

COUNCIL STRATEGY 2022-2026

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

HEADLINES

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

RECOMMENDATIONS

That the Cabinet:

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

Reasons for recommendation

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

Alternative options considered / risk management

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

Democratic compliance

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

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

Select Committee Comments

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

SUPPORTING INFORMATION

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

- The majority of responses are from those aged 55-64, followed by 45-54; there is a good response rate for most age groups when compared to the borough profile. The response rate was slightly lower for those aged 18-34. The majority of responders represented those from a White British heritage.

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

Vision

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

Ambition for residents

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

Five commitments to residents

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

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

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

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

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

*number of responses in brackets

Whilst the consultation responses indicated an overall positive agreement that the priorities proposed in the strategy addressed the key issues important to local residents, the written

comments did helpfully raise areas where residents felt more emphasis was needed or where it was felt the strategy could be extended.

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

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

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

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

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

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

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

- Acting as a champion for residents – Comments were received that the strategy needs to be clearer that the council has an important active role to challenge on behalf of residents on important matters such as the London Mayor's proposed extension of the Ultra Low Emission Zone (ULEZ), the development of HS2 and the expansion of Heathrow Airport etc..

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

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

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

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

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

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

Response: Hillingdon Council is committed to improving the lives of its residents. The draft council strategy presented commitments to work with residents and partner organisations to achieve this in a number of ways. This includes supporting older people

and vulnerable adults to live independent lives in the community, working closely with education providers to ensure all children and young people get the best start in life, preventing homelessness, supporting communities to be resilient and working together to tackle low pay. To ensure this commitment from the Council is clear, some additional amendments to the wording of the strategy have been proposed, including a specific reference to the voluntary sector.

- **Digital council** - The value of moving to a more digital, efficient council was recognised as important by many people taking part in the consultation. Some comments received asked for consideration to ensure support is available for those to use digital services. One select committee requested that greater emphasis is given to customer service in the strategy to reflect the outcomes the Council is striving to achieve.

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

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

Financial Implications

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

RESIDENT BENEFIT & CONSULTATION

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

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

Consultation carried out or required

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

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

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

Website

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

Press Release

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

Social Media

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

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

This was also shared on Instagram on 8 July.

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

E-Newsletter

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

Proactive Promotion to Partner Organisations and Residents' Associations

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

Internal Staff

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

Select Committees

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

CORPORATE CONSIDERATIONS

Corporate Finance

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

Legal

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

BACKGROUND PAPERS

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

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

Appendix 1 – Council Strategy 2022-2026

Hillingdon Council

Our Borough

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

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

Our Vision

Putting Our Residents First

Our Ambition for Residents

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

- Live active and healthy lives.
- Enjoy access to green spaces, leisure activities, culture and arts.
- Live in a sustainable borough that is carbon neutral.
- Be / feel safe from harm.
- Live in good quality, affordable homes in connected communities.
- Stay living independently for as long as they are able.

- Achieve well in education, with opportunities for learning at all ages.
- Have opportunities to earn an income that supports their families.

Our Ambition for the Council

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

Our Commitments to Residents

1. Safe and Strong Communities

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

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

2. Thriving, Healthy Households

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

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

- Ensure every Hillingdon child has access to a school place, including children with additional needs.
- Improve educational outcomes with partners and work to reduce the achievement gaps for children, including those with vulnerabilities and special educational needs and/or disabilities (SEND) in a 'Good' and 'Outstanding' local education setting.
- Increasing supported employment and apprenticeships for vulnerable people.
- Develop opportunities to support children with social, emotional and mental health and wellbeing at an early stage.
- Improving digital access for all.
- Develop programmes that enrich the lives of young people and support them to move successfully into adulthood and be ready for work.

3. A Green and Sustainable Borough

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

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

4. A Thriving Economy

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

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

areas of the Borough.

- Target support to help residents out of financial hardship.

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

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

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

Appendix 2 – Comments from Select Committees

Finance & Corporate Services Select Committee – 13 July 2022

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

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

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

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

Property, Highways & Transport Select Committee – 13 July 2022

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

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

Health & Social Care Select Committee – 19 July 2022

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

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

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

Children, Families & Education Select Committee – 20 July 2022

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

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

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

Residents’ Services Select Committee – 21 July 2022

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

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

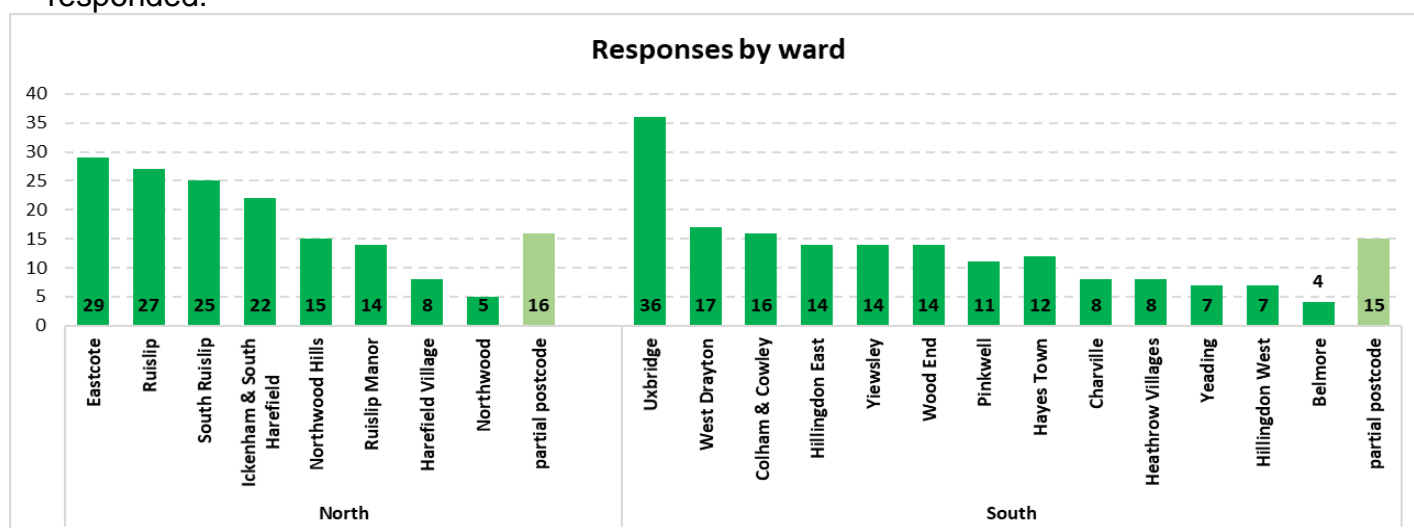
Appendix 3 – Consultation findings

Who Responded?

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

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

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



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

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

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

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

Ethnicity	Responses	%	Borough profile**
Asian or Asian British	30	8.6%	32.5%
Black, Black British, Caribbean, or African	14	4.0%	9.2%
Mixed or multiple ethnic group	9	2.6%	5.2%
Other ethnic group	8	2.3%	4.4%
White	271	77.4%	48.7%
not answered	18	5.1%	
Total	350		

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

Slightly more females than males responded to the survey.

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

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

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

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

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

Responding to the Commitments

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

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

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

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

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

*number of responses in brackets

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

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

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

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

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

Appendix 4 – Consultation questions

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

Introduction

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

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

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

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

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

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

<input type="checkbox"/>	As a local resident
<input type="checkbox"/>	On behalf of a local resident
<input type="checkbox"/>	On behalf of a local business
<input type="checkbox"/>	On behalf of a community or voluntary group (please specify)
<input type="checkbox"/>	
<input type="checkbox"/>	Other (please specify)
<input type="checkbox"/>	

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

3. Our Vision is “Putting Our Residents First”. Please provide any comments you have about the vision.

4. Our Ambition for Residents

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

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

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

5. Your Views on our Commitments

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

Commitment 1 - Safe and Strong Communities

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

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

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

Commitment 2 - Thriving, Healthy Households

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

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

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

Commitment 3 - A Green and Sustainable Borough

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

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

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

Commitment 4 - A Thriving Economy

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

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

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

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

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

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

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

6. Our Commitments to Residents

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

	Very Important	Important	Neither important or not important	Not important	Not at all important
Safe and Strong Communities Hillingdon is a safe place with resilient, strong communities with access to good quality, affordable housing.					
Thriving, Healthy Households Children, young people, their families and vulnerable adults and older people live healthy, active and independent lives.					
A Green and Sustainable Borough Hillingdon will be a sustainable, carbon-neutral borough, protecting Hillingdon's heritage, built environment and valued green spaces. Residents will live in pleasant neighbourhoods with access to sustainable waste management and transport.					

<p>A Thriving Economy We are actively working with local businesses and partners to create a borough where businesses grow within a strong economy and local people can improve their skills and enjoy good quality jobs.</p>					
<p>A Digital-Enabled, Modern, Well-Run Council We are a well-run, sustainable council with sound financial management, achieving positive outcomes for residents.</p>					

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

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

Age

What is your age?

- Under 25
- 25-34
- 35-44
- 45-54
- 55-64
- 65-74
- 75-84
- 85+

Disability

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

- Yes
- No

Ethnic background

Which group best describes your ethnic background?

- Asian or Asian British ethnic group or background
- Indian

Pakistani
Bangladeshi
Chinese
Any other Asian background

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

Mixed or multiple ethnic group or background
White and Black Caribbean
White and Black African
White and Asian
Any other Mixed or multiple background

White group or background
English, Welsh, Scottish, Northern Irish or British
Irish
Gypsy
Irish Traveller
Roma
Any other Traveller background
Any other White background

Other ethnic group or background
Arab
Any other ethnic group

Religion or belief*
What is your religion?

No religion
Buddhist
Christian (Catholic, Church of England, Protestant, and all other Christian denominations)
Hindu
Jewish
Muslim
Sikh
Any other religion

Sex
What is your sex?

Female
Male

Gender identity*

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

- Yes
- No
- Self-describe

Sexual orientation*

Which of the following best describes your sexual orientation?

- Bisexual
- Gay
- Lesbian
- Straight/heterosexual
- Other

* Voluntary questions

Survey End Message

Thank you for taking the time to complete our survey.

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