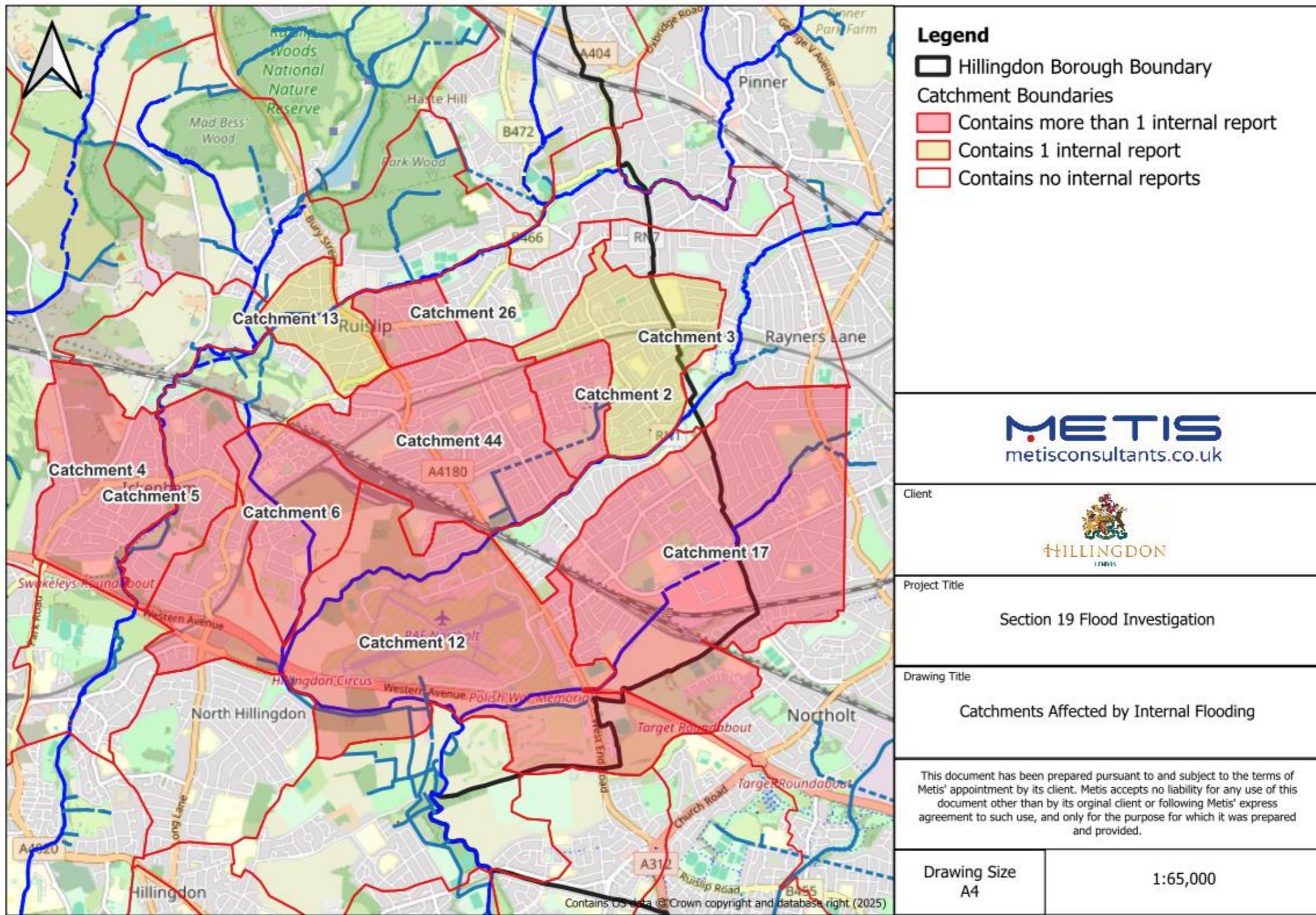


Figure 17-1: Hydrological catchments that contain one or more flood incident from the 23 of September 2024.

## 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:

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

## BACKGROUND PAPERS

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

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Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker				Cabinet Member Lead & Officers			Status	
					CABINET meeting	Cabinet Member	Shareholder Committee	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author		
<b>DECEMBER 2025</b>													
26	Biannual Performance Report	Cabinet will receive its biannual report performance report for the current year, looking back on how the Council is delivering on key service metrics and the Council Strategy - and looking ahead at planned actions.	N/A		23 December				Cllr Eddie Lavery / All Cabinet Members	All	Ian Kavanagh	Matthew Wallbridge	Public
36	Infrastructure Funding Statement	Cabinet will receive an annual report setting out the Council's Infrastructure Funding Statement, a document it is required to publish which also monitors spending on section 106 (developer contribution) monies along with the Community Infrastructure levy over the past year.	All		23 December				Cllr Steve Tuckwell - Planning, Housing & Growth	Residents' Services	Andrew Tebbutt	Dan Kennedy	Public
SI Page 217	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		23 December				TBC	TBC	Democratic Services		Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		23 December				TBC	TBC	Democratic Services		Public
28b	Statement of Licensing Policy (POLICY FRAMEWORK)	Every 5 years the Council is required to review its Licensing Policy, which Council officers and Licensing Sub-Committee operate within when making such licensing decisions. Following consultation, Cabinet will consider recommending a reviewed Statement of Licensing Policy to the Full Council	All		23 December			22 January 2026 - adoption	Cllr Wayne Bridges - Community & Environment	Residents' Services	P - Daniel Ferrer / Stephanie Waterford	Daniel Kennedy	Public
SI	2026/27 Budget and Future Medium-Term Financial Strategy (BUDGET FRAMEWORK)	This report will set out the Medium Term Financial Strategy (MTFS), which includes the draft General Fund reserve budget and capital programme for 2026/27 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration and may include Council Tax Reduction Scheme proposals. Cabinet may also consider the outcome of consultation on proposed mid-year changes to fees and charges.	All		23 December			26 February 2026 - adoption	Cllr Eddie Lavery - Finance & Transformation	All	Andy Goodwin	Steve Muldoon	Public

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker				Cabinet Member Lead & Officers			Status	
					CABINET meeting	Cabinet Member	Shareholder Committee	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author		
43	Private Sector Housing Improvement Programme	The Cabinet Member will consider an improvement programme on the Council's approach to regulating the private rented housing sector to ensure residents in rented properties in the borough have safe and secure accommodation and that property conditions meet relevant standards.	All			December			Cllr Steve Tuckwell - Planning, Housing Growth	Residents' Services	Richard Webb	Dan Kennedy	Public
17	Annual Lettings Plan	The Cabinet Member will consider approval of a lettings policy and plan in support of delivering the Council's Temporary Accommodation Action Plan.	All			December			Cllr Steve Tuckwell - Planning, Housing Growth	Residents' Services	Adam Stephenson / Debbie Weller / Roy Dunbar	Dan Kennedy	Public
73a Page 218	Rural Activities Garden Centre	Following Cabinet's decision to close retail operations on 26 June, following further consultation and engagement with those in receipt of assessed social care services and those who attend the RAGC as volunteers on proposals to relocate services, under delegated authority the Cabinet Member will make a decision on the future of the RAGC site and relocation of service provision accordingly.	Colham & Cowley			December			Cllr Wayne Bridges - Community & Environment	Residents' Services / Health & Social Care	Steve Brown	Dan Kennedy	Public
<b>JANUARY 2026</b>													
33	Tender contract for the collection & treatment of Co-mingled dry mixed recycling	Cabinet will receive an update on the current position within the dry mixed recycling materials market and potential legislative changes which may impact the way that the Council operates its recycling collections in the future. In considering this, Cabinet will consider a supplier for such services, after competitive tender.	All		15 January				Cllr Wayne Bridges - Residents' Services	Residents' Services	Daniel Long	Dan Kennedy	Private (3)

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker				Cabinet Member Lead & Officers			Status	
					CABINET meeting	Cabinet Member	Shareholder Committee	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author		
24	Temporary Accommodation Action Plan Monitoring	Cabinet will receive a quarterly update, or at a frequency as determined by the Cabinet Member, on progress on the delivery of the Temporary Accommodation Strategy and Action Plan presented to Cabinet in February 2025. This will be aligned with the Homelessness Prevention and Rough Sleeping Strategy and the Medium-Term Financial Strategy, which is to include details of actions taken to bring empty homes across the Borough back into occupation.	All		15 January				Cllr Steve Tuckwell - Planning, Housing Growth	Residents' Services	Debbie Weller	Dan Kennedy	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		15 January				TBC	TBC	Democratic Services		Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		15 January				TBC	TBC	Democratic Services		Public
24/219	Local Development Scheme	The Council is required to update its Local Development Scheme (LDS). A LDS is required under section 15 of the Planning and Compulsory Purchase Act 2004. This must specify the development plan documents (incl. Local Plan) which, when prepared, will comprise part of the development plan for the area. Full Council will receive an updated plan for consideration after Cabinet's recommendation.	All		15 January			22 January 2026	Cllr Steve Tuckwell - Planning, Housing & Growth	N/A	Gavin Polkinghorn	Dan Kennedy	Public
28c	Statement of Licensing Policy (POLICY FRAMEWORK)	Every 5 years the Council is required to review its Licensing Policy, which Council officers and Licensing Sub-Committee operate within when making such licensing decisions. Following Cabinet consideration, full Council will consider the adoption of the Statement of Licensing Policy.	All					22 January 2026 - adoption	Cllr Wayne Bridges - Community & Environment	Residents' Services	P - Daniel Ferrer / Stephanie Waterford	Daniel Kennedy	Public

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker				Cabinet Member Lead & Officers			Status	
					CABINET meeting	Cabinet Member	Shareholder Committee	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author		
SI	<b>Audit Committee Annual Report</b>	The Audit Committee is required to submit an annual report to Council outlining the Committee's activities over the previous year. This report summarises the work of the Audit Committee and how it has undertaken its responsibilities in respect of: Internal Audit, External Audit, Counter Fraud, Risk Management and the Financial reporting process of the Statement of Accounts.	N/A					22 January 2026	N/A	N/A	Democratic Services / Claire Baker	Steve Muldoon	Public
SI	<b>Programme of Meetings for the next Municipal Year</b>	Each year the full Council agrees the programme of meetings for the ensuing Municipal Year, setting out the dates and times of Council, Cabinet and Committee meetings.	N/A					22 January 2026	N/A	N/A	Lloyd White		Public
SI Page 220	<b>Council Tax-Base and Business Rates Forecast 2026/27</b>	This report sets out the proposed Council Taxbase and Business Rates Forecast for the forthcoming financial year and in accordance with the legislation for approval by the full Council. The Council is required to calculate both its Council Taxbase as at 30 November 2023 and the Business Rates forecast for the forthcoming year by the end of January.	All					22 January 2026	NA	N/A	Andy Goodwin	Steve Muldoon	Public
<b>FEBRUARY 2026</b>													
44	<b>Homelessness and Rough Sleeping Strategy</b>	Cabinet will consider an updated Strategy, setting out the Council's long-term approach to preventing homelessness and reducing rough sleeping by improving access to housing, support services, and early intervention.	All		19 February				Cllr Steve Tuckwell - Planning, Housing Growth	Residents' Services	Debbie Weller	Dan Kennedy	Public
94	<b>Hillingdon Parking Strategy</b>	The Cabinet will consider a Parking Strategy following public consultation. A parking strategy will seek to establish a framework through which the Council will provide a fair, accessible, and sustainable parking service that supports residents, local businesses, and visitors, while contributing to Hillingdon's wider transport, economic, environmental, and land use goals.	All		19 February				Cllr Wayne Bridges - Residents' Services	Residents' Services	Richard Webb	Dan Kennedy	Public

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker				Cabinet Member Lead & Officers			Status	
					CABINET meeting	Cabinet Member	Shareholder Committee	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author		
41	HRA Business Plan	The Housing Revenue Account (HRA) business plan will set out a long-term financial strategy for managing council housing stock, maintain homes, fund improvements, and support new housing opportunities and development.	All		19 February				Cllr Steve Tuckwell - Planning, Housing Growth / Cllr Jonathan Bianco - Corporate Services & Property	Residents' Services	Sam Strong	Dan Kennedy	Public
86	Houses of Multiple Occupation - consultation outcomes	Following Cabinet's consideration in July 2025 and subsequent decisions of the matter, this proposed report to Cabinet will consider the outcomes of any consultations relating to the formation of an additional licensing policy and determinations on way forward.	All		19 February				Cllr Steve Tuckwell - Planning, Housing Growth	Residents' Services	Richard Webb	Dan Kennedy	Public
SI Page 221	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		19 February				TBC	TBC	Democratic Services		Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		19 February				TBC	TBC	Democratic Services		Public
46b	Community Safety Strategy (Policy Framework)	Following consultation, Cabinet will consider recommending to full Council a Community Safety Strategy. It is a multi-agency plan that sets out how the Council and its partners will work together to reduce crime, anti-social behaviour, and promote safer communities.	All	Def from Jan	19 February			26 February 2026 - adoption	Cllr Wayne Bridges - Community & Environment	Residents' Services	Richard Webb	Dan Kennedy	Public
SI	2026/27 Budget and Future Medium-Term Financial Strategy (BUDGET FRAMEWORK)	Following consultation, this report will set out the Medium Term Financial Strategy (MTFS), which includes the draft General Fund reserve budget and capital programme for 2026/27 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration and any proposals for the Council Tax Reduction Scheme.	All		19 February			26 February 2026 - adoption	Cllr Ian Edwards - Leader of the Council / Cllr Eddie Lavery - Finance & Transformation	All	Andy Goodwin	Steve Muldoon	Public
23	Biannual Performance Report	Following Cabinet's recommendation, Council will receive for information, the Council's annual report performance report which will have also been scrutinised by select committees.	N/A					26 February 2026	Cllr Eddie Lavery / All Cabinet Members	All	Ian Kavanagh	Matthew Wallbridge	Public

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker				Cabinet Member Lead & Officers			Status	
					CABINET meeting	Cabinet Member	Shareholder Committee	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author		
SI	Members' Allowances 2026/27	The Council is required to undertake an annual re-adoption of its Allowances Scheme and, in doing so give due regard to the recommendations made by the report of the Independent Panel on the Remuneration of Councillors in London.	All					26 February 2026	N/A	N/A	Lloyd White	Public	
<b>MARCH 2026</b>													
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		19 March				TBC	TBC	Democratic Services	Public	
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		19 March				TBC	TBC	Democratic Services	Public	
<b>APRIL 2026</b>													
24 Page 222	Temporary Accommodation Action Plan Monitoring	Cabinet will receive a quarterly update, or at a frequency as determined by the Cabinet Member, on progress on the delivery of the Temporary Accommodation Strategy and Action Plan presented to Cabinet in February 2025. This will be aligned with the Homelessness Prevention and Rough Sleeping Strategy and the Medium-Term Financial Strategy, which is to include details of actions taken to bring empty homes across the Borough back into occupation.	All		23 April				Cllr Steve Tuckwell - Planning, Housing Growth	Residents' Services	Debbie Weller	Dan Kennedy	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		23 April				TBC	TBC	Democratic Services		Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		23 April				TBC	TBC	Democratic Services		Public
<b>BOROUGH LOCAL ELECTIONS - 7 MAY 2026</b>													
<b>Schedule of Individual Cabinet Member Decisions that may be taken each month (standard items non key-decisions)</b>													

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker				Cabinet Member Lead & Officers			Status	
					CABINET meeting	Cabinet Member	Shareholder Committee	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author		
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			Cabinet Member Decision - date TBC			Cllr Ian Edwards - Leader of the Council	TBC	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			Cabinet Member Decision - date TBC			Cllr Eddie Lavery - Finance & Transformation (in conjunction with relevant Cabinet Member)	All - TBC by decision made	various		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			Cabinet Member Decision - date TBC			All	TBC	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			Cabinet Member Decision - date TBC			All	TBC	various		Private (1,2,3)
SI	Acceptance of Tenders	To accept quotations, tenders, contract extensions and contract variations valued between £50k and £500k in their Portfolio Area where funding is previously included in Council budgets.	n/a			Cabinet Member Decision - date TBC			Cllr Ian Edwards - Leader of the Council OR Cllr Eddie Lavery - Finance & Transformation / in conjunction with relevant Cabinet Member	TBC	various		Private (3)

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker				Cabinet Member Lead & Officers			Status	
					CABINET meeting	Cabinet Member	Shareholder Committee	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author		
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			Cabinet Member Decision - date 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			Cabinet Member Decision - date TBC			Cllr Wayne Bridges - Community & Environment	Residents' Services	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			Cabinet Member Decision - date TBC			All	TBC	various		Public
SI Page 224	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			Cabinet Member Decision - date TBC			All	TBC	various		Public

SI = Standard Item that may be considered each month/regularly

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

## WORK PROGRAMME

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

## HEADLINES

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

### RECOMMENDATION:

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

### SUPPORTING INFORMATION

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

Meeting Date	Room
12 June 2025	CR6
15 July 2025	CR6
9 September 2025	CR5
6 November 2025	CR5
8 January 2026	CR5
18 February 2026	CR5
10 March 2026	CR5
22 April 2026	CR5

### Site Visits

Members of the Residents' Services Select Committee have undertaken a number of site visits to include the CCTV room in the Civic Centre, Harlington Road Depot, Heathrow Imported Food Office, Hillingdon Fire Station, Botwell Leisure Centre, Breakspear Crematorium, the Recycling Centre at Edmonton, visits with the Traffic Wardens and the Noise Team, the Platinum Jubilee Leisure Centre works and Heathrow Skills Academy.

### 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 developing policy proposals and recommendations to Cabinet - and as such, 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	2025/26					2026/27			
	May No meeting	January 8	February 18	March 10	April 22	May No meeting	June	July	Sept
<b>Review:</b> Topic selection / scoping stage Witness / evidence / consultation stage Findings, conclusions and recommendations Final review report agreement Target Cabinet Reporting									
<b>IN PROGRESS:</b> Topic selection / scoping stage Witness / evidence / consultation stage Findings, conclusions and recommendations Final review report agreement Target Cabinet Reporting									
<b>Regular service &amp; performance monitoring</b> Monthly Budget and Spend Report (Dan, Andy Goodwin, Matt Davis, Ceri and Bernard) Infrastructure Funding Statement Update (was CIL Expenditure Monitoring - Annual Report & S106) each November - Julia Johnson / Andrew Tebbutt (comments nnd 4 Cabinet in Dec) Strategic Climate Action Plan/Flood Prevention Works per Flood Action Plan / Strategy - IT Cabinet Budget Proposals 2026/27 (Comments for Cabinet) Cabinet Forward Plan Monthly Monitoring Parking Annual Report - Richard Webb Bi-annual Performance Report (Ian Kavanagh, Mark Batho, Kim Overy, Dan K to present) Annual Complaints Submission to the Housing Ombudsman Service (Rod Smith/Debbie W) - Sam Strong or Gary Penticost to present the report		X	X	X	X				
<b>One-off information items</b> Environmental Protection Service -the Council's duty to investigate noise and nuisance (SW) Review of Statement of Gambling Policy - policy framework consultation Spot for Young People - how the Council encourages participation in deprived areas APCOA Parking Enforcement (Richard Webb / Freddie Mohammed) The condition of allotments in the Borough Statement of Licensing Policy (Policy Framework) (Cabinet paper) - Dan Ferrer West London Waste Plan (Cabinet paper) - Gavin Polkinghorn Community Safety Strategy (Cabinet paper) - Richard Webb Homelessness and Rough Sleeping Strategy (Cabinet paper) - Debby Weller / Sachin Patel Housing Strategy (Policy Framework) - (Cabinet paper) - Debby W / S Patel / A Stephenson Hillingdon's Business Waste Service (Commercial) -update on performance (Jordan Groves) Enforcement of PSPOs, Illegal Street Trading and FPNs issued General Waste Services (Jordan Groves / Chris Wheeler) HMOs - Licensing Article 4 Implementation (Richard Webb and Julia Johnson) Community Cohesion - Fiona Gibbs		X		X		X			
<b>Crime &amp; Disorder - Statutory Scrutiny (themed)</b> Safer Hillingdon Partnership Development Safer Hillingdon Partnership Performance			X						
<b>Past review delivery</b> Update on Alley Gating Review Update on Homeless Prevention and the Customer Journey Review Update on Review of Empty Homes Council Tax Premium					X				
<b>Internal use only</b> Report deadline Agenda publication date									

Committee Site Visits
Graffiti Removal
Waste Services (with the a.m. crew)
HS2 Site Visit (March)
Dogs Trust

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