



HILLINGDON
LONDON



Cabinet

To all Members of the Cabinet:

Date: THURSDAY, 25 OCTOBER
2018

Time: 7.00 PM

Venue: COMMITTEE ROOM 6 -
CIVIC CENTRE, HIGH
STREET, UXBRIDGE

**Meeting
Details:** Members of the Public and
Media are welcome to attend
this meeting and observe the
public business discussed.

This meeting will also be
broadcast live on the
Council's YouTube Channel.

Ray Puddifoot MBE (Chairman)
Leader of the Council

David Simmonds CBE (Vice-Chairman)
Deputy Leader / Education & Children's Services

Jonathan Bianco
Finance, Property & Business Services

Keith Burrows
Planning, Transportation & Recycling

Philip Corthorne
Social Services, Housing, Health & Wellbeing

Douglas Mills
Community, Commerce & Regeneration

Richard Lewis
Central Services, Culture & Heritage

Online: You can view this agenda
at www.hillingdon.gov.uk or use a smart
phone camera and scan the code below:



Published:

Wednesday, 17 October 2018

Contact:

Mark Braddock, Democratic Services

Tel: 01895 250470

Email: mbraddock@hillington.gov.uk

Putting our residents first

Lloyd White
Head of Democratic Services
London Borough of Hillingdon,
Phase II, Civic Centre, High Street, Uxbridge, UB8 1UW

Useful information for residents and visitors

Watching & recording this meeting

You can watch the public part of this meeting on the Council's YouTube channel, live or archived after the meeting. Residents and the media are also welcome to attend in person, and if they wish, report on the public part of the meeting. Any individual or organisation may record or film proceedings as long as it does not disrupt proceedings.

Watch a **LIVE** broadcast of this meeting on the Council's YouTube Channel: *Hillingdon London*

Those attending should be aware that the Council will film and record proceedings for both official record and resident digital engagement in democracy.



It is recommended to give advance notice of filming to ensure any particular requirements can be met. The Council will provide seating areas for residents/public, high speed WiFi access to all attending and an area for the media to report. The officer shown on the front of this agenda should be contacted for further information and will be available to assist.

When present in the room, silent mode should be enabled for all mobile devices.

Travel and parking

Bus routes 427, U1, U3, U4 and U7 all stop at the Civic Centre. Uxbridge underground station, with the Piccadilly and Metropolitan lines, is a short walk away. Limited parking is available at the Civic Centre. For details on availability and how to book a parking space, please contact Democratic Services.

Please enter from the Council's main reception where you will be asked to sign-in and then directed to the Committee Room.

Accessibility

For accessibility options regarding this agenda please contact Democratic Services. For those hard of hearing an Induction Loop System is available for use.

Emergency procedures

If there is a FIRE, you will hear a continuous alarm. Please follow the signs to the nearest FIRE EXIT and assemble on the Civic Centre forecourt.

Lifts must not be used unless instructed by a Fire Marshal or Security Officer. In the event of a SECURITY INCIDENT, follow instructions issued via the tannoy, a Fire Marshal or a Security Officer. Those unable to evacuate using the stairs, should make their way to the signed refuge locations.



Notice

Notice of meeting and any private business

The London Borough of Hillingdon is a modern, transparent Council and through effective Cabinet governance, it seeks to ensure the decisions it takes are done so in public as far as possible. Much of the business on the agenda for this Cabinet meeting will be open to residents, the wider public and media to attend. However, there will be some business to be considered that contains, for example, confidential, commercially sensitive or personal information. Such business is shown in Part 2 of the agenda and is considered in private. Further information on why this is the case can be sought from Democratic Services.

This is formal notice under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 to confirm that the Cabinet meeting to be held on:

25 October 2018 at 7pm in Committee Room 6, Civic Centre, Uxbridge

will be held partly in private and that 28 clear days public notice of this meeting has been given. The reason for this is because the private (Part 2) reports listed on the agenda for the meeting will contain either confidential information or exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. An online and a hard copy notice at the Civic Centre in Uxbridge indicates a number associated with each report with the reason why a particular decision will be taken in private under the categories set out below:

- (1) information relating to any individual
- (2) information which is likely to reveal the identity of an individual
- (3) information relating to the financial or business affairs of any particular person (including the authority holding that information)
- (4) information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
- (5) Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
- (6) Information which reveals that the authority proposes (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment.
- (7) Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Notice of any urgent business

To ensure greater transparency in decision-making, 28 clear days public notice of the decisions to be made both in public and private has been given for these agenda items. Any exceptions to this rule are the urgent business items on the agenda marked *. For such items it was impracticable to give sufficient notice for a variety of business and service reasons. The Chairman of the Executive Scrutiny Committee has been notified in writing about such urgent business.

Notice of any representations received

No representations from the public have been received regarding this meeting.

Date notice issued and of agenda publication

17 October 2018
London Borough of Hillingdon

Agenda

- 1 Apologies for Absence
- 2 Declarations of Interest in matters before this meeting
- 3 To approve the minutes of the last Cabinet meeting 1 - 14
- 4 To confirm that the items of business marked Part 1 will be considered in public and that the items of business marked Part 2 in private

Cabinet Reports - Part 1 (Public)

- 5 Local Safeguarding Children Board: Annual Report (Cllr David Simmonds CBE) 15 - 64
- 6 Safeguarding Adults Partnership Board: Annual Report (Cllr Philip Corthorne) 65 - 98
- 7 Monthly Council Budget Monitoring Report: Month 5 (Cllr Ray Puddifoot MBE / Cllr Jonathan Bianco) 99 - 144

Cabinet Reports - Part 2 (Private and Not for Publication)

8	Award of Contract: The Roofing Repairs Service to the Council's Housing Properties (Cllr Jonathan Bianco)	145 - 156
9	Award of Contract: The Heating, Ventilation & Air Conditioning Maintenance Service for the Civic Centre and other Corporate Buildings (Cllr Jonathan Bianco)	157 - 162
10	Award of Contract: The Cleaning Service for the Civic Centre and other Corporate Buildings (Cllr Jonathan Bianco)	163 - 176
11	Award of Contracts: Service Provision for victims and those affected by Domestic Abuse (Cllr Philip Corthorne) *	177 - 200
12	Disposal of Former Garage Site: Land between 48 and 50 Maple Road, Yeading, UB4 9LR (Cllr Jonathan Bianco)	201 - 206
13	Disposal of 4 Church Road, Cowley, UB8 3NA (Cllr Jonathan Bianco)	207 - 212
14	Disposal of 3 Garage Sites at The Glebe, West Drayton (Cllr Jonathan Bianco)	213 - 224
15	Voluntary Sector Leases (Cllr Jonathan Bianco)	225 - 232

The reports listed above in Part 2 are not made public because they contains exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it.

16 Any other items the Chairman agrees are relevant or urgent

*denotes urgent business

This page is intentionally left blank

Minutes

Cabinet

Thursday, 27 September 2018

Meeting held at Committee Room 6 - Civic Centre,
High Street, Uxbridge



Published on: 28 September 2018

Decisions come into effect from: 5 October 2018

Cabinet Members Present:

Ray Puddifoot MBE

Philip Corthorne

Jonathan Bianco

Douglas Mills

Keith Burrows

Richard Lewis

Susan O'Brien (Ex-Officio Member of the Cabinet)

Members also Present:

Henry Higgins

Wayne Bridges

John Riley

Nick Denys

Simon Arnold

Pete Curling

Peter Money

John Morse

1. APOLOGIES FOR ABSENCE

Apologies were received from Councillor David Simmonds CBE.

2. DECLARATIONS OF INTEREST IN MATTERS BEFORE THIS MEETING

Councillor Ray Puddifoot MBE and Councillor Jonathan Bianco both declared a non-pecuniary interest in item 12 on the agenda, as Members of the Council's Shareholder Committee in respect of Hillingdon First Limited and remained in the room during the discussion and decision on the matter.

3. TO APPROVE THE MINUTES OF THE LAST CABINET MEETING

The minutes and decisions of the Cabinet meeting held on 26 July 2018 were agreed as a correct record.

4. **TO CONFIRM THAT THE ITEMS OF BUSINESS MARKED PART 1 WILL BE CONSIDERED IN PUBLIC AND THAT THE ITEMS OF BUSINESS MARKED PART 2 IN PRIVATE**

This was confirmed.

5. **TRANSPORT FOR LONDON: LOCAL IMPLEMENTATION PLAN THREE AND ANNUAL SPENDING SUBMISSION 2019/20**

RESOLVED:

That the Cabinet:

1. **Instructs officers to prepare and submit to Transport for London the draft for consultation Local Implementation Plan Three which will include the nine Borough Objectives set out in this Report;**
2. **Delegates authority to the Deputy Chief Executive and Corporate Director of Residents Services, in consultation with the Leader of the Council and Cabinet Member for Planning, Transportation and Recycling, to agree the final list of Draft Local Implementation Plan Three consultees;**
3. **Agrees the principles of the Council's Draft Local Implementation Plan Three and the 2019/20 Annual Spending Submission to Transport for London as set out in the report;**
4. **Delegates authority to the Deputy Chief Executive and Corporate Director of Residents Services, in consultation with the Leader of the Council and Cabinet Member for Planning, Transportation and Recycling, to agree the Draft Local Implementation Plan Three and the 2019/20 Annual Spending Submission prior to submission to Transport for London; and**
5. **Notes that the subsequent progression of any individual scheme or programme in the Draft Local Implementation Plan Three and the 2019/20 Annual Spending Submission, will be subject to the Council's democratic capital release procedures. Final sign-off will be by the Leader of the Council and Cabinet Member for Finance, Property and Business Services.**

Reasons for decision

Cabinet agreed the basis of the Council's proposed Local Implementation Plan and Spending Submission, which is used by London boroughs to locally deliver the Mayor's Transport Strategy through Transport for London funding. Cabinet noted the projects and programmes included that covered town centre enhancements, transport interchanges, road safety, mobility and accessibility, parking management, footpaths and public health, benefiting residents.

Alternative options considered and rejected

Cabinet could have decided not to submit the Plans, but this would have put at risk a significant amount of funding that Transport for London had made available for the Council to invest on transport projects and programmes locally.

Officer to action:

Alan Tilly, Residents Services

Classification: Public

The report and any background papers relating to this decision by the Cabinet are available to view on the Council's website or by visiting the Civic Centre, Uxbridge.

6. CONSIDERATION OF SETTING A LICENSED DEFICIT BUDGET FOR HOLY TRINITY CE PRIMARY & OAK WOOD SECONDARY SCHOOLS

RESOLVED:

That Cabinet:

- 1. Approves the application for a licensed deficit from Holy Trinity CE Primary School for 2018/19.**
- 2. Approves the application for a licensed deficit from Oak Wood School for 2018/19.**

Reasons for decision

Cabinet gave its approval for Oak Wood School and Holy Trinity CE Primary School Primary School to hold a licensed deficit. It was noted that whilst the Schools Forum needed to take a proactive role with regard to managing the Dedicated Schools Grant, the decision itself would have no impact on the Council's own budget requirement.

Alternative options considered and rejected

Cabinet could have decided to write-off the deficit, which would have required agreement from the Schools Forum, or alternatively withdrawn the governors delegated powers over their budgets.

Officers to action:

Dan Kennedy - Residents Services
Peter Malewicz – Finance

Classification: Public

The report and any background papers relating to this decision by the Cabinet are available to view on the Council's website or by visiting the Civic Centre, Uxbridge.

7. MENTAL HEALTH SECTION 75 AGREEMENT WITH CENTRAL AND NORTH WEST LONDON NHS FOUNDATION TRUST

RESOLVED:

That Cabinet agrees:

- 1. To enter into a partnership agreement under section 75 of the National Health Service Act, 2006, with the Central and North West London NHS Foundation Trust in order to establish integrated team management arrangements for the period 1st April 2018 to 31st March 2023;**
- 2. To contribute a total of £925k (£185.1k pa) to the funding of posts employed by the Central and North West London NHS Foundation Trust during the term of the agreement;**
- 3. To delegate to the Leader of the Council and the Cabinet Member for Social Services, Housing, Health and Wellbeing with advice from the Corporate Director of Finance and the Corporate Director of Social Care authority to amend the Mental Health section 75 agreement during the term of the agreement where this will benefit residents living with mental health conditions.**

Reasons for decision

Cabinet gave its approval for the Council to enter into a five-year agreement with the Central and North West London NHS Foundation Trust under section 75 of the National Health Act, 2006 to support more integrated working arrangements between Council and NHS staff to improve outcomes for Hillingdon residents living with mental health conditions.

Alternative options considered and rejected

Cabinet could have decided not to enter into an agreement, provide a financial contribution directly to the NHS, approve the agreement for a shorter period or amend the agreement further.

Officers to action

Kate Kelly-Talbot - Social Care

Classification: Public

The report and any background papers relating to this decision by the Cabinet are available to view on the Council's website or by visiting the Civic Centre, Uxbridge.

8. COUNCIL BUDGET: 2018/19 REVENUE AND CAPITAL MONTH 4 BUDGET MONITORING REPORT

RESOLVED:

That Cabinet:

- 1. Note the budget position as at July 2018 (Month 4) as outlined in Table 1.**
- 2. Note the Treasury Management update as at July 2018 at Appendix E.**
- 3. Continue the delegated authority up until the October 2018 Cabinet meeting to the Chief Executive to approve any consultancy and agency assignments over £50k, with final sign-off of any assignments made by the Leader of the Council. Cabinet are also asked to note those consultancy and agency assignments over £50k approved under delegated authority between the 26 July 2018 and 27 September 2018 Cabinet meetings, detailed at Appendix F.**
- 4. Agrees to enter into a legal agreement to fund Hillingdon's share of the historic GLC pension deficit from the existing £347k per annum London Pension Fund Authority levy budget as outlined in Appendix G.**
- 5. Agrees to adopt the Department for Works and Pensions Local Housing Allowance Rental Rates for Section 17 short term accommodation families as set out in Appendix H**
- 6. Approves the revised fixed penalty notice charges allowed under the Environmental Offences (Fixed Penalties) (England) Regulations 2017 as set out in Appendix I to be implemented in this financial year.**
- 7. Approve to charge an affordable rent of £221.30 per week in 2018/19 (inclusive of a meals service charge of £30 per week based on one tenant) for each of the 88 one bed-roomed flats at the HRA new build Grassy Meadow extra care development, and approve to charge a meals service charge of £30 per week for each additional tenant in the property as detailed in Appendix J.**
- 8. Approve the allocation of £78k from the Environmental and Recreational Initiatives Earmarked Reserve for the replacement of the soft play area on the Hillingdon Autistic Care and Support site and support the running of a Saturday club.**
- 9. Accept an award of £600k from Transport for London in respect of the Bus Priority Programme.**
- 10. Accept an award of £50k from Greater London Authority in respect of the Ruislip High Street Empty Shops into Civic Assets project.**
- 11. Ratify a decision taken under special urgency procedures on 17 August 2018 by the Leader of the Council and Cabinet Member for Finance, Property and Business Services on the lease arrangements for playing fields at the Guru Nanak Sikh College, surrendering the current lease**

- and authorising a new 125 lease with clear conditions in respect of the holding of events on the site.
- 12. Ratify a decision taken under special urgency procedures on 21 August 2018 by the Leader of the Council to:**
- a. Authorise the 2-year (plus two further 1-year options) contract for the provision of Christmas lights in town centres and high streets across the Borough to LITE Limited on the basis of the most economically advantageous tender.**
 - b. Approve the first year cost of £151,512 for delivery of the fifteen 2018 in-house Christmas lighting schemes encompassing nineteen wards across the Borough.**
 - c. Approve external grant awards totalling £38,180.40 to four external organisations who are independently coordinating Christmas lighting schemes as detailed in as follows:**
 - i. Ickenham Festival Committee £6,483.10**
 - ii. Northwood Residents Association £9,067.10**
 - iii. Northwood Hills Residents Association £9,260.10**
 - iv. Ruislip Manor Chamber of Commerce £13,370.10**
- 13. Formally approve the allocation of the Strategic Investment Pot 2018/19, part of the London Business Rate Pilot Pool, to the individual projects as set out in Appendix K and communicates this decision to the Lead Authority (City of London Corporation) and any other bodies as appropriate.**
- 14. Agree to set aside £100k from the development and risk contingency to promote and defend the Council's response to the Mayor of London's draft London Plan and delegates to the Deputy Chief Executive and Corporate Director of Residents Services and/or the Borough Solicitor, in consultation with the Leader of the Council and Cabinet Member for Planning, Transportation and Recycling, the authority to agree use of contingency funds and to make any necessary decision in pursuit of the Council's interests on this matter.**

Reasons for decision

Cabinet was informed of the latest Month 4 forecast revenue, capital and treasury position for the current year 2018/19 to ensure the Council achieved its budgetary and service objectives. Cabinet also made a number of decisions, including:

- entering into a legal agreement to fund Hillingdon's share of the historic Greater London Council pension deficit;
- adoption of the Department for Works and Pensions Local Housing Allowance Rental Rates for Section 17 short term accommodation families;
- new fixed penalty notice charges for anti-social behaviour;

- affordable rent and meal charges for the new Grassy Meadow extra care development;
- the allocation of £78k for the replacement of the soft play area on the Hillingdon Autistic Care and Support site and support the running of a Saturday club;
- acceptance of a grant worth 600k from Transport for London in respect of the Bus Priority Programme;
- acceptance of an award of £50k from the Greater London Authority towards the Ruislip High Street Empty Shops into Civic Assets project;
- ratification of two special urgency decisions taken during August in relation to the lease of the playing fields at the Guru Nanak Sikh College and a new Christmas lights contract and associated lighting grants;
- formal approval of London-wide allocations of monies from the London Business Rate Pilot Pool, to individual projects to support both the Hillingdon and wider London economy and infrastructure.

An additional recommendation was approved by Cabinet to set aside a contingency fund to promote and defend the Council's interests regarding the draft London Plan as it goes forward to the Examination in Public phase. Cabinet expressed its concern that changes made by the Mayor of London to this crucial final consultation phase would limit the involvement of outer London boroughs.

Alternative options considered and rejected

None.

Officer to action:

Paul Whaymand, Finance

Classification: Public

The report and any background papers relating to this decision by the Cabinet are available to view on the Council's website or by visiting the Civic Centre, Uxbridge.

9. SCHOOL CAPITAL PROGRAMME UPDATE

RESOLVED:

That Cabinet:

- 1. Note the progress made with primary and secondary school expansions, the school condition programme and other school capital projects.**

2. Delegate authority to the Leader of the Council and Cabinet Member for Finance, Property and Business Services, in consultation with the Deputy Chief Executive and Corporate Director of Residents Services, to agree which projects are to be funded from the Department for Education SEND Provision Fund.
3. Delegate full authority to the Leader of the Council and Cabinet Member for Finance, Property and Business Services, in consultation with the Deputy Chief Executive and Corporate Director of Residents Services, to make all necessary procurement and financial decisions, including the appointment of consultancies and the placing of building contracts for the projects to be funded from Department for Education SEND Provision Fund.
4. Delegate authority to the Deputy Chief Executive and Corporate Director of Residents Services, in consultation with the Leader of the Council and Cabinet Member for Finance, Property and Business Services, to approve the projects to be included in the School Condition Programme Phase 3.
5. Delegate full authority to the Leader of the Council and Cabinet Member for Finance, Property and Business Services, in consultation with the Deputy Chief Executive and Corporate Director of Residents Services, to make all necessary procurement and financial decisions, including the appointment of consultancies and the placing of building contracts for the School Condition Programme Phase 3.

Reasons for decision

Cabinet received an updated on the Council's flagship school expansion programme and also the school condition programme improving the fabric of local schools.

Alternative options considered and rejected

None.

Officer to action:

Bobby Finch, Residents Services

Classification: Public

The report and any background papers relating to this decision by the Cabinet are available to view on the Council's website or by visiting the Civic Centre, Uxbridge.

10. QUARTERLY PLANNING OBLIGATIONS MONITORING REPORT

RESOLVED:

That the Cabinet notes the updated financial information.

Reasons for decision

Cabinet noted the report which detailed the financial planning obligations held by the Council and what progress had, and was, being made, to ensure use of developer funds to benefit residents.

Alternative options considered and rejected

To not report to Cabinet. However, Cabinet believed it was an example of good practice to monitor income and expenditure against specific planning agreements.

Officer to action:

Nicola Wyatt, Residents Services

Classification: Public

The report and any background papers relating to this decision by the Cabinet are available to view on the Council's website or by visiting the Civic Centre, Uxbridge.

11. CONTRACT AWARD: HOSTING AND APPLICATION SUPPORT FOR THE COUNCIL'S ORACLE E-BUSINESS SUITE SYSTEM

RESOLVED:

That the Cabinet:

- 1. Award Ultima Business Solutions Ltd a 3+1+1+1(total 6 years) year contract for the Cloud hosting support and maintenance of the Council's Oracle Financial application effective from 1 February 2019.**
- 2. Agree to delegate authority to the Deputy Chief Executive and Corporate Director of Residents Services, in consultation with Leader of the Council and Cabinet Member for Finance, Property and Business Services, any proposed contract extensions**

Reasons for recommendation

Following a competitive tender exercise, Cabinet agreed the award of a three year contract, with the option to extend, to Ultima Business Solutions Ltd for the provision of the Council's Oracle Financials application support and maintenance and Cloud hosting.

Alternative options considered and rejected

None.

Officers to action:

Louise Bateman – Residents Services
Jo Allen - Finance

Classification: Private

Whilst the Cabinet's decisions above are always made public, the officer report relating to this matter is not because it was considered in the private part of the meeting and contained information relating to the financial or business affairs of any particular person (including the Authority holding that information) and the public interest in withholding the information outweighed the public interest in disclosing it (exempt information under paragraph 3 of Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 as amended.

12. SALE OF SITE ADJACENT TO SOUTH RUISLIP LIBRARY (PLOT B) TO HILLINGDON FIRST LIMITED

RESOLVED:

That Cabinet authorise the freehold sale of South Ruislip Plot B to Hillingdon First Limited at the value as set out in the report.

Reasons for decision

Cabinet noted the new company it had recently established, Hillingdon First Limited, to build, sell and manage houses for market sale and market rent in the Borough. Cabinet agreed to formally sell the company one of the sites included in its business plan, at a price which had been independently valued.

Alternative options considered and rejected

None, as this site had previously been agreed by Cabinet to be developed as part of the Hillingdon First Limited business plan.

Officer to action:

Julie Markwell - Residents Services

Classification: Private

Whilst the Cabinet's decisions above are always made public, the officer report relating to this matter is not because it was considered in the private part of the meeting and contained information relating to the financial or business affairs of any particular person (including the Authority holding that information) and the public interest in withholding the information outweighed the public interest in disclosing it (exempt information under paragraph 3 of Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 as amended.

13. THE PROVISION OF PESTICIDE RESIDUE TESTING, RADIATION TESTING & BACTERIAL TESTING FOR THE IMPORTED FOOD OFFICE, HEATHROW

RESOLVED:

That Cabinet:

- 1. Approves the award of the contract for the provision of Pesticide Residue Testing, Radiation Testing, Microbiological Testing and various other laboratory tests as required by European and Domestic import control legislation for the London Borough of Hillingdon, to Public Analyst Scientific Services Limited for an initial contract term of three years, from 1st December 2018, with the option to extend for a further two years subject to satisfactory performance and at the absolute discretion of the Council.**
- 2. Approves the up-rating of the Pesticide Residue Testing Fee to £213.75 per test with effect from 1st December 2018, to reflect the costs of laboratory testing rechargeable to importers.**

Reasons for decision

Cabinet noted the Council's responsibilities for overseeing imported food and animal feed controls into the United Kingdom at its Imported Food Office located at London Heathrow Airport. Following a procurement process, Cabinet agreed to appoint Public Analyst Scientific Services Limited for highly specialised testing services on a variety of contaminants including pesticide residues, radiation and pathogenic bacteria. Cabinet also agreed the fees for this laboratory testing, which it noted are recharged directly to importers, thus the full cost of this contract does not affect resident taxpayers.

Alternative options considered and rejected

None, as the Council has statutory obligations to the UK Government as a point of entry and border inspection local authority.

Officers to action:

Nicholas Green – Residents Services
Samantha Doherty - Imported Food Office

Classification: Private

Whilst the Cabinet's decisions above are always made public, the officer report relating to this matter is not because it was considered in the private part of the meeting and contained information relating to the financial or business affairs of any particular person (including the Authority holding that information) and the public interest in withholding the information outweighed the public interest in disclosing it (exempt information under paragraph 3 of Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 as amended.

14. PROPERTY AT STIPULARIS DRIVE, YEADING

RESOLVED:

That Cabinet:

- 1. Declares the property surplus to requirements as set out in the report;**
- 2. Authorises the disposal of the property set out in the report and;**
- 3. Delegates authority to the Leader of the Council and the Cabinet Member for Finance, Property and Business Services, in consultation with the Deputy Chief Executive and Corporate Director of Residents Services, all subsequent decisions regarding the sale of the site.**

Reasons for decision

Cabinet agreed to sell a property, previously used as school caretaker accommodation, that had recently become vacant and was no longer required by the adjacent school.

Alternative options considered and rejected

None.

Officers to action:

Mike Paterson; Residents Services

Classification: Private

Whilst the Cabinet's decisions above are always made public, the officer report relating to this matter is not because it was considered in the private part of the meeting and contained information relating to the financial or business affairs of any particular person (including the Authority holding that information) and the public interest in withholding the information outweighed the public interest in disclosing it (exempt information under paragraph 3 of Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 as amended.

15. VOLUNTARY SECTOR LEASE

RESOLVED:

That Cabinet agrees the rent set out in the report, which is subject to negotiation with the voluntary sector organisations detailed in the report and instructs the Deputy Chief Executive and Corporate Director of Residents Services to then commission the Borough Solicitor to complete the appropriate legal documentation.

Reasons for decision

Cabinet agreed a rent review of the Acorn Youth Centre, Columbia Avenue Eastcote, which provides support to young people with learning difficulties. Cabinet's

decision enabled the organisation concerned to benefit from heavily discounted rents as part of the Council's Voluntary Sector Leasing Policy and wider commitment to a vibrant local voluntary sector.

Alternative options considered and rejected

None.

Officer to action:

Mike Paterson, Residents Services

Classification: Private

Whilst the Cabinet's decisions above are always made public, the officer report relating to this matter is not because it was considered in the private part of the meeting and contained information relating to the financial or business affairs of any particular person (including the Authority holding that information) and the public interest in withholding the information outweighed the public interest in disclosing it (exempt information under paragraph 3 of Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 as amended).

16. ANY OTHER ITEMS THE CHAIRMAN AGREES ARE RELEVANT OR URGENT

No additional items were considered by the Cabinet.

The meeting closed at 7.31pm.

Internal Use only - implementation of decisions

When the Cabinet's decisions come into effect

Meeting after Cabinet, the Executive Scrutiny Committee did not call-in any of the remaining Cabinet decisions. Therefore, these decisions can be implemented by officers upon the expiry of the scrutiny call-in period date below:

from 5pm, Friday 5 October 2018

Officers to action the decisions are indicated in the minutes.

The minutes are the official notice for any subsequent internal process approvals required by officers to action the Cabinet's decisions.

The public part of this meeting was broadcast on the Council's YouTube channel [here](#). Please note that these minutes and decisions are the definitive record of proceedings by the Council of this meeting.

If you would like further information about the decisions of the Cabinet, please contact the Council below:

democratic@hillingdon.gov.uk

Democratic Services: 01895 250636

Media enquiries: 01895 250403

To find out more about how the Cabinet works to put residents first, visit [here](#).

HILLINGDON LOCAL SAFEGUARDING CHILDREN BOARD: ANNUAL REPORT 2017-2018

Cabinet Member	Councillor David Simmonds CBE
Cabinet Portfolio	Deputy Leader of the Council Cabinet Member for Education and Children's Services
Officer Contact	Andrea Nixon, Social Care
Papers with report	Annual Report 2017/18

HEADLINES

Summary	It is a statutory requirement to publish the Annual Report. The report is a partnership document and describes the work of the Local Authority and partners engaged in children's safeguarding in the Borough.
Putting our Residents First	This report supports the following Council objective of: <i>Our People</i> .
Financial Cost	There are no direct costs applicable with the publication of this Annual Report.
Relevant Policy Overview Committee	Social Care, Housing and Public Health
Relevant Ward(s)	The work of the Board covers the entire Borough.

RECOMMENDATIONS

That the Cabinet note the content of the Annual Report and work of the Local Safeguarding Children Board during 2017/18

Reasons for recommendation

The Annual Report is a statutory requirement that requires publication on the LSCB website and consideration by the Council.

Alternative options considered / risk management

None.

Policy Overview Committee comments

The Social Care, Housing and Public Health Policy Overview Committee considered the Local Safeguarding Children Board's Annual report at its meeting on 26 September, presented by the Independent Chairman. The Committee noted that the LSCB was determined to listen to the views of children and young people to ensure that their interests were safeguarded appropriately. With this in mind, it was reported to the Committee that there would be significant changes to the structure of the LSCB over the next year and new safeguarding arrangements would be developed. Notwithstanding this, the Committee welcomed the positive results seen in Children's Services which saw OFSTED grading Hillingdon with a good result, with outstanding features in terms of leadership. The Committee congratulated all bodies involved for their hard work and commitment. Overall, the Committee was pleased with the LSCB's performance.

SUPPORTING INFORMATION

The Annual Report lays out the work undertaken by the Board this year and includes specific reports from each of the agencies that make up the Board. The purpose of the annual report is to provide evidence about the standard to which the agencies responsible for safeguarding children in the London Borough of Hillingdon have performed.

There will be significant changes to local safeguarding children boards over the next year, brought about by the Children and Social Work Act 2017. As a result, Hillingdon will have new safeguarding arrangements overseen by the safeguarding partners who consist of the local Borough Police Commander, Chief Operating Officer of the Clinical Commissioning Group and the Chief Executive of the local authority.

An OFSTED inspection took place in Hillingdon in April 2018. This report has been slightly delayed to allow time for results of that OFSTED inspection to become public. The OFSTED inspection process provides the best evidence of the state of safeguarding in the Borough. Whilst OFSTED only inspect children's social care, the work of partners supports their work and so the OFSTED inspection is a reflection of the state of play of safeguarding here in Hillingdon. The welcome news is that OFSTED determined that Hillingdon be graded as 'good' with outstanding features in terms of leadership.

Financial Implications

There are no financial implications arising relating to the publishing of this report.

RESIDENT BENEFIT & CONSULTATION

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

The publication of this report will not directly affect service users, though the work of the Board seeks to safeguard and protect our most vulnerable residents.

Consultation carried out or required

The report contains information from each of the agencies that form the partnership.

CORPORATE CONSIDERATIONS

Corporate Finance

Corporate Finance has reviewed this report, confirming that there are no direct financial implications associated with the recommendation that Cabinet note the content of the annual report.

Legal

There are no legal implications arising from this report.

BACKGROUND PAPERS

NIL

This page is intentionally left blank



2017-
2018

LSCB ANNUAL REPORT



- @ lscb@hillington.gov.uk
- [@hillington_lscb](https://twitter.com/hillingdon_lscb)
- www.hillingdonlscb.org.uk

Andrea Nixon & Zeld Rowland
Local Safeguarding Children Board
2017-18

Contents

1.0 Foreword.....	4
2.0 Hillingdon LSCB Governance & Accountability Arrangements	6
2.1 Future Safeguarding Arrangements.....	7
3.0 Hillingdon LSCB Structure Chart 2017-18.....	8
4.0 LSCB Task & Finish Groups	9
4.1 Risk & Vulnerability Task & Finish Group.....	9
4.2 Harmful Sexual Behaviour Task & Finish Group	9
5.0 LSCB Partner Members & Linked Strategic Boards.....	10
6.0 Local Demographics	11
7.0 Safeguarding Children Performance Data.....	12
8.0 LSCB Multi-Agency Audits	14
8.1 Joint Midwifery/Children's Services Audit.....	14
8.2 Joint UKBF/Children's Services Audit.....	14
8.3 Multi-Agency Neglect Audit.....	14
8.4 LSCB MASH Review Process.....	14
9.0 Safeguarding Children Training Program	16
9.1 Training Attendance & Impact upon Practice.....	16
9.2 Specialist Learning Events.....	17
9.3 Hillingdon LSCB Safeguarding Children Training Program Data	18
10.0 Hillingdon LSCB Partners' Achievements 2017-2018.....	19
10.1 London Borough of Hillingdon - Children's Services	19
10.2 Hillingdon Clinical Commissioning Group (CCG)	22
10.3 Metropolitan Police Service	25
10.4 Central & North West London NHS Foundation Trust (CNWL).....	26
10.5 The Hillingdon Hospital	28
10.6 London Borough of Hillingdon - Youth Offending Service	30
10.7 Prevent.....	31
10.8 London Borough of Hillingdon - Children's Rights & Participation Team	32
10.9 London Borough of Hillingdon - LADO & Schools Child Protection Lead	33
10.10 London Borough of Hillingdon - Early Intervention & Prevention Service	34
10.11 London Borough of Hillingdon - Domestic Abuse Steering Executive	37
10.12 Health Watch Hillingdon	39
10.13 Child Death Overview Panel (CDOP).....	41

11.0 Serious Case Reviews	42
11.1 Briefing Note for Practitioners & Managers - Operation Baker.....	42
12.0 Hillingdon LSCB Board Priorities 2018-2020	43
13.0 LSCB Good News Stories	44
14.0 Appendices	45
Appendix 1 - Glossary	45
Appendix 2 - Hillingdon LSCB Budget Summary 2017-2018	46
Appendix 3 - LSCB Annual Report Contribution Questions	46

1.0 Foreword: Independent Chair Steve Ashley



This annual report fulfils a statutory requirement that the safeguarding children board has, which is to produce a report providing a summary of the work undertaken by agencies and most importantly commenting on how well children in the borough are safeguarded.

This year is unusual for two reasons. Firstly, it is the last annual report of the safeguarding board in its current form. The changes to local

safeguarding children boards, brought about by the Children and Social Work Act 2017, will be implemented by this time next year. As a result Hillingdon will have new safeguarding arrangements.

This will be overseen by the safeguarding partners who consist of the local Borough Police Commander, Chief Operating Officer of the Clinical Commissioning Group and the Chief Executive of the local authority. Next year's report will be produced by the independent person who will have overseen the safeguarding arrangements and made sure they are fit for purpose and being effectively implemented.

The second reason concerns the OFSTED inspection that took place in Hillingdon in April 2018. This report has been slightly delayed to allow time for results of that OFSTED inspection to become public. The OFSTED inspection process provides the best evidence of the state of safeguarding in the borough. Whilst OFSTED only inspect children's social care, the work of partners supports their work and so the OFSTED inspection is a reflection of the state of play of safeguarding here in Hillingdon.

The fantastic news is that OFSTED decided that Hillingdon is graded as 'good' with outstanding features in terms of Leadership. "

"The willingness and curiosity to constantly learn from new ideas result in positive outcomes for children. Leaders have implemented actions quickly and effectively following external peer review and the Hillingdon Safeguarding Children Board diagnostic".

Source: OFSTED Inspection Report of London Borough of Hillingdon Council's Children's Services. Published 30th May 2018

It is difficult to express just how important this finding is. At a time when so many boroughs are being graded as inadequate, Hillingdon has shown that its children's services are providing the level of protection you would expect and in many areas is providing exceptional service. This result is a testament to all of those involved on the front line of child protection.

"Partners have a good understanding of thresholds when making referrals, and these are consistently applied for children in need of help and protection. Decisions are timely, with good evidence of management oversight."

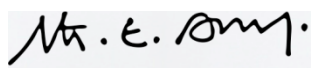
Source: OFSTED Inspection Report of London Borough of Hillingdon Council's Children's Services. Published 30th May 2018.

It also highlights the level of commitment by politicians, who have supported safeguarding both financially and with a passion and enthusiasm I have not seen elsewhere. I should also say that over the last two years, Tony Zaman, Corporate Director Adult, Children and Young People services and Anna Popovici, Deputy Director Children and Young People Services, have led from the front and supported and directed their staff to help them achieve this fantastic result.

Of course, the OFSTED report is only part of the picture. Safeguarding is a partnership business. The police have had a difficult year in terms of the work they have dealt with and the reorganisation of their resources. They have continued to ensure that safeguarding services are delivered. In fact, the new Commissioner has made it clear that safeguarding is a top priority for the Metropolitan Police and this is reflected in the work of all those officers who work in safeguarding across the borough. Equally, our health colleagues are prepared to engage with the partnership to ensure that everyone involved in health, from midwives and health visitors through to accident and emergency staff and school nurses, have safeguarding as a priority. There has been a real change in how those children with mental health issues are being helped. Whilst there is still much work to be done in this area there is a significant improvement in the offer that is being made by Children and Adolescent Mental Health Services (CAMHS).

As I have said this will be the final LSCB annual report. It has been a real pleasure being involved in safeguarding work over the last few years in this borough. We have seen significant improvements and whilst there is always more work to be done, I am pleased to say that there is evidence that safeguarding children is not only a priority for agencies, but is at a highly effective level.

I would like to thank all of those who are engaged in looking after and protecting our children, whether as a leader, front line worker or member of the third sector. Your work might often go unseen, but it is the most vital work there is; children after all are our future. Thank you.



Steve Ashley

Independent Chair

Hillingdon Local Safeguarding Children Board

2.0 Hillingdon LSCB Governance & Accountability

Hillingdon LSCB is comprised of statutory and voluntary partners. These include representatives from Health, Education, Children's Services, Police, Probation, Youth Offending Service and the Voluntary Sector.

Our main role is to co-ordinate what happens locally to protect and promote the welfare of children and young people in Hillingdon and to monitor the effectiveness of those arrangements to ensure better outcomes for children and young people. The efficacy of Hillingdon LSCB relies upon its ability to champion this safeguarding agenda through exercising an independent voice.

Our purpose is to ensure that all children and young people in our authority are protected from abuse and neglect. Children can only be safeguarded from harm if agencies work well together, follow guidance and procedures based on best practice and are well-informed and trained.

Safeguarding is action taken to ensure the safety and wellbeing of children to protect them from harm. Safeguarding means:

- Protecting children from abuse and maltreatment;
- Preventing harm to children's health or development;
- Ensuring children grow up in a safe and caring environment;
- Taking action to enable [all](#) children and young people to have the best possible outcomes.

Child protection is part of safeguarding. It focuses on protecting individual children identified as suffering or likely to suffer significant harm. All organisations working with children and families in Hillingdon provide support to ensure children are effectively safeguarded (doing the right things to make them safe).

Regulation 5 of the Local Safeguarding Board Regulations (2006) sets out the functions of the LSCB as per section 14 of the Children Act 2004.

2.1 Future Safeguarding Arrangements

The Children and Social Work Act (2017) received Royal Assent in April 2017. Chapter 2 of the Act, entitled 'Safeguarding of Children' will affect the Board in three ways:

- The establishment of a Child Safeguarding Practice Review Panel. This panel will replace the existing national panel that looks at serious case reviews and in essence, abolishes Serious Case Reviews as they currently work;

- Abolition of Local Safeguarding Children Boards;
- Changes to Child Death Overview Panels.

The Children & Social Work Act (2017) abolishes the statutory requirement for an LSCB and deals with safeguarding arrangements under section 16 - "Local arrangements for safeguarding and promoting welfare of children". This section states that:

"The safeguarding partners for a local authority area in England must make arrangements for—

(a) The safeguarding partners, and

(b) any relevant agencies that they consider appropriate,

to work together in exercising their functions, so far as the functions are exercised for the purpose of safeguarding and promoting the welfare of children in the area."

The safeguarding partners are clearly identified as:

- *"the local authority;*
- *a clinical commissioning group for an area any part of which falls within the local authority area;*
- *the chief officer of police for a police area any part of which falls within the local authority area."*

In terms of what this means in practice, the *Children & Social Work Act (2017)* firstly provides details on how the *"local arrangements"* are required to deal with local child safeguarding reviews. In a separate section, it provides some detail on how the safeguarding partners put in place *"local arrangements"*.

It states that local safeguarding partners must publish these arrangements. In terms of what the arrangements might look like, the only statutory requirements are:

- there must be arrangements for scrutiny by an independent person of the effectiveness of the arrangements;
- a requirement that all safeguarding partners and relevant agencies for the local authority area act in accordance with the arrangements;
- at least once in every 12 month period, the safeguarding partners must prepare and publish a report on what the safeguarding partners and relevant agencies for the local authority area have done as a result of the arrangements, and how effective the arrangements have been in practice.

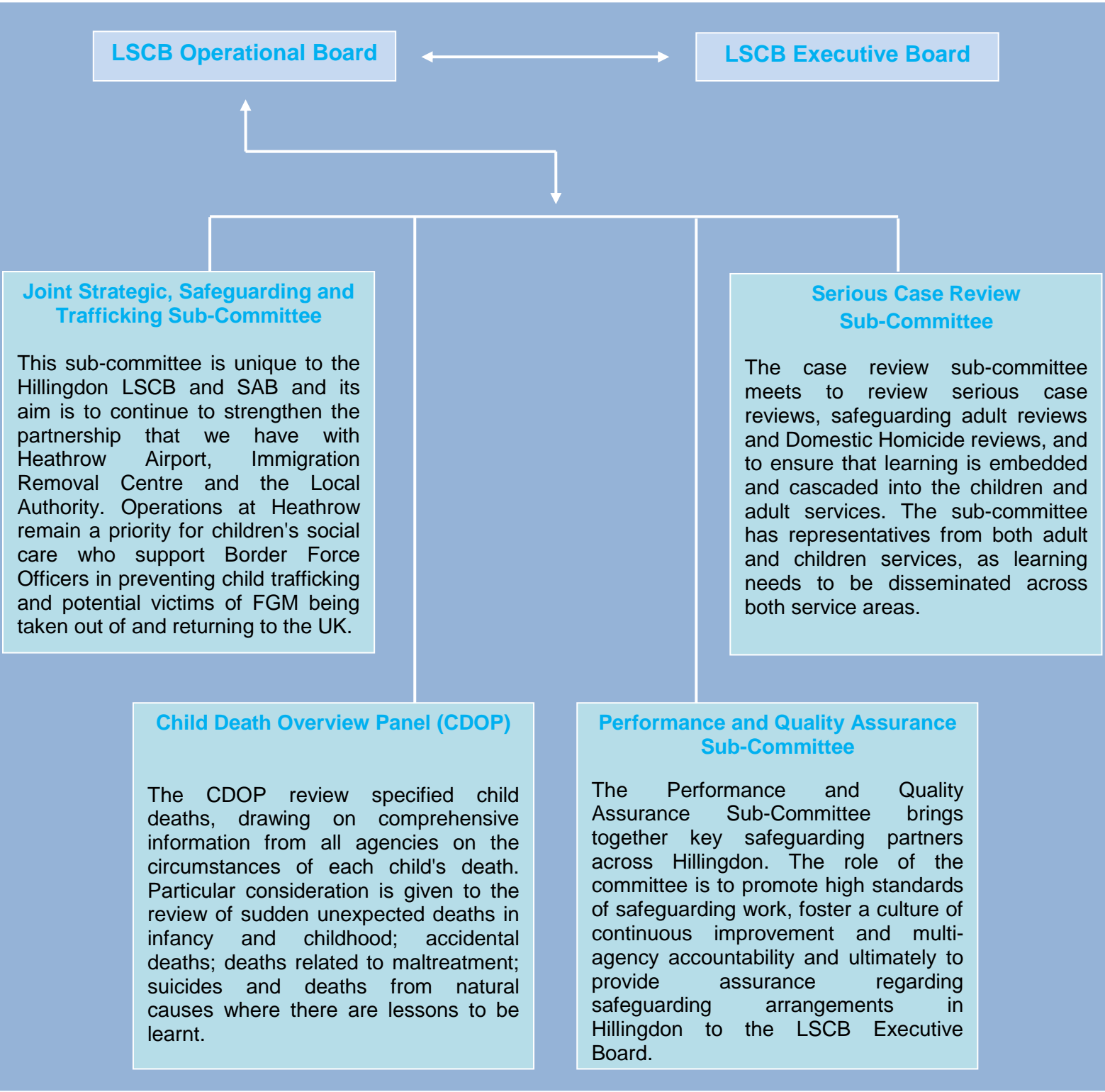
There are further statutory requirements regarding the provision of information by agencies, and the requirement to follow directives of the Secretary of State; but these are largely standard clauses.

The final two areas that the Children & Social Work Act (2017) covers are relevant. In terms of funding, the Act states:

"The safeguarding partners for a local authority area in England may make payments towards expenditure incurred in connection with arrangements: by making payments directly, or by contributing to a fund out of which the payments may be made."

The next step will be for the key partners to meet and agree how this will move forward in line with the new legislation.

3.0 Hillingdon LSCB Structure Chart 2017-18



4.0 LSCB Task & Finish Groups

The LSCB had two ongoing Task & Finish (T&F) Groups over 2017-18. These included:

4.1 Risk & Vulnerability Task & Finish Group

A Chair's Challenge was issued in mid-2017, asking agencies to outline the individual and multi-agency challenges of working to address Child Sexual Exploitation (CSE), Missing Children and Serious Youth Violence (SYV) in the borough. The Risk & Vulnerability T&F Group was set up in response to the findings of the Chair's Challenge, which indicated a clear need to work on bringing agencies together, but also - crucially - to develop a framework where these frequently inter-linked risk areas are considered and responded to holistically for each child, rather than directing services at CSE, Missing or SYV individually.

After a scoping exercise to understand the nature of these issues in Hillingdon and considerable work in reviewing the structures in place, the T&F Group drafted terms of reference for the new Vulnerable Young People Risk Management Group (VYPRMG). This panel meeting will -

- review all high and very high risk cases that come to the attention of safeguarding services in Hillingdon,
- review groups of children that may have been pulled into organised exploitation and/or crime;
- consider borough-wide intelligence around exploitation and organised crime involving children and develop multi-agency tactical responses (including disruption activities or joint operations with Police) beyond the scope of individual cases, to safeguard children and families in Hillingdon.

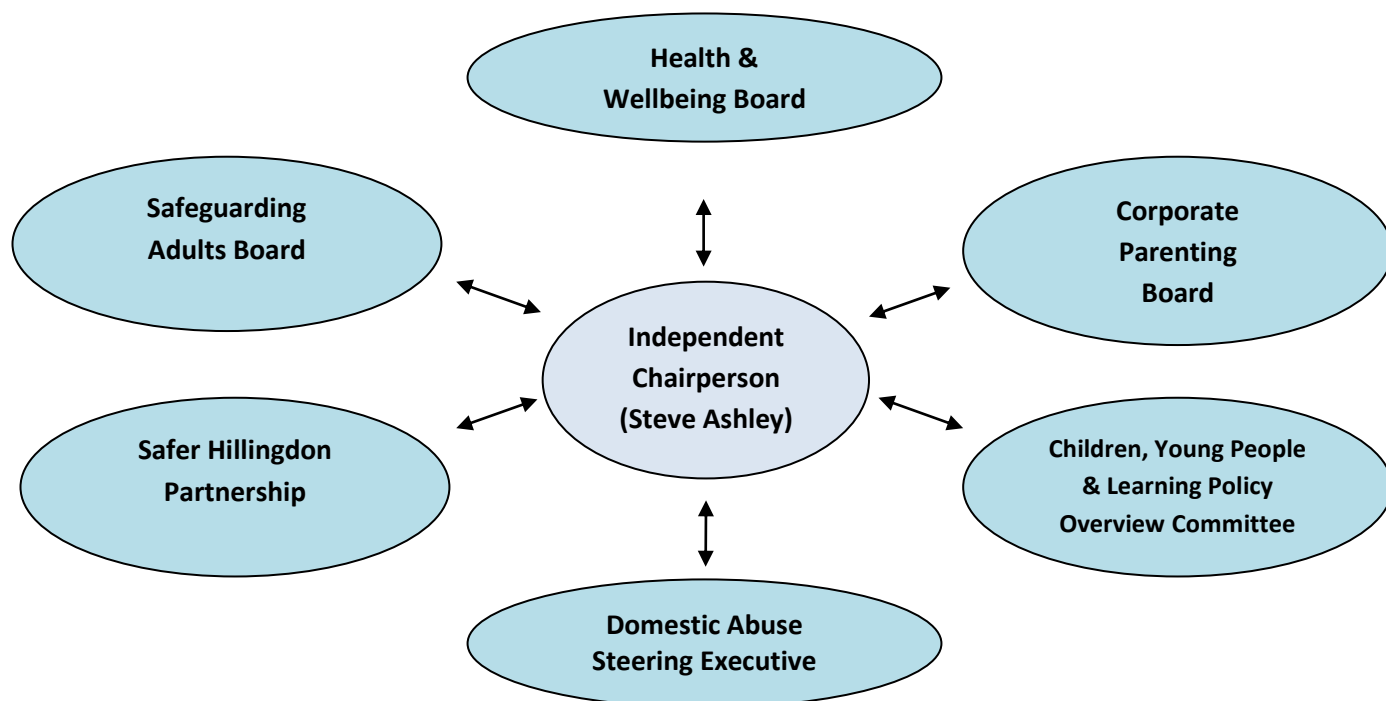
The new VYPRMG panel is due to meet for the first time in May 2018, incorporating and expanding upon the previous MASE model. The VYPRMG Panel has also be designed to be flexible in being able to review and respond to other safeguarding needs as they arise, for example the burgeoning area of Child Criminal Exploitation (CCE - also known as 'County Lines') going forward.

4.2 Harmful Sexual Behaviour Task & Finish Group

The LSCB has remained aware of the developing area of research and practice on Harmful Sexual Behaviour, and in late 2017, partner agencies completed the NSPCC Harmful Sexual Behaviour Audit Tool. This audit raised a number of areas of development, in terms of the borough's understanding of and response to Harmful Sexual Behaviour across multi-agency partners.

As a result of this audit, a data-gathering exercise is due to begin in May 2018. Partner agencies will collect specific data on the number of cases Harmful Sexual Behaviour identified in a three month period, to understand the scope of the issue in Hillingdon, with a view to considering current and future service provision in this safeguarding area.

5.0 LSCB Partner Members & Linked Strategic Boards



Hillingdon Safeguarding Adults Board:

The Safeguarding Adult Board is a statutory requirement for local authorities. Its focus is to ensure that adults, and especially vulnerable adults, are protected and partners work together to make sure this happens.

There are areas of overlap with the LSCB in areas such as Domestic Abuse, Modern Slavery and the Prevent agenda, for example, making it imperative that there are strong communication links between both Boards.

Hillingdon Domestic Abuse Steering Executive:

The domestic abuse executive board brings together statutory and non-statutory agencies in order to ensure that the Mayor of London strategy, 'Violence against Women and Girls' is implemented.

Safer Hillingdon Partnership:

The Community Safety Partnership Board is required by law to conduct and consult on an annual strategic assessment of crime, disorder and anti-social behaviour, substance misuse and re-offending within the borough. The findings are then used to produce the Safer Hillingdon Partnership's community safety plan.

Hillingdon Children, Young People & Learning Policy Overview Committee:

The Policy and Overview Committee provides scrutiny and challenge to the Board by elected members.

Hillingdon Health and Wellbeing Board:

The Health and Wellbeing Board is a statutory requirement for local authorities. The board brings together the NHS, the local authority and Health Watch to jointly plan how best to meet local health and care needs in order to improve the health and wellbeing of the local population, reduce health inequalities and commission services accordingly.

6.0 Local Demographics

The health and wellbeing of children in Hillingdon is mixed compared with the England average.

The level of child poverty is similar to the England average with 19.9% of children aged under 16 years living in poverty.

In Hillingdon, 43.1% of the 0 to 19 population are White British, 33.1% are from Asian or Asian British groups, 16.0% are from Black or Black British groups and 7.8% in mixed ethnic groups.

21.7% of the borough's population is under 16 years old.

(Source: Hillingdon Council website.)

There are over 80,000 children and young people aged 0-19 living in Hillingdon which represents 26.5% of the total population, compared with 24.5% in London as a whole. There are slightly more boys than girls at all ages, similar to the national picture. (Source: Joint Strategic Needs Assessment (JSNA) Children and Hillingdon Council website, Young People Demographics).

Hillingdon is situated in North West London and is the second largest borough of London's 33 boroughs.

Hillingdon sits on the outskirts of Greater London and is made up of 3 localities and 22 wards.

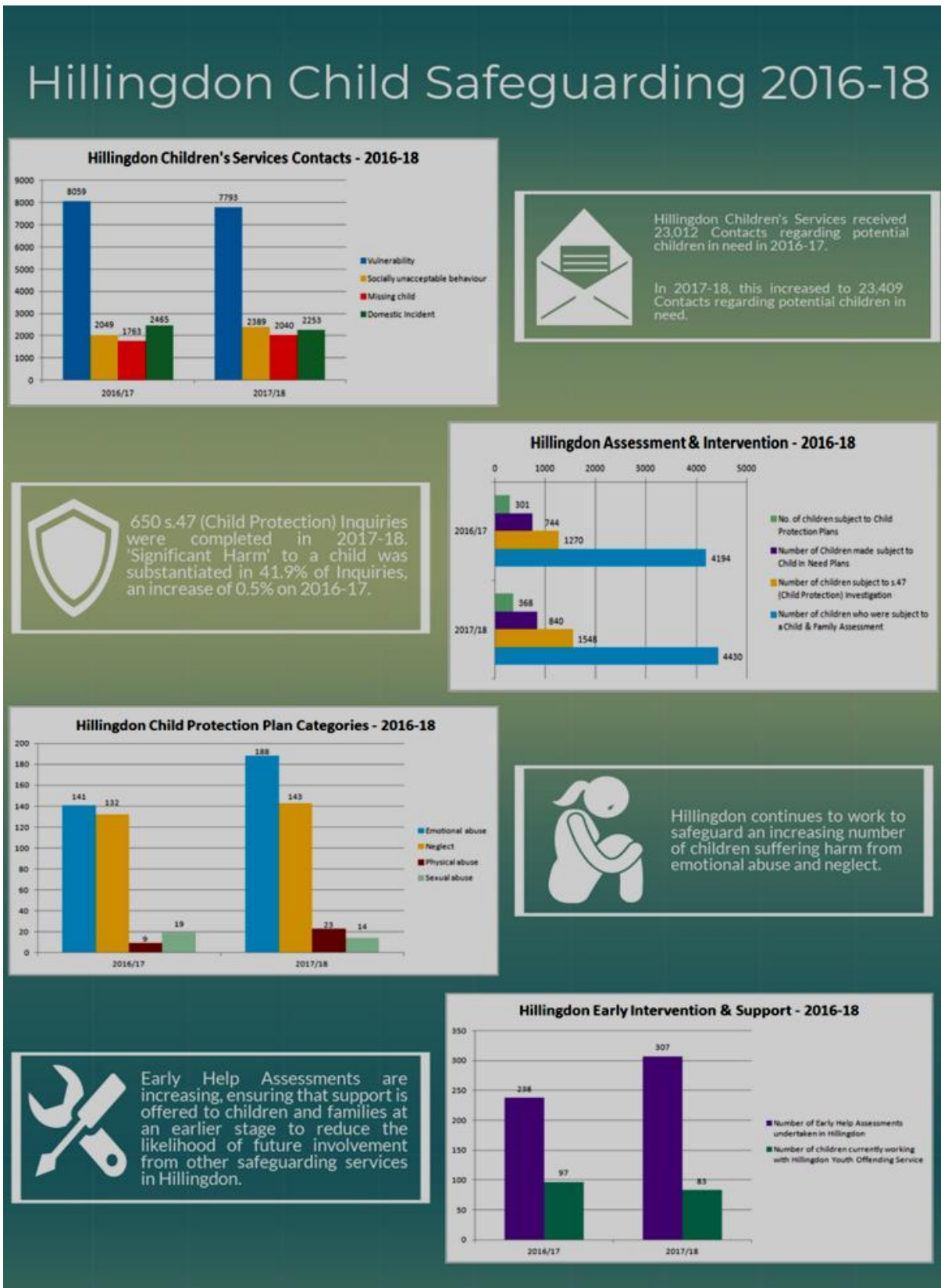
Hillingdon looked after 85 children who were seeking asylum in 2017.

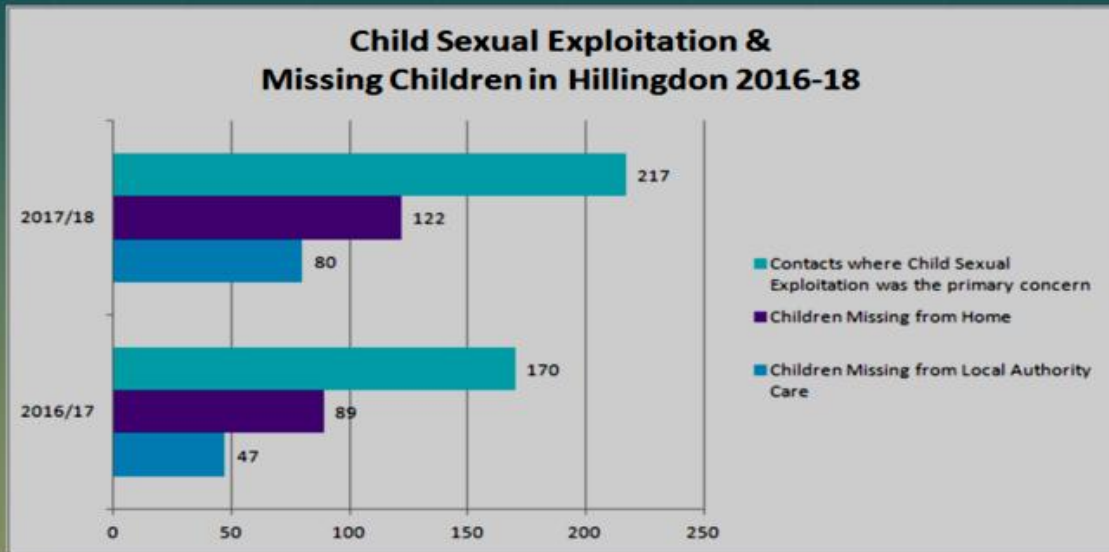
Croydon (390) was the only local authority to care for more children seeking asylum in the UK in 2017 in the greater London area.

The largest single group of children (23,073) in Hillingdon are aged between 0 and 4yrs. In 2016, this group of children made up a projected 7.6% of Hillingdon's total population and approximately 28% of all children in the borough.

(Note - projected statistics include 18-19yr old Hillingdon, residents in the same group as 15-17yr old children, which may mean that children aged 0-4 actually comprise a % of all children in Hillingdon).

7.0 Safeguarding Children Performance Data





Hillingdon Children's Services has devised a new 'Missing Policy' which contains active measures to support and safeguard children who go missing from home or local authority care, which may have contributed to the lower rate of combined total missing incidents in 2017-18.

Hillingdon LSCB has supported Children's Services and the multi-agency safeguarding partnership in developing the multi-agency Vulnerable Young People Risk management Group (VYPRMG) - a monthly 'tactical' group that has taken on the functions of the previous Multi-Agency Sexual Exploitation (MASE) Panel whilst also examining cases and intelligence trends regarding serious youth violence, missing children and children at risk of sexual exploitation.

The VYPRMG also has the capacity to respond directly to developing risks for young people by carrying out multi-agency investigative and disruption operations in conjunction with Police and safeguarding partners.

Looked After Children in Hillingdon

310 → 290 The number of children in the care of Hillingdon Children's Services dropped by approximately 6% in comparison to 2016-17.

86% → 91% The number of children in the care of Hillingdon Children's Services at the end of 2017-18 with an up-to-date health assessment increased approximately 5% on 2016-17.

35 → 39 Hillingdon is working to stabilise and reduce the number of children who experience multiple 'placement moves' whilst in local authority care. An increase was noted in 2017-18; Children's Services are working to ensure children do not move unless absolutely necessary.

10 → 17 Hillingdon has focused on the identification and support of children who are Privately Fostered. The number of children identified as Privately Fostered increased by 70% over 2017-18.

8.0 LSCB Multi-Agency Audits

The LSCB completed a range of multi-agency audits in 2017-18. These included:

8.1 Joint Midwifery/Children's Services Audit

This audit sought to understand the role of Community Midwifery within the Child Protection Case Conference process and identified areas where both Community Midwifery and Children's Services could work more effectively to ensure meaningful input into case conferences and that Child Protection Plans adequately reflect the role of midwifery in safeguarding unborn and newly-born children. This audit assisted Hillingdon CCG in developing a safeguarding midwifery team going forward.

8.2 Joint UKBF/Children's Services Audit

This audit sought to understand the journey of unaccompanied children from port of entry to local authority care, including some children who were suspected victims of trafficking. Both UKBF and Children's Services found this audit to be extremely useful in identifying process issues that may be impacting upon children, both at Heathrow Airport and in care; in particular issues that may lead to children being vulnerable to further exploitation once they came into local authority care. UKBF have made a number of changes to their processes at Heathrow on account of this audit, whilst Children's Services are currently developing a Modern Slavery protocol for their staff. A re-audit of this area is planned for summer 2018.

8.3 Multi-Agency Neglect Audit

This exercise was still in progress at the conclusion of 2017-18 and seeks to look at the multi-agency responses to children aged 8-16, where they have come to attention of safeguarding services primarily due to Neglect reasons. The audit seeks to understand how the multi-agency network has responded to these concerns over time, whether support and intervention has been timely enough and what action is being taken to ensure that opportunities are not missed to safeguard children.

8.4 LSCB MASH Review Process

As part of preparations for an anticipated OFSTED inspection (completed April 2018), the LSCB Quality Assurance & Training Officer undertook a wide-ranging review of Hillingdon's Multi-Agency Safeguarding Hub (MASH) Service between September and December 2017. This review process included:

- Completion of over 50 case audits;
- Examination and mapping of the entire MASH process with MASH staff;
- Review of the MASH Management model;
- Distribution of an online survey to all MASH staff of over 100 questions examining process, thresholds, outcomes and the experience of working in the MASH;

- Review of over 3000 pieces of data from the MASH 'Guardian' system to understand MASH thresholds, how partner agencies provide the MASH with safeguarding information and what this data indicated regarding safeguarding trends in Hillingdon;
- Qualitative discussions with a range of MASH staff members.

This process was integral in Children's Services re-appraising and re-organising aspects of the MASH, with the review process contributing to:

- a change in MASH management style (rotating MASH Manager to fixed MASH Manager);
- cessation of some inappropriate risk assessment processes, whilst highlighting strengths in other aspects of how the MASH triages and assesses safeguarding Notifications;
- developing an understanding of how and when the MASH has sought multi-agency information from the Guardian system from its safeguarding partners over its 3+ years of operation and what this means in terms of the threshold where MASH Managers decide whether or not to seek information from multi-agency partners on particular safeguarding concerns when they present (eg. domestic abuse, substance misuse, neglect);
- developing an understanding of how MASH workers feel invested in the MASH and understanding how they see their role in safeguarding children in Hillingdon;
- an understanding of the need to immediately resolve long standing ICT issues that have prevented partner agencies from using the Guardian system to directly share information and thus reduce delay and risk that may arise from not being able to share this information directly;
- the need to 're-launch' the MASH to re-involve satellite partners (those agencies who share information with the MASH but are based outside of the MASH Hub on a full-time basis) in the purpose of the MASH and thus strengthen multi-agency relationships;
- highlighting of the need for MASH workers to actively consider the issue of Consent on all safeguarding Notifications and actively challenge referring agencies when Consent may not have been properly addressed prior to a Notification being sent in to the MASH;
- highlighting the vast potential of the MASH and its Guardian system in developing a deeper understanding of safeguarding trends and issues within Hillingdon, which it could then share with partner agencies to ensure enhanced, coordinated responses to safeguarding on an operational and strategic levels.

The LSCB MASH Review was felt to be an integral part in assisting Children's Services in reorienting their MASH to meet safeguarding needs in Hillingdon, with the process being directly recognised within the recent OFSTED ILACS inspection.

9.0 Safeguarding Children Training Programme

The LSCB increased its ability in 2017-18 to quality assure the work of partner agencies, whilst also ensuring access to a varied, multi-agency safeguarding training for professionals in Hillingdon. This has been achieved via:

- An improved multi-agency auditing programme with active participation and support from partner agencies;
- An expanded multi-agency training programme that has sought to provide information and learning about a wider range of safeguarding issues, including developing areas of concern such as modern slavery and honour-based abuse;
- Conducting specialist learning events, such as the Sepsis Masterclass and s.175 Schools Audit Launch event;
- Continued development of multi-agency statistical measures such as the 'scorecard' developed by the Performance & Quality Subcommittee. This ever-developing document continues to gather a range of safeguarding indicators from partner agencies and seeks to understand and challenge trends and concerns that arise in safeguarding children within Hillingdon;
- Active Task & Finish (T&F) Groups - most notably in 2017-18 this included the Risk & Vulnerability and Harmful Sexual Behaviour T&F Groups, which had direct implications for safeguarding practice;
- Supporting partners by way of direct oversight, such as the LSCB MASH Review process, which had a direct influence upon safeguarding practice at the entry-point for children coming to the attention of Children's Services.

9.1 Training Attendance & Impact upon Practice

Over the 2017-2018 year, 1108 multi-agency places were made available to safeguarding professionals and members of the public in Hillingdon, leading to over 770 delegates accessing face-to-face training for the year, an increase of 119 persons trained in comparison to 2016-17. In addition to this, a further 330 E-Learning places were taken up in 2017-18.

The LSCB Multi-Agency Training Programme is self-sustaining on account of a modest-charging structure for delegates who are not part of a LSCB partner agency. This meant that in 2017-18, the LSCB was able to offer specialist awareness-raising training in emerging areas of safeguarding concern, such as Modern Slavery, Honour-Based Abuse (Violence), Forced Marriage and Female Genital Mutilation alongside other established multi-agency safeguarding courses. Feedback from these sessions in particular suggests that the LSCB has been effective in disseminating knowledge and developing expertise in areas that delegates have indicated they have received little or no previous training.

There are a range of measures across the training programme that have outlined its impact upon attendees, including -

- 93% of delegates left an LSCB course with at least a 'Good' level of knowledge about the subject area they had learned about, up from 48% prior to attending training;

- 85% of all delegates at LSCB courses left feeling at least 'Confident, need guidance in complex situations' in working with the subject area that they had learned about, up from 46% prior to attending training.

This suggests that LSCB courses had a considerable impact in boosting practitioner knowledge about safeguarding issues and confidence in working with safeguarding issues in the community.

9.2 Specialist Learning Events

The LSCB has conducted 2 specialist learning events in 2017-18:

- **Sepsis Masterclass** - Hillingdon Local Safeguarding Children's Board (LSCB) convened a Child Death Overview Panel (CDOP) meeting in late 2017, where a small number of children in Hillingdon were noted to have passed away either due to Sepsis, or where Sepsis was identified as a contributing factor to the child's death.

Given the severe implications Sepsis has for the health of all members of the community (particularly for young children and older adults) and the limited knowledge of the condition within the wider safeguarding network, preparations were made in partnership with Hillingdon Clinical Commissioning Group (CCG) to hold a Sepsis Masterclass. The aim of this masterclass event was to provide a local platform for medical practitioners (local and national), allied health professionals and those with personal experience of Sepsis to share their knowledge and expertise in identifying, responding and supporting service users who may be at risk of developing Sepsis.

This half-day learning event was convened on Tuesday, 30.01.2018 with 118 safeguarding and care professionals working with both children and adults in attendance. Over half of all delegates in attendance rated the range of speakers they experienced as 'Great' and a range of positive comments were received indicating that the mix of medical knowledge and a personal account of Sepsis (as relayed by the UK Sepsis Trust) led to a powerful day where awareness of Sepsis, its symptoms and how to address this condition was raised substantially. Planning is underway for an expanded, full-day event to further expand upon the 'Just think Sepsis' message in Hillingdon.

- **s.175 Schools Audit Launch Event** - The LSCB is due to administer the bi-annual s.175 Schools Audit in 2018. Therefore, a learning event was held in December 2017 to revisit the previous audit findings and framework, whilst also seeking feedback from the safeguarding community to develop a new s.175 audit tool for 2018. This day was also a considerable success, with over 50 teachers and delegates from education in Hillingdon in attendance. The s.175 audit is due to commence in May 2018.

9.3 Hillingdon LSCB Safeguarding Children Training Program Data

Course Title:	Total Attendees:	Total Places Offered:	%
Initial Working Together to Safeguard Children (Level 3)	282	283	99%
Refresher Working Together to Safeguard Children (Level 3)	142	200	71%
Early Help in Hillingdon	18	50	36%
Introduction to Child Sexual Exploitation: What do professionals need to know?	82	101	81%
Child Sexual Exploitation: A Trauma-Focused Approach	37	48	77%
Core Groups & Child Protection plans	29	75	39%
Domestic Abuse Awareness & Impact on Children & Young People	62	100	62%
Child Protection Case Conferences: A Signs of Safety Approach	33	50	66%
Missing Children from Home/Care	58	60	97%
True Honour: Female Genital Mutilation	42	50	99%
True Honour: Modern Slavery	39	50	99%
True Honour: Honour-Based Violence/Abuse	40	50	99%
True Honour: Forced Marriage	43	50	99%
Direct Delivery Training Sub-Total:	907	1167	78%
Introduction to Safeguarding eLearning	314	--	--
Refresher Safeguarding Children eLearning	8	--	--
Early Help Assessment & Team Around the Family eLearning	13	--	--
E-Learning Subtotal:	335	--	--
Grand Total - Training Places Accessed:	1242		

10.0 Hillingdon LSCB Partners' Achievements 2017-2018

10.1 London Borough of Hillingdon - Children's Services

This has been an eventful year for Hillingdon Children's Services Department. In December 2017, we invited peer reviewers from the Local Government Association (LGA) to provide us with a candid view of the services we provide for children and their families. The feedback overall was positive. They concluded that Hillingdon social workers use a strength-based model of practice; children are kept at the centre of decision-making, with good examples of child-centred practice. They commented on the high level of commitment from staff that will 'go the extra mile' to do the right thing regarding children and their families. In the majority of cases reviewed, children were deemed to be receiving the right service at the right time. Areas for improvement were those already identified and referenced in our self-evaluation as being actively worked on. The review provided affirmation that our self-evaluation of the services we provide was correct and that our improvement journey was on an upward trajectory.

In April 2018, Hillingdon was the first London Borough to be inspected under the Inspection of Local Authority Children's Services framework (ILACS). We received grades of 'Good' across all areas and 'Outstanding' for leadership. This Inspection reflected the significant improvement in services for children that has been achieved since the previous OFSTED inspection in 2013. It found evidence of a shared determination to improve outcomes for children, services of consistently high quality, delivered by committed and highly motivated staff. This was observed in practice from first contact with children and families in early help and the MASH, through to child protection, child in need, looked after children's services, leaving care and safeguarding services. The inspection findings indicated that children's needs are promptly assessed and that reports are comprehensive and of good quality. They provide clear analysis of risks to children and are regularly updated to reflect changes in children's circumstances.

The inspection also found -

- evidence of a child-centred approach with good direct work with children and young people, using evidence based approaches and tools;
- Children being at the centre of practice was also found to be evident in strategic and operational decision-making;
- Children's Services' audit process was deemed effective in identifying standards and trends within practice and evidenced that in the majority of cases, children were provided with the right response at the right time. Audit findings are linked to service development and practice improvement. Themed audits enable the service to focus on specific aspects of practice and learning is cascaded to the social work practitioners through a weekly practice newsletter from the Principal Social Worker.
- Training needs are identified and responded to for the whole children's workforce and individual practice support is delivered by the Practice Improvement Practitioner, as a commissioned service from the Safeguarding & Quality Assurance Team. This year has seen

social workers trained in the strength based Signs of Safety approach and the neglect assessment tool, Graded Care Profile 2.

- Effective partnership working is seen as a strength and there is a clear understanding of thresholds for intervention.
- The impact of senior leadership was commended and deemed 'Outstanding'. OFSTED Inspectors found that this has been integral to maintaining a highly motivated workforce with a shared determination and commitment to improve outcomes for children. They found that leaders knew their services well and were already aware of and acting on the small number of weaker aspects of the service, noted by inspectors.

10.1.1 Future Safeguarding Initiatives

The plan for the next 12 months is to continue to build on and further develop the improvements that have already taken place. Key areas are those identified by the inspection. These are:

- Improve the quality of strategy discussions to ensure that partner information is included to inform decision making;
- Improve the timeliness and quality of return home interviews when children are missing from care or home;
- Ensure that children in care understand their rights to complain and have independent advocacy;
- Improve timely and effective permanency plans for all children including those who live in long-term foster placements.

The responses below demonstrate the value of having a consistent, motivated and skilled workforce:

- *'I would like to say thank you for always being supportive, even when I feel like I can't do it.'*
- *'You always are encouraging me, not putting me down. You constantly check in with me to make sure I am doing OK, not only academically as well as physically and emotionally''.*
- *'For me as a young person the most important support that I received from M is how she behaves with me like an adorable friend. I went through lots of hard time last year and she tried her best to calm me down and remind me I'm strong and I can do it. She's given me self confidence when I really needed it.'*

10.1.2 Looked After Children, Care Leavers and Asylum-Seeking Children

The Children and Social Work Act 2017 has extended local authority responsibilities for the population of looked after children who leave care to the age of 25 years. The leaving care service

has already implemented a strategy in response to this and contact has been made with those young people who have been identified as being eligible for a service.

The OFSTED inspection highlighted this proactive response as an area of strength. It is acknowledged that we need to improve our permanency plans for children, particularly those in long term foster care. Work is underway to review a number of cases of children who became looked after during a set period. It will focus on why they came into care, the impact of social care intervention prior to and whilst being looked after and the exit strategy for young people leaving care. This will assist in identifying how effective our care planning is in this area and inform what improvements are required, as well as reinforcing what works well.

As a port authority, we are uniquely positioned to encounter a higher level of unaccompanied asylum seeking children. We meet with UK Border Force for strategic meetings related to safeguarding children that enter the UK via Heathrow. A joint audit is planned between Children's Services and UK Border Force to measure the effectiveness of the safeguarding procedures, which will focus on the child's journey from landing, through to becoming looked after.

Work has commenced on developing safeguarding protocols between UK Border Force and children's Out of Hours Service. This will ensure that referrals are screened appropriately and children are not kept at the airport for unnecessarily long periods. In addition, there is a review of our Out of Hours Service, with more flexible working arrangements being introduced to ensure that the response to children requiring a service is more robust and transitioned more effectively to the day teams.

Contextual safeguarding is an approach that has been devised to recognise the abuse and harm that can be suffered by young people beyond their families. It recognises that this can occur within the context of a neighbourhood, in schools and online and that the influences experienced by children and young people often undermine parental and carer relationships.

In response to these issues, we need to consider child protection in the wider context from both a strategic and operational perspective. The multi-agency Vulnerable Young People's Risk Management Group commenced in June 2018. The group meets monthly and provides a strategic focus and overview of children and young people who are deemed high risk by their associations or actions linked to child sexual exploitation, drugs (including county lines), radicalisation (including far right views), sexually harmful behaviour and missing episodes. Emerging themes and trends will be shared and analysed with partner agencies to form a profile of the borough. This will inform strategic plans for interventions to reduce risks.

A newly commissioned children's advocacy service will improve the quality and analysis of our return home interviews following children's missing episodes. Improving the frequency and quality of strategy meetings involving key agencies will also enable a greater understanding of risks and shared responsibilities. This will inform how we need to tailor services to ensure that vulnerability is reduced and children are adequately safeguarding when required.

10.1.3 OFSTED ILACS Inspection 2018

Following the successful outcome of our OFSTED inspection, Hillingdon has been approached by a number of other local authorities to provide advice on preparation for their inspections. OFSTED

have also returned, having asked us to host a focus group where they obtained feedback on the ILACS framework from practitioners across the service.

During the inspection, OFSTED inspectors met with a group of our young people who were representatives of our Children in Care Council. One young person put forward a challenge, by asking the inspectors why they were not meeting more young people. Following the inspection, OFSTED wrote to the young people, describing them as an impressive group of young people and saying how much they enjoyed hearing about the work of the groups. The inspectors thanked them for sharing their views and experiences and said that this had helped them to understand what is working well and what needs to improve. We have since established that OFSTED are requesting to meet children and young people from other children in care councils as part of their inspection methodology.

Please click the link below to access Hillingdon Council's OFSTED ILACS Inspection report:

https://reports.ofsted.gov.uk/sites/default/files/documents/local_authority_reports/hillingdon/070_%20Hillingdon_Inspection%20of%20local%20authority%20childrens%20services.pdf

10.2 Hillingdon Clinical Commissioning Group (CCG)

NHS Hillingdon Clinical Commissioning Group (CCG) is a statutory NHS body with a range of statutory responsibilities, including safeguarding children and adults. Like all CCGs, it is a membership organisation that brings together general practices to commission local health services for Hillingdon's registered and unregistered population. One of the advantages of being a clinically-led organisation is that the CCG is in the unique position of being able to take account of the experience of patients who are best placed as service users, to know the right services for the area and can comment objectively when new services are commissioned.

The CCG ensures that safeguarding is included in all contracts of the services from which it commissions NHS services and requires and obtains assurance from all provider organisations that they are meeting safeguarding requirements. This is interrogated through its contracting arrangements and is monitored at monthly contract, quality and risk meetings.

Safeguarding training for all CCG staff is monitored as part of the Brent, Harrow and Hillingdon (BHH) Mandatory training arrangements.

- The CCG's Safeguarding Leads are compliant at the required Safeguarding Children training level (Named GP at 4; Designated Nurse and doctor at Levels 4 and 5).
- The Named GP has delivered Level 2 training to CCG staff as well as GPs and Practice staff.

10.2.1 Regulatory Inspection

Following the joint Hillingdon inspection (2016-17) by CQC and OFSTED for Children and Young People with Special Education Needs and Disability (SEND), as set out in the Children and Families Act 2014, a Designated Clinical Officer (DCO) is now in place to complement the SEND Designated Medical Officer (DMO). The CCG regularly reviews and monitors Safeguarding Children activities of its Provider organisations and will interrogate and review any gaps.

10.2.2 Challenges in the Reporting Period

Child Protection Information System (CP-IS) has proved to be challenging for unscheduled care providers. However, with regular meetings with the Designated Nurse and the NHS London Digital lead, these issues have been resolved and all unscheduled care providers are now compliant by having the required systems and processes in place.

Child Sexual Abuse (CSA) Hub – following a commissioned Review (by NHS England) plans (led by Hillingdon CCG) are now in place to make a North West London CSA Hub a reality in the next financial year.

10.2.3 Progress on Safeguarding Priorities in the Reporting Period

- All Provider Trusts are organising or have systems and processes in place for Safeguarding Supervision for relevant staff (e.g. Policies and guidelines, training). Safeguarding Children training has been updated and includes Child Sexual exploitation (CSE); Female Genital Mutilation (FGM) and PREVENT and Domestic Abuse.
- All relevant members are encouraged to attend training, provided by the Local Safeguarding Children Board (LSCB), at the level that is suitable for their role. We continue to encourage recording and reporting of Interventions with victims of Domestic Violence and Abuse and like training, this is reported in the quarterly Safeguarding (Children) Health Outcomes Framework (SHOF).
- Safeguarding Children profile continues to be raised within the CCG and all relevant management and quality meetings. The CCG is represented on the LSCB (executive and operational) and LSCB subgroups, key pan-Hillingdon groups as well as relevant patch, regional, pan-London and national groups.

10.2.4 Safeguarding Priorities for 2017/18

- Safeguarding Training – maintain and update single and multi-agency training (including specific training for Commissioners).
- Engagement of all Primary Care staff;
- Reinforce recording and reporting of interventions with victims of Domestic Violence and Abuse, CSE and FGM;
- Continue to seek assurance from provider organisations regarding safeguarding requirements, arrangements and priorities (e.g. Section 11 arrangements) and those set by the LSCB;
- Compliance with the national changes of the functions and duties of CDOPs and LSCBs;
- Continue to work towards the delivery of a North West London CSA/CSE Hub services for local children.

10.2.5 Good News Stories

- Domestic Homicide Review Learning event was well-attended by our Safeguarding NHSE representative, some of our GP Safeguarding leads and Practice staff;
- A successful Sepsis Masterclass (learning from our Child Death Overview Process) with national and local speakers including the Sepsis Trust, Child Death Overview Process Lead, our acute Hospital and Local Primary Care lead GP for Education;
- Increased and improved contact from Primary Care regarding all aspects of Safeguarding Children, including the impact of Domestic Violence and Abuse;
- Child Sexual Abuse (CSA) Hub plans are being progressed;
- Increased compliance with CP-IS from all of our unscheduled care providers;
- The CCG pilot of a paediatric community integrated clinic (in Hayes & Harlington), where a local consultant paediatrician works alongside a local GP to see children in the community as oppose to referring them to the hospital. All GPs across the borough can refer children to this clinic. The success of this 'Pilot' is leading to further clinics in the middle and north of the borough.
- Investment in the increase in paediatric consultants at the Hospital continues to meet the waiting times at the Paediatric A&E.

10.2.6 Good Practice Examples

- Better communication links with GPs and Practice Staff – the Designated Nurse attends GP Practice meetings as requested.
- Visits to GP Practices to discuss safeguarding needs/gaps are well-received;
- We have established a safeguarding meeting/supervision forum for Safeguarding GP Leads and relevant Practice staff;
- Safeguarding and Early Help Referral forms and a Case Protection Conference Report template are now accessible to GPs via their electronic recording system;
- Successful monitoring of provider participation and completion of the DHRs and SCRs Action Plans;
- Relevant safeguarding children information continues to be cascaded to staff via CCG newsletter;
- Safeguarding children is now a standing agenda item at all Contract Quality Monitoring and Quality, Safety and Clinical Risk meetings;
- Safeguarding (requirements and assurance) is being included in all contracts.

10.3 Metropolitan Police Service

The Metropolitan Police Service have policies in relation to regular supervision of investigations; additional reviews conducted on more serious investigations such as rapes and GBHs which include the requisite timeframes and rank to conduct those reviews. Additionally, we have daily Pacesetter meetings where all crimes of risk are discussed and these meetings are normally chaired at CASO (Child Abuse & Sexual Offences Command) Detective Superintendent level. Metropolitan Police Policy also covers Police Protection and defines the Designated Officer as the CAIT DI who has oversight and responsibility for the Police Protection. Additionally, we have other measures in place through the hierarchy of supervision, which manage the risk where we have outstanding offenders.

The Metropolitan Police Service is entering a period of significant change, which includes a restructure of Territorial Policing. CASO (and therefore CAIT teams) will not exist under the new model and it is anticipated that this will come into effect in approximately October 2018. The officers who currently work in Child Abuse Investigation Teams and the work itself, will fall under the responsibility of the new BCUs (Basic Command Units).

The Safeguarding Lead for the new West Area BCU, which will include the London Borough of Hillingdon, is Detective Superintendent Robert Mahoney. Under the new Safeguarding model, there will be closer working between CAIT, CSU and Sapphire staff.

10.4 CNWL NHS Foundation Trust

CNWL provide assurance on Leadership and Workforce, Training, Safeguarding Children Supervision, Partnership Working, Wider issues and Vulnerable Groups, Adult Issues and Early Help, Learning from incidents and staffing to the CCG every quarter. Safeguarding children is a standing agenda item on all levels of board meetings.

Safeguarding updates are communicated to staff via the Trust's Weekly Bulletin, which is circulated to all employees. There is a designated safeguarding section within the Trust's intranet site, which is regularly updated with any new developments and guidance pertinent to safeguarding. Where Trust employees attend LSCB subgroups, relevant information is cascaded to the wider services, contributing to increased frontline knowledge and awareness. This is evidenced in the number of calls to safeguarding children leads in the Trust seeking advice about a child.

10.4.1 Safeguarding Learning Methods

Learning from safeguarding children cases is shared in a variety of ways:

- Bespoke CNWL face to face learning sessions;
- Shared multi-agency learning;
- Briefings via email and Trustnet;
- Inclusion of learning in Safeguarding Children Training.

10.4.2 Integration of Learning into Practice

- In Hillingdon, learning from relevant SCRs outside of CNWL is shared via the Children Service Leads monthly meeting or during group CP supervision sessions;
- CNWL is represented at MARAC and MASE meetings, where we have a system of sharing relevant information from the meeting with key health professionals. This results in targeted work with these vulnerable children and young people;
- Safeguarding children supervision for Community Health Services in Hillingdon is provided on a one to one basis for health visitors and school nurses every 12 weeks, as a minimum. The compliance rate for safeguarding children supervision is consistently over 90%. High quality supervision is the cornerstone of effective safeguarding of children and young people and CNWL rightly prioritises releasing staff from clinical duties to attend their supervision sessions;
- The impact of this commitment is that supervisors are aware of cases that require escalation in good time and can effectively support staff with the process.
- CNWL adult mental health services line managers are expected to discuss safeguarding as part of their monthly supervision. Additionally, the Safeguarding Children Team facilitates

group supervision sessions on a three monthly basis, where the focus is on safeguarding children topics. CNWL provide safeguarding children supervision to staff working in substance use settings and offender care.

- Compliance with all levels of safeguarding children training is consistently over 95%. CNWL clinical staff are trained to level 3 and the course delivered incorporates a wide variety of topics including FGM, CSE and modern slavery;
- Domestic Abuse training is included in all CNWL mandatory Safeguarding Children and Adult training;
- CNWL contributed to two multi-agency audits for the LSCB - MASH and neglect. CNWL community staff completed two audits - evaluation of safeguarding children supervision and record quality of children subject to child protection plans. There were no recommendations from either of those audits as the practice standards were met;
- CNWL continue to work with 'Standing Together' (specialist voluntary sector domestic abuse service) to provide additional in-house domestic abuse training throughout mental health services in the Trust. Currently, over 45 services have been trained. Training will be available until at least March 2018, when funding for the Standing Together mental health worker will be reviewed. In order for training to be sustainable, there is a plan for CNWL safeguarding leads/champions to complete "train the trainer" sessions to facilitate this programme in future. Standing Together are also in the process of liaising specifically with Improving Access to Psychological Therapies (IAPT) services around what support might be of benefit with regard to domestic abuse, with a view to seeking external funding for this work.

10.4.3 Future Safeguarding Initiatives

- The CNWL Domestic Abuse Policy has recently been ratified. This includes clear guidance around 'routine enquiry' – when every woman entering CNWL services will be asked about their experiences of domestic abuse. There will be a number of workshops/briefings throughout the Trust leading up to a launch event later in the year for this policy (learning event);
- CNWL Hillingdon Crisis Team - The three hub model for the Crisis Team was established. The savings from the New Models of Care Project were invested in additional clinicians, to add to existing staffing numbers to continue to build the 24/7 crisis pathway across North West London. This team supports young people and their families for intensive short spaces of time, to avoid the need for hospital admission or to support early discharge. The 3 clinical leads for the hubs have been identified, and are being supported through additional NHSE monies to facilitate quick start-up of the service. A launch for the CNWL service is planned for April 2018.

10.5 The Hillingdon Hospital

10.5.1 Enhanced Safeguarding Awareness

There has been an increase in staff knowledge and awareness of safeguarding/child protection risks which can be evidenced via:

- Audit of Interagency Referral (IAR) forms;
- An increased number of referrals to Children's Services;
- All referrals to Children's Services are reviewed by the safeguarding team and feedback given to staff. This has resulted in an improvement in quality of information shared with Children's Services;
- Fewer incidents of missed referrals to Children's Services and other relevant agencies.

There has been increased awareness that 16-17 year olds being cared for in adult areas should receive safe and effective care in accordance with statutory guidance. This can be evidenced via:

- Safeguarding Children Training Level 1 to 3 includes the welfare of 16 and 17 year olds;
- The Children and Young People's Board at the Trust is working to improve the care given to the young people. This board is chaired by an Executive Board Member for the Trust;
- Alerts are sent to the safeguarding children team regarding all 16 and 17 year olds admitted as an inpatient.

10.5.2 Safeguarding Learning Responses & Planning

Learning from audits and serious case reviews continues to improve care for children and their families.

- Following Serious Case Review Baby W and a LSCB Audit, the Trust has expanded the midwifery team and there has been an introduction of the Topaz Complex Needs Team. Topaz will care for women with complex needs from the antenatal to the postnatal stage;
- There has been an appointment of a part time Named Midwife for Safeguarding Children.

Plans for the next 12 months to maintain or improve safeguarding practice:

- Improve the care of 16-17 year olds within the organisation by ensuring in their discharge of duties, that staff safeguard and promote their welfare. There is work underway looking at the transition of children from paediatrics to adult services;
- To fully implement safeguarding children supervision in practice;

- Work with partner agencies to review and improve the care of children and young people presenting Mental Health and related needs;
- To fully implement the NHS England Female Genital Mutilation Information Sharing system. This system aims at alerting GPs of pregnant/postnatal women who have suffered FGM and are expecting a female infant.

10.6 London Borough of Hillingdon - Youth Offending Service

The Youth Offending Service is in on a journey of continuous improvement. There is evidence of good joint working with social care colleagues on shared cases, as noted by OFSTED in their recent report. All practitioner staff have completed mandatory training. Assessment audits have been undertaken, along with case file audits. The counter signatory process requires managers to validate assessments of risk and safety and well-being concerns. There is a quality of discussion at internal risk management and case planning meetings and contact recording template requires staff to actively consider safeguarding issues identified in sessions with young people.

10.6.1 Safeguarding Practice Improvement Initiatives

In the next 12 months, YOS will undertake the following plans to maintain or improve safeguarding practice:

- Maintain mandatory training for staff;
- Whole team training on the impact of trauma through a youth justice lens;
- Embedding the recently developed Champions programme where individual staff take a lead role on practice themes and issues, such as CSE, Serious Youth Violence, County Lines, FGM;
- Work to align YOS review processes with CIN, CP and LAC forums;
- Refresher Training on AssetPlus assessment based on aggregate findings of the assessment audits;

10.6.2 The AXIS Project

In addition to the safeguarding practice improvements outlined above, further development of the AXIS project to facilitate early identification and mapping of local young people at risk of Serious Youth Violence, CSE and Missing, is a key priority. Since its inception in October 2017, the AXIS Project has identified over 200 young people who appear vulnerable to these risks.

The information developed by AXIS is shared with existing lead professionals to inform their risk assessments and risk management plans. Those with no lead professional are encouraged to participate in an Early Help Assessment and short-term interventions which involve facilitating and sustaining their engagement in appropriate, ongoing support services.

The AXIS team meet the Hillingdon Police Gangs Unit on a regular basis and attend multi-agency forums to share and analyse information. This has resulted in a visual mapping of key themes, areas and individuals of concern, used to inform operational and strategic response.

10.7 Prevent

We continue to deliver a programme of training and engagement with local agencies raising awareness to local referral pathways and support. Over 4000 staff have now received WRAP training delivered by the local authority.

- The Channel panel in Hillingdon is well established. The panel is chaired by Hillingdon's Prevent Lead and has representation from health, mental health, children's services, early intervention, LADO, police, housing, youth offending, probation, schools/education and others as appropriate. As a port authority, we manage any referrals relating to the safeguarding of children that come through the airport, including those relating to counter terrorism. We have introduced a protocol with the counter terrorism police at Heathrow airport, to ensure timely sharing of information, in order to best assess needs. This protocol is currently being tested, with the intention to be adopted as a model for 'port authorities' nationally;
- Sadly, during this past year we have experienced a number of terrorist/violent extremist related incidents in the UK. Subsequently, we have seen an increase in the number of referrals being made. This is reflective of the national picture and local agencies have worked effectively, in partnership, to manage the increase in concerns stimulated by these incidents, and identify those who might be vulnerable;
- Schools and education establishments in the borough are the main source of referrals received in relation to radicalisation. The Prevent lead provides training for school staff and attends the school safeguarding leads hub meetings on a regular basis to ensure schools are supported and equipped in relation to the Prevent Duty. Feedback from schools locally has been very positive and they very much value this support;
- We work with local partners through the Strong and Active Communities Partnership to build resilience. Engagement with the community is a key aspect of the Prevent work. Local schools, the college and Brunel University London are pro-active partners in delivering against the aims of Prevent and the wider duty in relation to promoting British values;
- We are running a 2-year, MOPAC funded programme in collaboration with schools, the college, University and community, aimed at tackling hate crime and extremism. The aim is to equip young people and members of community groups to challenge hate crime and extremism, keep themselves safe from negative influence, develop critical thinking skills, increase understanding of others and build positive relationships.

10.8 London Borough of Hillingdon - Children's Rights & Participation Team

London Borough of Hillingdon has three established and well-attended children in care council's (CiCC) - Talkers, Step Up and Stepping Out, who meet monthly and are part of the regional Children in Care Council Network and whose views are presented at Corporate Parenting Board.

In 2017/18 we have been involved in:

- A Participation Day for Looked After Children aged 7-11 years old;
- Contributed input to the development of marketing materials in fostering recruitment;
- Consultation on the licence agreements for Staying Put;
- Development of a leaflet for care leavers to accompany the new financial policy;
- Consultation with the Children in Care Council (CiCC) resulted in Operation Make Safe, a joint Social Care/Police operation to make Hillingdon's high streets safer.

The Children's Rights & Participation Team also supported the design and delivery of the Annual Care Leavers Conference, choosing the theme, "Chasing Your Dreams - Education, Training and Employment". The event, supported by Brunel University London had 9 education, training and employment providers, with 100% of attendees stating that the event was enjoyable, useful and helpful.

192 children and young people were nominated for KICA (Kids in Care Awards) 2017, with 21 young people being actively involved in the preparation, support, presenting and performing at the red carpet awards evening.

10.9 London Borough of Hillingdon - LADO and Schools Child Protection Lead

- Number of Referrals from April 2017 - March 2018 - 157. This is higher than previous years, demonstrating that the role of the LADO is becoming better known;
- Staff and Volunteers referred include - child minders, nursery staff, school staff, sports coaches, police staff, religious staff, fire service staff, ambulance drivers, youth group staff, foster carers, drivers and passenger assistants. This demonstrates the wide range of organisations that are aware of the LADO role;
- Third largest cohort of staff that were referred in 2016 were drivers and passenger assistants of children with special needs. 210 staff have now been trained in Level 1 safeguarding - previously this cohort did not receive any training and thus, the referral rate of allegations has greatly reduced;
- New system in place to manage complaints from OFSTED, joining up LADO Service, Safeguarding children in Education and the School Improvement Service, being overseen by the Complaints Service;
- Over 25% of schools/education establishments in Hillingdon have had face-to-face level 1 safeguarding training delivered by the Lead CP Schools Adviser;
- Increased confidence in DSL to deliver the Level 1 safeguarding training to their school staff by providing them with the PowerPoint Slides used by Lead CP Adviser;
- All Schools participating in the safeguarding clusters have received the PowerPoint Slides developed by the CP Lead, so that DSL can deliver the training to school staff.

10.10 London Borough of Hillingdon - Early Intervention & Prevention Service

10.10.1 Case Recording & Evidence of Impact

The quality and impact of safeguarding practice can be evidenced via:

- Each open Key Work and TAF case within the Key Work Service being scrutinised monthly during Supervision;
- March 2018 saw 58% of Key Work referrals come from Children's Social Care teams and MASH/Triage.

All Key Work cases are recorded on a common system shared with Social Workers against presenting concerns, which are identified from the following characteristics:-

- Anger Management, At Risk/Occurring Family Breakdown;
- At Risk of Exclusion, Behaviour and/or Emotional Difficulties, Bereavement/history of Bereavement;
- Brink of Care, Bullying, Child on Adult Abuse;
- Children Missing Education, Children with SEND, CSE;
- Debt Problem, Domestic Abuse history, Emotional and/or Physical Abuse;
- Harmful Sexual Behaviour, Housing, Learning Difficulties and Disabilities;
- Long term Illness (Child Parent), Low Confidence / Self-Esteem, Mental Health, NEET;
- Youth Offending / ASB, On Benefits, Parental Conflict;
- Poor Attendance, Pregnancy, Refugee/Asylum Seeker (not yet citizen);
- Reunification from care, Sexual Abuse, Sexualised Behaviour, Substance Misuse;
- Support with Parenting Skills / Strategies, Teenage Parent, all 6 Troubled Families criteria, Truancy Sweep.

10.10.2 Evidence of Safeguarding Audits & Training

- Six Key Work cases per month are audited for quality assurance purpose;
- 2 external Early Help Assessments and all external TAFs are audited per month. Development and training opportunities are identified and actioned as a consequence;
- Children Missing Education processes and practices were subject to Internal Audit scrutiny during the summer of 2017;
- CME was a key line of enquiry during the recent OFSTED inspection, as was Early Help and the interface with MASH/Triage.

- All Key Workers are signed up to the Graded Care Profile 2 programme training;
- Several have completed the Mental Health First Aid training; all are current with Working Together training;
- The Participation Key Work Team has delivered on two Attendance Network events for Key Workers and school colleagues. Through this route they have received updated training on Prevent and Axis (Serious Youth Violence project);
- The Key Work Service is a partner in MAP/MASE, SYVV Panel, MARAC, Managed Moves and Fair Access Panels;
- The Key Work Service has informed the LSCB Neglect Audit and Newton review.

10.10.3 Future Safeguarding Practice Initiatives

Plans for the next 12 months to maintain or improve safeguarding practice include:

- The Key Work Service will be a partner at the newly merged MAP/MASE/SYVV Panel;
- All Key Workers will have completed the Graded Care Profile 2 programme;
- Harmful Sexual Behaviour will be a key focus, as that working party delivers on outcomes;
- Truancy Sweeps to protect the most vulnerable are planned with Safer Schools Police colleagues for the forthcoming year;
- One team leader in the service is pursuing the Gateway to Social Work programme with WLA;
- When the City & Guilds level 4 Working with Vulnerable Children and Families is wrapped into the Apprenticeship Gateway, the remaining 6 Key Workers not yet qualified will be afforded the opportunity;
- Review and further development of the Pre-Exclusion Project to drive down permanent exclusion rates.

10.10.4 Forthcoming Events

- A further Attendance Network was booked for July 2018, with School Refusal as the keynote address.

10.10.5 Positive Feedback from Service Users

- *"Mr [redacted] said that after speaking to you that he and his wife felt so much better and appreciated your help and advice. They did not know that we existed until his Mum told him about us. He said that you gave great advice."*
- *"Your team was very helpful with a difficult situation that school decided was not gonna be helpful or understanding. Just keep doing what you're doing was so helpful to know someone was on our side".*
- *"Thank you for your caring nature, professional, refreshing."*
- *"Look how well Axxx did. If it wasn't for your help she would never have achieved this. Tks once again xx"*

"I would like to thank you for your support alongside the school in relation to my son KJ educational progress. You have been punctual and focused on the matter particularly very communicative. You had shown a hard working approach with clear positive vision. I will definitively recommend you for hard work recognition and wish your line manager to look at my email."

10.11 London Borough of Hillingdon - Domestic Abuse Steering Executive

- In Hillingdon, we are all too aware of the devastating consequences of domestic abuse and other forms of violence and abuse on victims and their children. On average, there are in excess of 5000 domestic abuse crime and incidents recorded by the police in Hillingdon. Many more go unreported. Tragically, the domestic abuse crime statistics also relate to 16/17 year olds who are in intimate partner abusive relationships too;
- The number of high-risk domestic abuse cases being managed by the Multi-Agency Risk Assessment Conference (MARAC) has been increasing. In the last 12 months, 297 cases (and increasing) have been referred to MARAC and at least 443 children have been part of those abusive households;
- A rejuvenated and re-focused Domestic Abuse Steering Executive is providing the governance, direction and leadership to prevent and tackle the many crimes and abuses associated with Violence Against Women and Girls including Domestic Abuse, Modern Day Slavery, Honour-Based Abuse, Forced Marriage, Female Genital Mutilation, Sexual Violence and Stalking. This strategic group is supported by 5 operational delivery groups, made up of a diverse range of local professionals who will soon be supported by independent members from the local community.

10.11.1 Hillingdon Violence Against Women & Girls Strategy

The Steering Executive has developed Violence Against Women and Girls Strategy, which has set out its Vision as:

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

The work towards achieving this vision is underpinned by the 4 key priorities of:

1. Prevention and Early Intervention;
2. Service Provision;
3. Pursuing Perpetrators;
4. Partnership Working.

We have worked hard to listen to victims and survivors of domestic abuse and local statutory and voluntary sector professionals. This has allowed us to better shape:

- Our responses to domestic abuse;
- Our understanding of the whole range of organisations and agencies to providing support to victims/survivors and their children;
- Our services to prevent domestic abuse and ensure early intervention to prevent the abuse worsening;

- Our training provision to local multi-agency statutory and voluntary sector professionals:
 - In the last year, we had 7 multi-agency training events focussed on domestic abuse and the wider subject of Violence Against Women and Girls, which has seen approximately 430 professionals trained;
 - It is great to see that this cycle of regular training will continue.

10.12 Health Watch Hillingdon

10.12.1 Mental Health, Wellbeing and Life Skills Pilot Summary

Between November 2017 and March 2018, Healthwatch Hillingdon delivered a Mental Health, Wellbeing and Life Skills Pilot Programme to a group of Year 12 and Year 13 students at Barnhill Community High School. The aim of the programme, which was funded in part by Hillingdon Community Trust, was to support the school to develop a whole school approach to promoting students' emotional wellbeing. Participating students took part in 12 weeks of mental health and wellbeing awareness and life skills sessions, which culminated in them creating a mental health awareness and signposting campaign to benefit the whole school community.

10.12.2 Mental Health, Wellbeing and Life Skills Pilot Full Description

- In 2015, Healthwatch Hillingdon produced 'Seen & Heard – Why not now?' a report about children and young people's experiences of Hillingdon's mental health and wellbeing services;
- As part of our recommendations to commissioners on how services could be improved, we outlined several initiatives which were required in schools, including action to develop children and young people's social and emotional skills;
- We wanted to help schools build on their existing good work, so we developed the Mental Health, Wellbeing and Life Skills programme to be delivered with groups of students at Key Stage 4 and above;
- We successfully applied for funding from Hillingdon Community Trust and delivered the programme as a pilot at Barnhill Community High School between November 2017 and March 2018.

The programme is designed to support schools to develop a whole school approach to promoting children and young people's emotional wellbeing by:

- Developing students' confidence, knowledge and skills – important for emotional resilience;
- Increasing whole school understanding of mental health issues, contributing to reduced stigma and discrimination and a more open and accepting school environment;
- Increasing whole school knowledge of how to access appropriate wellbeing and mental health information and support;

- Eighteen Year 12 and Year 13 Health and Social Care students participated in the programme and learned about:
 - Mental health awareness;
 - Stigma and discrimination;
 - How to improve and protect their own wellbeing;
 - How to help others access support;
 - Life skills such as project planning, research, teamwork, negotiation, data management and public speaking and presentation skills.
- In February, students delivered a presentation to key stakeholders about what they learned during the programme, the results from a whole school mental health survey and their plans to develop a campaign to benefit the whole school community.

The programme culminated in the students creating a campaign to raise awareness of mental health and wellbeing throughout the school community and ensure fellow students know where to go for advice and support. The final impact is currently being assessed (March 2018) but to date, as a result of the programme, several students have reported mental health difficulties and using self-harm and other potentially harmful mechanisms to cope with their emotions and have reached out for help within the school.

Both the school leadership and Hillingdon Community Trust are very impressed with the programme and pupils have reported a greater understanding of mental health and related stigma and discrimination. After the successful outcomes and learning from the pilot programme, Health Watch Hillingdon is actively seeking funding to be able to extend the programme to other schools in the borough.

10.13 Child Death Overview Panel (CDOP)

10.13.1 CDOP Processes & Outcomes

- CDOP is one of Hillingdon LSCB's four sub-groups and is chaired by the Director of Public Health. The Vice Chair is the Designated Paediatrician for child deaths in Hillingdon. The panel consists of multi-agency representation;
- The CDOP is notified of all deaths of children (expected and unexpected) who are residents within the London Borough of Hillingdon. Relevant information is collated for each case and is discussed to determine if the death was preventable;
- Where a death is unexpected, a rapid response meeting is convened. These meetings are held to ensure that all the relevant information is gathered as soon as possible and relevant actions are recommended. The current process for managing unexpected child deaths in Hillingdon is detailed on the [LSCB Website](#);
- The panel also has the role in identifying patterns or trends in local data and reporting these to the LSCB. The lessons and trends identified from the reviews are compiled and reported to the Board on an annual basis;
- The CDOP met 3 times during 2017/18 to discuss and review child death cases and the group had good attendance and engagement from key partner organizations;
- Between 1 April 2017 and 31 March 2018, the CDOP were notified of the deaths of 24 children who were residents of Hillingdon at the time of their deaths. The panel reviewed a total of 22 deaths during this period;
- Since March 2017, bereaved parents have been sent an information leaflet about the Hillingdon CDOP review process inviting them to contact CDOP to share any information, which may help the review process. No families have contacted CDOP to share information.

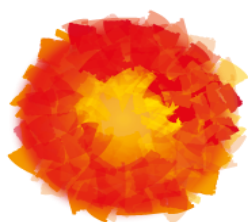
10.13.2 CDOP Responses

A close working relationship between CDOP and the SCR sub-group continues. A process is in place to allow cases and concerns to be shared between both groups. Actions that have been implemented as a consequence of Hillingdon child deaths during this period include the following:

- A Sepsis Masterclass was held in January 2018, following a significant rise in the number of cases reviewed at the CDOP panel where Sepsis had been the cause of death;
- Minutes from Mortality Review meetings held at The Hillingdon Hospital are now shared with the CDOP;
- A quarterly CDOP newsletter has been developed for professionals, highlighting concerns from child deaths that practitioners need to be aware of and inform

parents. This is published on the LSCB website.

- A common theme that has been identified through child death reviews in Hillingdon is the risk of co-sleeping (parents/carers sharing a bed or sofa with their baby). Hillingdon LSCB has promoted the work of [The Lullaby Trust](#), who provide expert advice on safer sleep for babies, emotional support for bereaved families and raises awareness of Sudden Infant Death Syndrome.



THE UK
SEPSIS
TRUST



11.0 Serious Case Reviews (SCR)

In England, a Serious Case Review (SCR) takes place after a child dies or is seriously injured and abuse or neglect is suspected to be involved. It identifies lessons that can help prevent similar incidents from happening in the future. Hillingdon LSCB follows statutory guidance set out in [Working Together to Safeguard Children 2015](#) for conducting a serious case review. The Hillingdon LSCB SCR sub-group met 3 times during the 2017-18 year. It reviewed actions from previous local SCRs and national reviews to ensure any lessons learnt are implemented. Hillingdon LSCB did not initiate any SCRs during 2016/17.

11.1 Briefing Note for Practitioners and Managers, Operation Baker

The Briefing Note for Practitioners and Managers, Operation Baker is being circulated following the publication of a recent serious case review. The review examined a period between 1st January 2011 and 6th August 2014. The report concerned four children.

In September 2013, the London Borough of Hillingdon identified that organised child sexual exploitation was taking place in the borough linked to drug taking and criminal activity. A joint police and children's social care investigation was launched called Operation Baker. The investigation led to the arrests and successful prosecution of five individuals. Four of those individuals received custodial sentences for serious sexual offences and the fifth, a suspended sentence for drugs offences.

A link to the Briefing note can be found below:

<https://hillingtonlscb.org.uk/wp-content/uploads/2018/03/Operation-Baker-Briefing-Note.pdf>

12.0 Hillingdon LSCB Priorities 2018-2020

- To ensure that partners work together to protect Hillingdon's children from identified risks to their safety and welfare;
- To oversee the implementation of the Early Intervention and Prevention Service in Hillingdon;
- To ensure that Hillingdon LSCB can evidence the effectiveness of single agency and multi-agency safeguarding arrangements, in order to satisfy ourselves that risks to children and young people are identified early to protect them from harm;
- To ensure that arrangements for assessing the safety of home-educated children and young people are robust;
- To assess the safety of children and young people with a disability. This will include an audit and analysis of training undertaken by professionals working with children with disabilities;
- To assess the effectiveness of safeguarding in the various communities of the borough.

13.0 LSCB Good News Stories

The LSCB's training programme is continually reviewed. We now have courses on FGM, Honour based violence, Forced Marriage and Modern Day Slavery. Training is currently in development for County Lines and Neglect.

Our Twitter account now has 750 followers. We Tweet each day and actively follow National safeguarding and charity twitter accounts.

Hillingdon LSCB held a CDOP meeting in late 2017, where a number of children in Hillingdon were noted to have passed away either due to Sepsis, or where Sepsis was identified as a contributing factor to the child's death. In partnership with Hillingdon Clinical Commissioning Group a Sepsis Masterclass was arranged which over 100 professionals attended.

The LSCB Multi-agency Auditing Program has supported enhanced safeguarding resources for children, such as the specialist safeguarding midwifery team at The Hillingdon Hospital.

The LSCB has sought to engage directly with education partners in order to implement an effective, education-focused s.175 Schools Audit in 2018-19.

14.0 Appendices

14.1 - Appendix 1 - Glossary

Acronym	Meaning	Acronym	Meaning	Acronym	Meaning
ASB	Anti Social Behaviour	DHR	Domestic Homicide Review	SAB	Safeguarding Adults Board
BCUs	Basic Command Units	DSL	Designated Safeguarding Lead	SCR	Serious Case Reviews
CAIT	Children Abuse Investigation Team	FGM	Female Genital Mutilation	SHOF	Safeguarding (Children) Health Outcomes Framework
CAMHS	Child & Adolescent Mental Health Service	(H)LSCB	(Hillingdon) Local Safeguarding Children Board	SEND	Special Educational Needs and/or Disabilities
CASO	Child Abuse & Sexual Offence Command	IAR	Interagency Referral Form	SYV	Serious Youth Violence
CCE	Child Criminal Exploitation	ILACS	Inspection of Local Authority Children's Services	SAB	Safeguarding Adults Board
CCG	Clinical Commissioning Group	IRO	Independent Reviewing Officer	T & F	Task & Finish Groups
CDOP	Child Death Overview Panel	LAC	Looked After Child	THH	The Hillingdon Hospital NHS Foundation Trust
CICC	Children In Care Council	LGA	Local Government Association	UKBF	United Kingdom Border Force
CIN	Children in Need	LADO	Local Authority Designated Officer	VYPRMG	Vulnerable Young People Risk Management Group
CNWL	Central & North West London NHS Foundation Trust	LBH	London Borough of Hillingdon	VAWG	Violence Against Women and Girls
CP - IS	Child Protection Information System	MARAC	Multi Agency Risk Assessment Conference	YOS	Youth Offending Service
CP	Child Protection	MASE	Multi Agency Sexual Exploitation		
CPPs	Child Protection Plans	MASH	Multi Agency Safeguarding Hub		
CSE	Child Sexual Exploitation	MOPAC	Mayor's Office for Policy & Crime		
CSE Hub	Child Sexual Abuse Hub	MPS	Metropolitan Police Service		
DA	Domestic Abuse	OFSTED	Office for Standards in Education		

14.2 Appendix 2 - Hillingdon LSCB Budget Summary 2017-2018

Income 2017/2018	
London Borough of Hillingdon	£138,568
NHS	£61,200
Contributions from Partner Agencies	£2,550
Revenue from Training Courses	£38,762
Total	£241,080
Outgoings 2017/2018	
Staffing	£181,741
Non-Staffing	£4,741
Training	£16,528
Chairman	£39,842
Total	£242,852
Variance: £1,772 overspend	

14.3 Appendix 3 - LSCB Annual Report Contribution Questions

Questions asked to statutory and non-statutory Hillingdon Local Safeguarding Children Board re their contribution to the LSCB Annual Report:

1. What do you know about the quality and impact of safeguarding practice in your setting/organisation?
2. How do you know? (Audits, training, inspections etc)
3. What are your plans for the next 12 months to maintain or improve safeguarding practice?
4. Any good news stories, positive feedback from service users (direct quotes if possible) and events you are planning to hold.

HILLINGDON SAFEGUARDING ADULTS BOARD ANNUAL REPORT

Cabinet Member	Councillor Philip Corthorne
Cabinet Portfolio	Social Services, Housing, Health & Wellbeing
Officer Contact	Andrea Nixon, Social Care
Papers with report	Annual Report 2017/18

HEADLINES

Summary	<p>The Hillingdon Safeguarding Adult Board (HSAB) brings together partners from across the Borough to discuss issues relating to vulnerable adults, to challenge performance and to ensure that together, the agencies offer the strongest safeguarding service to our vulnerable adults.</p> <p>The HSAB has a statutory duty to publish an annual report on the effectiveness of adult safeguarding and promoting the welfare of vulnerable adults in the Borough. Once agreed by the HSAB, the report is submitted each year to the Chief Executive, Leader of the Council, Cabinet and Chairman of the Health and Wellbeing Board.</p>
Putting our Residents First	This report supports the following Council objective of: <i>Our People</i> .
Financial Cost	There are no financial costs arising as a consequence of this report.
Relevant Policy Overview Committee	Social Care, Housing and Public Health
Relevant Ward(s)	The report covers work across the entire Borough.

RECOMMENDATIONS

That the Cabinet note the Annual Report and work of the Safeguarding Adults Partnership Board during 2017/18.

Reasons for recommendation

The Annual Report lays out the work undertaken by the Board and includes specific reports from each of the agencies that make up the Board. The purpose of the annual report is to provide evidence about the standard to which the agencies responsible for safeguarding adults in the London Borough of Hillingdon have performed.

Alternative options considered / risk management

None.

Policy Overview Committee comments

The Social Care, Housing and Public Health Policy Overview Committee considered the Hillingdon's Adult Safeguarding Board's Annual Report at its meeting on 26 September, presented by the Independent Chairman. The Committee noted that the primary responsibility of the Board was to hold agencies to account, and in order to do this, the Board had improved its performance management processes and had begun to develop an audit process to ensure that the quality of services being provided was at the right level. Areas of concerns were being managed and looked into as part of the performance management framework of the Board to avoid repetition of any mistakes. The Committee noted that the Board had a number of priorities for the coming year including modern slavery, domestic abuse, adult grooming and financial abuse. The Committee endorsed these priorities and, in particular, welcomed the proactive work undertaken by the Domestic Abuse Steering Executive where a clear vision and strategy has been developed to incorporate violence against both women and girls.

SUPPORTING INFORMATION

The Annual Report lays out the work undertaken by the Board this year, and includes specific reports from each of the agencies that make up the Board. The purpose of the annual report is to provide evidence about the standard to which the agencies responsible for safeguarding adults in the London Borough of Hillingdon have performed. Examples of work by the HSAB during 2017/19 included:

- A joint LSCB and SAB conference was held in partnership with the CCG to highlight to professionals the importance of early recognition of the signs of Sepsis. This was very well attended by professionals from all fields and a second event is arranged for November this year.
- The SAB audit programme has progressed with a current audit looking at the journey of the vulnerable adult through Heathrow Airport and the service they receive outside of the airport. There is also work currently looking at Sect. 136 referrals that may be used the Police. This is an emergency power which allows someone to be taken to a place of safety from a public place, if a police officer considers that they are suffering from mental illness and in need of immediate care.

A spot audit was undertaken by CNWL which dispelled the myth that a high degree of the Sect. 136's referrals were from Heathrow Airport.

- A comprehensive training programme is available for professionals working with vulnerable adults, accessed via the learning zone.

The HSAB have a proactive action plan for the coming year. The priorities are Modern Day Slavery, Domestic Abuse, Adult Grooming/Financial Abuse and an audit of current training.

Progress on the action plan will be reported at each board meeting.

Financial Implications

There are no financial implications arising as a consequence of publishing this report.

RESIDENT BENEFIT & CONSULTATION

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

The publication of this report will not directly affect service users, though the work of the Board seeks to safeguard and protect our most vulnerable residents.

Consultation carried out or required

The report contains reports from each of the agencies that form the partnership.

CORPORATE CONSIDERATIONS

Corporate Finance

Corporate Finance has reviewed this report and confirm there are no financial implications as a result of publishing this report.

Legal

The Borough Solicitor confirms that there are no specific legal implications arising from this report.

BACKGROUND PAPERS

NIL


This page is intentionally left blank

2017-
2018

SAB Annual Report

Page 69



 @hillingdonSAB
 www.hillingdonsab.org.uk

Andrea Nixon
Safeguarding Adults Board
2017 -2018

Foreword: Independent Chair Steve Ashley



Welcome to the annual report of the Adult Safeguarding Board. The Board is a statutory requirement in every local authority area. I am the chair of the Board and I am independent of the agencies in Hillingdon. The Board brings together all those agencies that are involved in safeguarding adults, as well as voluntary bodies and private sector companies providing services. It ensures that there is a coordinated approach to protecting and supporting adults at risk of abuse or neglect. This may be young adults who need support and protection through to our older people. The range of issues faced by adults at risk of abuse or neglect in Hillingdon is wide. From mental health, drug and alcohol issues to elder abuse, agencies need to be resourced and have in place processes that enable them to respond to those at risk of abuse or neglect and provide them with the support and protection they need to enjoy their lives.

This report sets out the work conducted by agencies in Hillingdon to safeguard adults and describes how those agencies have worked together to deal with some major issues.

One of the primary responsibilities of the Board is to hold agencies to account. To do this, we have improved our performance management processes and begun to develop an audit process to ensure that the quality of the services being provided is at the right level.

We have strengthened our ties with Heathrow airport to ensure we understand the particular issues that having one of the world's busiest airports on your patch can create. Our work with the Border Agency and Heathrow management has seen better joint working and a clearer understanding of responsibilities.

Foreword: Independent Chair Steve Ashley

The Board held a successful seminar on sepsis. Sepsis kills 44 000 people a year and the elderly and small children are at greatest risk. The seminar was attended by professionals across both the private and public sectors and raised awareness. The seminar is acting as the catalyst for further training.

The Board has also developed a training programme that is specifically designed for those professionals that work with adults at risk of abuse or neglect, and is being well supported by companies whose staff work with older people. We have consolidated this work by developing short webcasts in partnership with students at Brunel University. This enables those on the front line to understand how agencies can help each other protect the most vulnerable.

These are just some examples of the current work of the Board. I am pleased to say that partners are working well together and despite the continued financial pressures, are performing well.

This report is a window into the work that is being conducted in Hillingdon. Our website provides more detailed performance information and statistical analysis. We also have a social media presence on Twitter.

Thank you for taking the time to read this report. If there are any issues raised on which you would like to receive further information, please contact us via the website.

There is a high level of interest among elected members in Hillingdon on all matters related to adult safeguarding. It features prominently among members' enquiries and in member development activity.

The challenge for us all in partnership is making sure, within finite resources that we are able to identify areas of risk and apply the most appropriate measures to ensure our most vulnerable adults are properly safeguarded, and to exercise due diligence in so doing.

I am pleased with the progress made in the last year in the improvement of our performance management processes, and through the introduction of an audit process to ensure services are delivered to the right level. However, we should never forget that we are collectively, only as good as the day to day living experience of our vulnerable residents. There is never room for complacency which is why I frequently challenge both LBH colleagues and partners to ensure we are robust in our approach to adult safeguarding which makes a real difference.

Cllr Philip Corthorne, West Ruislip Ward Councillor & Cabinet Member for Social Services, Housing, Health and Wellbeing

Hillingdon Safeguarding Adults Board Governance & Accountability Arrangements

The Care Act 2014 requires all local authorities to set up Safeguarding Adults Boards (SABs) with other statutory partners, including the Police and Clinical Commissioning Group (CCG).

The Hillingdon Safeguarding Adults Board continues to work with partners to embed the requirements of the overarching Care Act to:

- Assure that local safeguarding arrangements are in place as defined by the Act.
- Prevent abuse and neglect, where possible.
- Provide timely and proportionate responses when abuse or neglect is likely or has occurred.

The legal framework for the Care Act 2014 is supported by statutory guidance on how the Care Act works in practice.

The guidance has statutory status, which means that there is a legal duty to have regard to it when working with adults with care and support needs and carers.

The SAB takes the lead for adult safeguarding across Hillingdon to oversee and co-ordinate the effectiveness of the safeguarding work of its members and partner organisations.

Through common membership, there are links to Multi Agency Public Protection arrangements (MAPPA), the Domestic Abuse Multi Agency Risk Assessment Conference (DA MARAC) and the Community Risk MARAC (CR MARAC).

Over the last year the Board has been well supported by elected members. The lead member for Adult Safeguarding attends the Executive Board meeting. The SAB is now closely allied to the Health and Well Being Board and the Care Governance Board.

Elected Members have taken a lead in safeguarding issues. Considerable work has been undertaken in the community supporting front line professionals. This level of engagement by Members is essential in the process of continuous improvement.

Hillingdon Safeguarding Adults Board Structure Chart

The Hillingdon SAB has three subcommittees that support the Board in meeting its objectives that are set out in the business plan. The three subcommittees of the SAB are held regularly throughout the year and provide a report to each SAB Operational Board. The Performance and Quality subcommittee also present emerging themes to the SAB Executive Committee.

Safeguarding Adults Board

SAB Executive

Joint Strategic Safeguarding and Trafficking

This sub-committee is unique to Hillingdon SAB and LSCB. The aim is to continue to strengthen the partnership that we have with Heathrow Airport, Her Majesty's Immigration Removal Centre and the Local Authority. Work is continuing on developing robust referral pathways regarding vulnerable adults arrive at Heathrow.

There is improved engagement between UK Border Force and Adult Mental Health services. The SAB Business Unit attends safeguarding meetings that are held monthly at H.M.Colnbrook Immigration and Removal Centre. The SAB has requested that data reported at these meetings be shared with the Board. This request has been made to the Home Office and we still await a response.

Safeguarding Adults Review

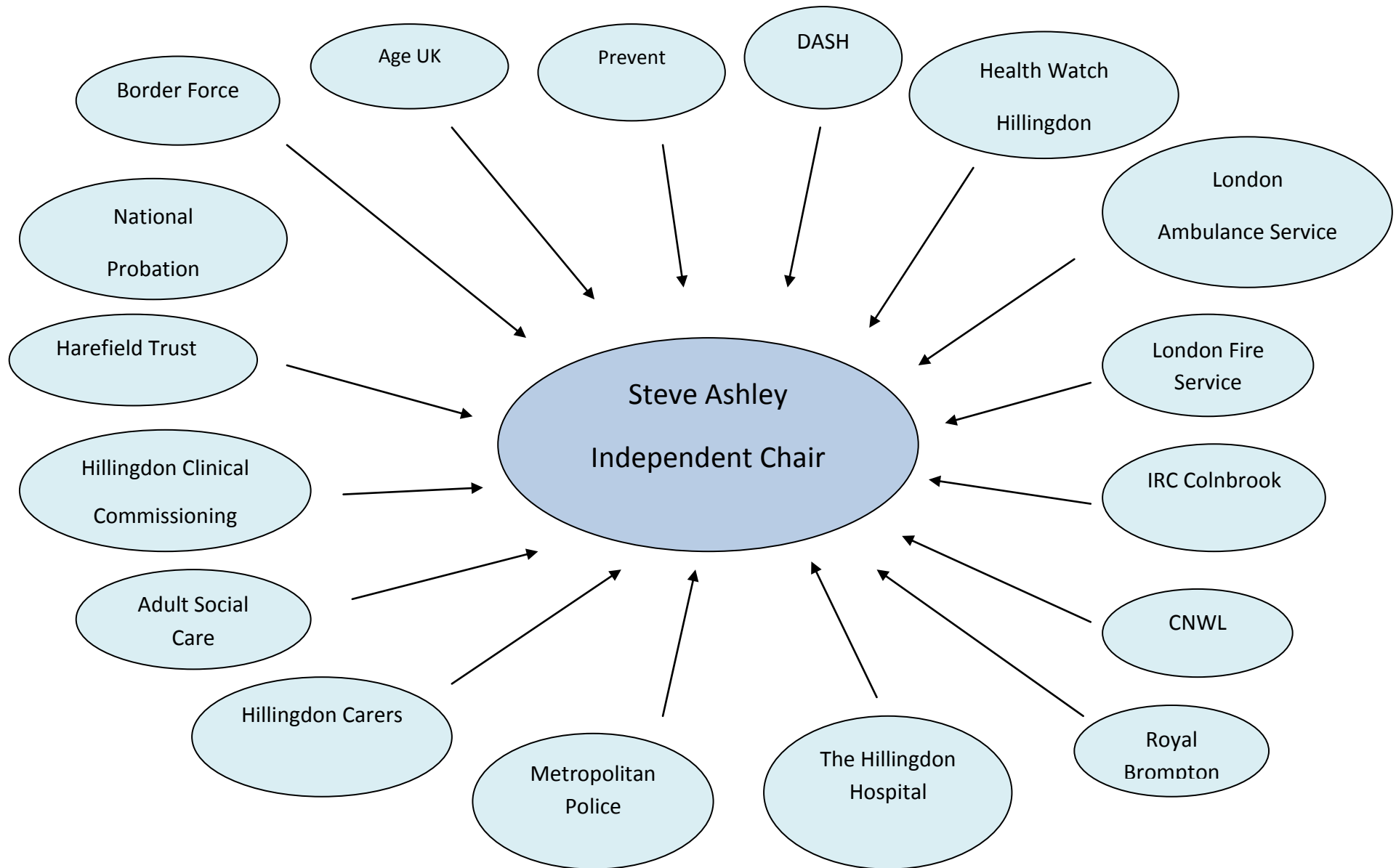
Responsible for commissioning an independent review when an adult at risk dies, or is significantly harmed and for ensuring that learning from SARs is implemented and publicised.

Performance and Quality Assurance

Responsible for the production of performance data on safeguarding across partner agencies in the form of a dashboard, which enables partner members to collectively interrogate information, influence service improvements and identify what is working well.

The development and scrutiny of the dashboard has led to agency specific 'deep dives' in order to provide dialogue to support the data.

Hillingdon Safeguarding Adults Board Partner Members



Strategic Boards That are Linked to the Safeguarding Adults Board

Local Safeguarding Children Board:

The Local Safeguarding Children Board is no longer a statutory requirement. However, there is a requirement for statutory partners, Police, CCG and the Local Authority to ensure that safeguarding arrangements are in place. This year there has been a focus on the two boards working more closely together, which has included joint training events and joint membership of the Joint Strategic Safeguarding and Trafficking subcommittee.

Safer Hillingdon Partnership:

The Community Safety Partnership Board is required by law to conduct and consult on an annual strategic assessment of crime, disorder and anti-social behaviour, substance misuse and re-offending within the borough. The findings are then used to produce the partnerships Community safety plan.

Health and Wellbeing Board:

The Health and Wellbeing Board is a statutory requirement for local authorities. The board brings together the NHS, the Local Authority and Health Watch to jointly plan how best to meet local health and care needs in order to improve the health and wellbeing of the local population, reduce health inequalities and commission services accordingly.

Domestic Abuse Steering Executive:

The domestic abuse executive board brings together statutory and non statutory agencies in order to ensure that the Safer Hillingdon Partnership's Domestic Abuse strategy is implemented.

Local Demographics

Life expectancy in Hillingdon for both men and women is higher than the England average.

However, life expectancy is 6.1 years lower for men and 5.5 years lower for women in the most deprived areas of Hillingdon than in the least deprived areas.

Hillingdon is the second largest of London's 32 boroughs covering an area of 42 square miles.

Hillingdon is ranked 23 out of 33 London boroughs for deprivation in London (including City of London) and 138 out of 326 Local Authorities in England (1 being the most deprived) Source: DCLG 2010 Indices of Multiple Deprivation.

The population of Hillingdon has a different age structure when compared with London. In general, Hillingdon has a higher proportion of 5-19 and 50+ year olds, but a smaller proportion of 25-39 year olds. In London 55% of the population are from Black and minority ethnic (BME) communities; in Hillingdon 48% of the population are from BME communities.

Hillingdon's male life expectancy from birth is 80.5 and female is 83.7 (based on 2013-15 data), which means that a baby born in Hillingdon can expect to live a similar number of years as the England average for both genders (79.5 and 83.1 respectively).

According to the Greater London Authority in 2017, in Hillingdon, 43.2% of the population are White British, 9.9% are White Other and 46.9% are from Black & Minority Ethnic groups (source: GLA 2015 Round Demographic Projections, 2016).

The Greater London Authority 2012 Round Final Ethnic Group projection figures (GLA EGRP 2012) for 2015 estimate that Hillingdon is becoming more diverse with Black and Minority Ethnic (BAME) groups accounting for 45% of the usual resident population and White ethnic groups accounting for 55% of the population in 2015.

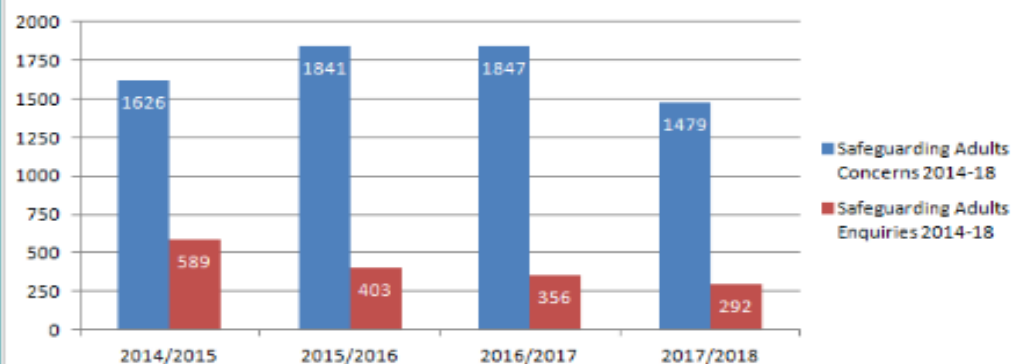
Safeguarding Adults Performance Data

Safeguarding Adults Report: 2017-18

Safeguarding Adult Concerns by Age



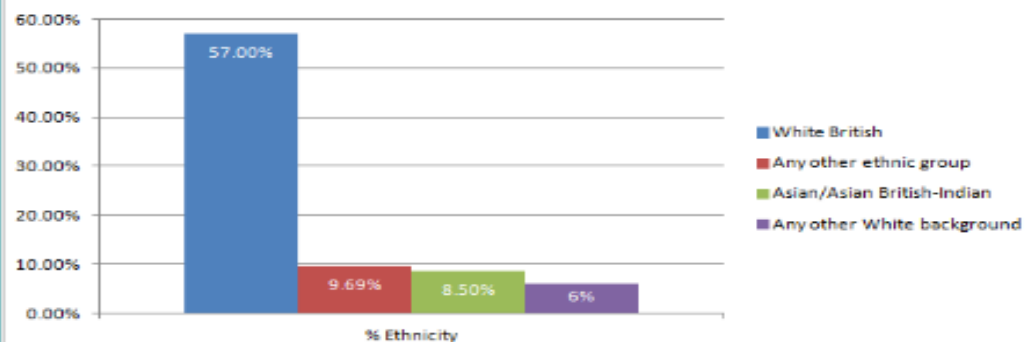
Safeguarding Adults Concerns vs Enquiries - 2017/18



Safeguarding Adult Concerns by Gender



Adult Services Referrals by Ethnicity 2017/18

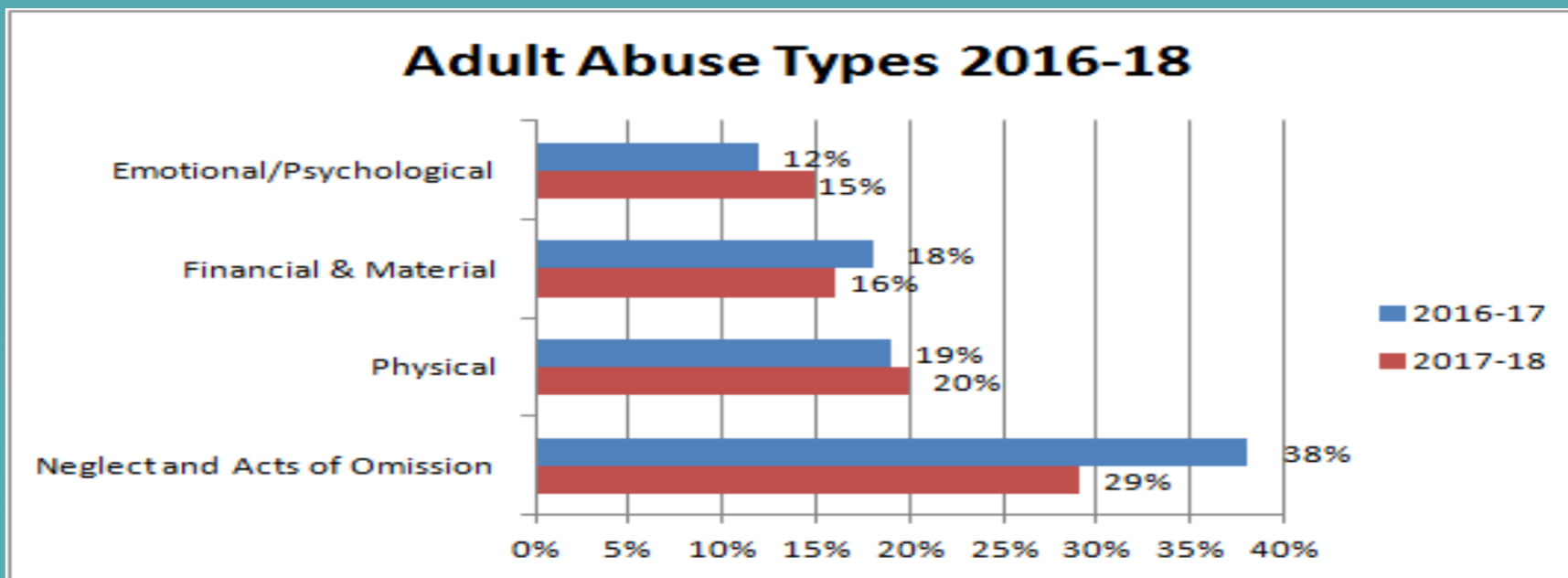


(Four most prevalent ethnic backgrounds reported in 2017-18)

Safeguarding Adults Performance Data

Reported Safeguarding Concerns

The graph below outlines the four most common types of abuse reported to Adult Services in both 2016-17 and 2017-18. Considerable consistency is seen across all abuse types, except 'Neglect & Acts of Omission', which decreased almost 10% in 2017-18. An increase is seen in the rate of reported Financial & Material Abuse.



Safeguarding Adults Performance Data

s.42 Safeguarding Enquiries

s.42 Safeguarding Enquiries are undertaken when -

- an adult has needs for care AND support;
- adult is experiencing, or is at risk of, abuse or neglect;
- As a result of those needs the adult is unable to protect himself or herself against the abuse or neglect, or the risk of abuse or neglect.



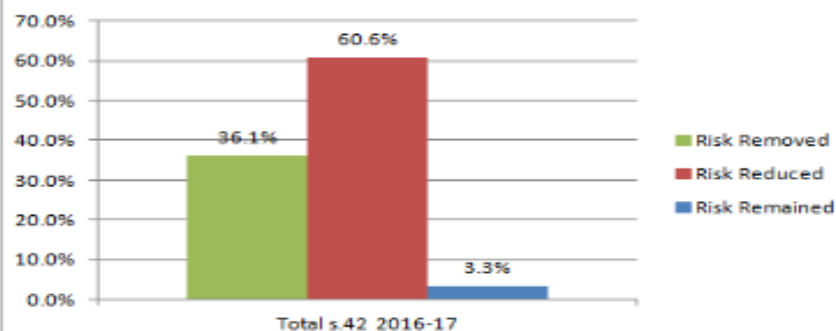
The largest proportion of s.42 Safeguarding Enquiries are consistently generated by concerns about a vulnerable adult suffering from neglect or acts of omission occasioning neglect, although as with wider adult safeguarding concerns, a decrease of over 7% has been observed in the 2017-18 year. Neglect, Financial & Material Abuse and Physical Abuse combined to comprise over 70% of s.42 Safeguarding Enquiries in 2017-18, down from almost 80% in the previous year. An increase in s.42 Safeguarding Enquiries regarding psychological abuse occurred in 2017-18.

Safeguarding Adults Performance Data

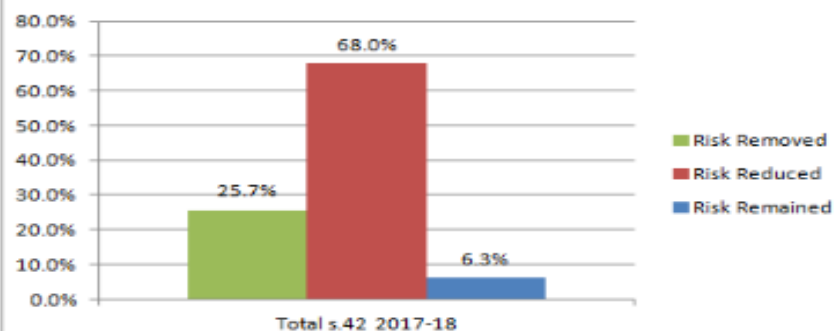


In 2017-18, over 80% of s.42 enquiries led to a safeguarding risk being identified and action taken to enhance the safety and well-being of vulnerable adults in Hillingdon.

s.42 Enquiry Risk Resolution 2016/17



s.42 Enquiry Risk Resolution 2017/18



s.42 Safeguarding Enquiries concluded in Hillingdon have consistently led to the reduction and removal of risk to vulnerable adults. In 2017-18, there was a small increase in concluded s.42 Safeguarding Enquiries where risk remained, however over 90% of enquiries led to the removal or reduction of safeguarding risk to adults.

Safeguarding Adults Training

Standardised training across the health and social care system is key to promoting good evidenced based care. The aim of training is to prevent safeguarding concerns arising and to ensure that they are appropriately dealt with when they arise.

The Hillingdon Safeguarding Adult Board is working hard to ensure that providers of services to some of the most vulnerable people in Hillingdon are equipped to deal with the challenges which are presented to them effectively.

Links across the whole health and social care system in terms of training is imperative to support good outcomes for vulnerable people in Hillingdon.

A proposal was previously presented to the partners of Hillingdon Safeguarding Adult Board to outline the contributions which would be required to develop a training programme. Whilst partners thought a standardised programme was a good idea, most partners wanted to pay for training when they required it rather than be part of an ongoing programme.

Some funding has now been agreed with Hillingdon CCG and The London Borough of Hillingdon, which will enable a revised training programme to commence. This will include training that would be available for care home staff in relation to the Accountable Care Partnership. The training for care home staff is intended to support good practice and prevent adult safeguarding concerns from arising, in keeping with the principle of prevention that is central to The Care Act.

The Plan is to provide a training programme for the year similar to the Local Safeguarding Children's Board.

Hillingdon Safeguarding Adults Board Statutory Partners' Contribution to Priorities 2017 - 2018

Adult Social Care: The London Borough of Hillingdon

In September 2017, the Council developed the Adult Social Care (ASC) Triage Team. Working closely with the MASH (Multi Agency Safeguarding Hub), the role of ASC Triage Team is to provide a robust and consistent response to all adult safeguarding concerns. The team dealt with 1479 Safeguarding concerns during 2017/18.

Of the concerns received in 2017/2018, 247 progressed to Section 42 enquiries. Making Safeguarding Personal remains central to practice, with 93% of people saying that their outcomes were met. Over 90% of Section 42 enquiries resulted in the assessed risk being reduced or removed.

Linking in with the Care Quality Commission (CQC), the Council's Quality Assurance Team continues to work with providers to monitor and improve standards and promote good practice. The Social Work teams work closely with the Quality Assurance Team and Hillingdon CCG to feed into the Council's Care Governance framework. A provider forum was also held in November 2017, which was well attended by over 100 care and support providers.

The Council is also taking a lead role in redesigning the current hospital discharge pathway in partnership with Hillingdon CCG, The Hillingdon Hospital and CNWL, to expedite safer and timely discharges.

Adult Social Care continues to meet the challenge of a rising demand for Deprivation of Liberty Safeguards (DoLS), with a projected 1450 applications being dealt with this year. For every assessment, the focus is on the resident, their voice, their family and friends' voices and ensuring that these are central to the DoLS process. Adult Social Care offer formal advocacy for all residents, either for them directly or for their family or friends if they are befriended.

In relation to cases submitted to the Court of Protection, the Council's Legal team has been complimentary about the quality of work particularly with regard to the Social Workers' witness statements.

Adult Social Care continues to train and support in-house Best Interests Assessors (BIA) by way of accredited BIA training, refresher training and a regular BIA Forum.

The Council has delivered a wide range of training covering Safeguarding (for Enquirers and Safeguarding Adults Managers); DoLS and Best Interest Assessments; Domestic Abuse; Mental Capacity Act and Modern Day Slavery.

Hillingdon Safeguarding Adults Board Statutory Partners' Contribution to Priorities 2017 - 2018

The Metropolitan Police

There have been no inspections in the reporting period for this report. However a review of 'Hillingdon Police Vulnerable Adult Safeguarding Arrangements' has taken place and a report will be published shortly.

In addition to the increase in staffing levels and prioritisation of adult safeguarding by Hillingdon Police, a number of reforms to systems and processes are underway. Previously no system existed whereby Vulnerable Adult (VA) crimes were triaged, risk assessed or allocated to relevant departments. VA crimes were spread across the whole Police Criminal Investigation Department (CID) remit. Changes are currently being implemented following an internal review will address these issues and an investigator with relevant experience will be assigned. This work is still in progress, but follows an ethos of continuous improvement and self analysis.

As a result of training and intervention from Police MASH, Heathrow stakeholders have moved safeguarding to a higher priority within their byelaws so that safeguarding is considered first prior to any lawful ejection of an individual from Heathrow Airport.

The implementation of social services safeguarding team has improved communication and collaboration between partners and enabled a report of wrongdoing to be dealt with promptly. As a result of training and intervention from Police MASH, an elderly lady who was being groomed for her money and property was promptly safeguarded and the perpetrator, who was in a position of trust, has been subject to discipline procedures, which resulted in dismissal.

It needs to be highlighted that Hillingdon Borough police are due to merge with Hounslow and Ealing Borough Police which will inevitably require some changes to the current systems of all three Boroughs and a standardisation of approach may well result.

Hillingdon Safeguarding Adults Board Statutory Partners' Contribution to Priorities 2017 - 2018

Adult Safeguarding NHS Hillingdon Clinical Commissioning Group (CCG)

During 2017/18, the Care Act 2014 has been further embedded within practice. There have been closer working partnerships with the statutory body for Adult Safeguarding (the London Borough of Hillingdon) and Hillingdon CCG. For example, supporting good practice within care homes and addressing adult safeguarding concerns.

The Designated Safeguarding Adult Nurse has also:

- Led on a number of Section 42 adult safeguarding enquiries;
- Supported the Accountable Care Partnership (ACP) for Older People Model of Care.
- Been appointed as the Vice Chair to the Adult Safeguarding Board and is supporting the development of a training programme.
- Led on the action plan for the Domestic Homicide Review Case of 'Charlotte'. The lessons learnt continue to be embedded in practice and developed further.
- Participated in a number of The London Borough of Hillingdon subgroups to develop the Domestic Violence and Abuse Strategy for Hillingdon.
- Attended the Multiagency Risk Assessment Conference (MARAC) meetings on a monthly basis.
- Integrated into the Channel Panel meetings, providing updates on lessons learnt for CCG staff and working with primary care to develop resources for practices. Prevent has also been an area of advancement over the last year.

Hillingdon CCG has been working with NHS England to develop a Mental Capacity Act Template for GPs to use when making a Mental Capacity Act assessment. This is now in the pilot phase.

Hillingdon CCG have continued to monitor providers with the completion of the Safeguarding Health Outcomes Framework. They have worked collaboratively with Continuing Health Care staff and instigated NHS Provider lead groups and GP Practice leads group, in order to progress good practice further and devise solutions to difficult adult safeguarding situations.

Hillingdon Safeguarding Adults Board Statutory Partners' Contribution to Priorities 2017 - 2018

Adult Safeguarding NHS Hillingdon Clinical Commissioning Group (CCG)

During the past year, CCGs have been taking the lead role for the LeDeR programme within their areas which is as advised by the University of Bristol as:

'The Learning Disabilities Mortality Review (LeDeR) Programme aims to make improvements to the lives of people with learning disabilities. It clarifies any potentially modifiable factors associated with a person's death, and works to ensure that these are not repeated elsewhere.'

The Designated Nurse is the Local Area Contact (LAC) for the reviews. The LAC allocates all the reviews. The Terms of Reference has been agreed and the steering group has now had two formal meetings and provides reports into the Safeguarding Adults Board.

Hillingdon SAB & Partner Agencies Summary of Achievements

"Peer Reviews are well established and take place twice a month. Safeguarding Adult Lead".

CNWL NHS Foundation Trust

"Prevent Event training – we are on target to meet the 85% compliance set by NHS England by the end of March 2018. In HCH 84% of staff are trained and in MH it is 77%."

CNWL NHS Foundation Trust

"Monthly Hillingdon safeguarding Meetings held at the Civic Centre is well established and provides an opportunity for CNWL to meet with LBH regarding safeguarding adults, and for us to give assurance to LBH as to how we manage our safeguarding adults under the section 75 agreement."

CNWL NHS Foundation Trust

"Safeguarding training is mandatory for all staff and is regularly updated. Staff more aware of issues around safeguarding and how to report them. Safeguarding is a board agenda item. Now have a lead safeguarding trustee who has undergone training."

Hillingdon Carers

Hillingdon SAB & Partner Agencies Summary of Achievements

Page 88

"Updated CNWL Domestic Abuse Protocol released in August 2017. In this it stresses that staff need to routinely ask about DA for every female service user. Selective enquiry should be undertaken with all male service users presenting with indicators of abuse. This is also in accordance with NICE guidance. We plan to get a DA template added on to SystemOne (new electronic record keeping) so that this information is captured across the borough for all service users."

CNWL NHS Foundation Trust

"The LFB has an adult safeguarding policy. LFB staff have received safeguarding training in the last twelve months. The LFB may need to consider providing modern day slavery, sexual exploitation and domestic abuse awareness for frontline operational staff in the borough. LFB engage in joint action days with the Met Police and partners with LFB safety officers and operational crew."

London Fire Brigade

Hillingdon SAB & Partner Agencies Summary of Achievements

"Prevent awareness training is delivered as part of mandatory adult safeguarding training, which is every three years. A train the trainer day was facilitated by the NHSE (London) Prevent lead for WRAP training. Twenty trust staff attended the training event which was well received. The percentage of eligible staff trained thereafter has significantly increased. The Trust is therefore actively working towards the target of 85% compliance. On-line training will also be made available".

The Hillingdon Hospital

"Trust Safeguarding Arrangements: The Executive Lead for Safeguarding Adults is the Executive Director of Patient Experience and Nursing, who is supported by the Deputy Nurse Director. There is a Head of Safeguarding Adults in post (RN), who is supported by the Safeguarding Administrator and Clinical Lead for Safeguarding (Elderly Care Consultant who performs this task as part of his role). The Trust works collaboratively with LBH to safeguard adults, actively engaging in the raft of strategic and operational meetings to address issues and improve services".

The Hillingdon Hospital

"MCA and DoLS: There is a continuous drive to robustly implement and improve the understanding of MCA and DoLS throughout the trust. This includes:

- Regular enhanced (Level 2) training for MCA and DoLS for identified trust staff.
- Monthly Nurse Induction sessions on MCA and DoLS and processes.
- Regular ward visits to assist staff in the application of MCA and DoLS in practice.
- The recent introduction of DoLS logs across all wards to ensure consistent approach.
- Strengthening of central database to track DoLS applications and authorisations.
- DoLS care plans to support nursing staff in practicing safe patient care in relation to DoLS".

The Hillingdon Hospital

Hillingdon SAB & Partner Agencies Summary of Achievement

Domestic Abuse Steering Executive

- In Hillingdon we are all too aware of the devastating consequences of domestic abuse and other forms of violence and abuse on victims and their children. On average there are in excess of 5000 domestic abuse crime and incidents recorded by the police in Hillingdon. Many more go un-reported. Tragically, the domestic abuse crime statistics also relate to 16/17 year olds who are in intimate partner abusive relationship too.
- The number of high risk domestic abuse cases being managed by the Domestic Abuse Multi-Agency Risk Assessment Conference (DA MARAC) has been increasing. In the last 12 months 329 cases (and increasing) have been referred to DA MARAC and at least 484 children have been part of those abusive households.
- A re-juvenated and re-focused Domestic Abuse Steering Executive is providing the governance, direction and leadership to preventing and tackling the many crimes and abuses associated with Violence Against Women and Girls including Domestic Abuse, Modern Day Slavery, Honour Based Abuse, Forced Marriage, Female Genital Mutilation, Sexual Violence and Stalking. This strategic group is supported by 5 operational delivery groups made up of a diverse range of local professionals who will soon be supported by independent members from the local community.

Hillingdon SAB & Partner Agencies Summary of Achievements

Domestic Abuse Steering Executive

The Steering Executive has developed an inclusive Domestic Abuse Strategy 2018 - 2021, which incorporates Violence Against Women and Girls. The DA Steering Executive has set out its Vision as;

'To preventing and eradicating all forms of violence and abuse against women, children and men in Hillingdon Borough and support those so victimised to achieve their full potential in life'.

The work towards achieving this vision is underpinned by the 4 key priorities of;

1. Prevention and Early Intervention
2. Service Provision
3. Pursuing Perpetrators
4. Partnership Working

We have worked hard to listen to victims and survivors of domestic abuse and local statutory and voluntary sector professionals. This has allowed us to better shape:

- Our responses to domestic abuse
- Our understanding of the whole range of organisations and agencies providing support to victims/survivors and their children
- Our services to prevent domestic abuse and ensure early intervention to prevent the abuse worsening
- Our training provision to local multi-agency statutory and voluntary sector professionals
 - In the last years we have had 7 multi-agency training events focussed on domestic abuse and the wider subject of Violence Against Women and Girls, which has seen in excess of 430 professionals trained.
 - It is great to see that this cycle of regular training will continue.

London Borough of Hillingdon Adult Social Care Feedback

Making Safeguarding Personal is a key area of focus within Adult Social Care and the feedback from Service Users, Carers and staff alike is that it has been vital in capturing the voice of the adult and his/her representative.

One example is that of 35 year old Mr A, who was referred to Social Services upon disclosing threatening behaviour from an associate he had met through friends. The associate had begun to involve Mr A in taking cocaine and drinking, had begun to take over his flat and invite other drug users over the property. He restricted access in and out of the flat and became threatening when asked to leave by Mr A and his sister. Due to fear, Mr A was not able to return to this flat or the area.

Mr A was housed on an urgent basis in a Social Care commissioned step down flat. Through multi agency working with the Police and Housing colleagues, Mr A was successfully granted a management transfer by the Housing panel. Mr A was supported to bid for properties and was successful in quickly securing an ideal property which was ground floor and fully adapted. Mr A now lives nearer his sister. His overall mood significantly improved during the course of the enquiry and this was noted by all professionals and family members. Mr A and his sister were extremely happy with the outcome of the safeguarding enquiry and are optimistic about the future.

Another example is the case of a lady in her late 70s suffering with advanced dementia. She had a physical altercation with another dementia Service User that caused for her to sustain a broken hip. On investigation it was found that the service provider was unable to meet her needs any longer, but they had failed to review her needs and seek appropriate help. In relation to their experience of the Safeguarding process, the family were very grateful that somebody took the time to listen to what they had to say.

Safeguarding Adults Review

Section 44 of the Care Act 2014 places a duty on Safeguarding Adults Boards to arrange a Safeguarding Adults Review (SAR) in cases where an adult has died or experienced significant harm or neglect. In Hillingdon there is currently 1 SAR in the process of being conducted.

The Purpose of the SAR is to:

- Establish what lessons are to be learnt from a particular case in which professionals and organisations work together to safeguard and promote the welfare of adults at risk.
- Identify what is expected to change as a result, to improve practice.
- Improve intra-agency working to better safeguard adults at risk.
- Review the effectiveness of procedures, both multi-agency and those of individual organisations.

On conclusion of the SAR, an action plan will be drawn up to ensure that the recommendations of the findings are implemented. The Executive summary of each SAR and the full report will be available on the Safeguarding Adults Board website.

Safeguarding Adult Review (SAR)

Hillingdon Safeguarding Adults Board (SAB) commissioned the above SAR in January 2017. The report explores the care and treatment provided to two co-tenants, AB and CD, who shared a house for seven months, until CD stabbed AB to death in the house in November 2015.

AB was not receiving any services from either the local authority or the mental health trust. CD, however, had been known to the mental health trust for two and a half years, and had been admitted to psychiatric hospital twice during that time, the first admission lasting 19 months. He was subject to the Care Programme Approach (CPA) and had a care coordinator from the community mental health team throughout that time.

CD stabbed AB to death on 10 or 11 November 2015 at their accommodation, and has subsequently been detained in secure hospital care under the auspices of the Mental Health Act 1983.

Concerns arising from SAR:

- Housing allocation decision making
- Ongoing hostility between co-tenants
- Changes in staffing and handover process
- Inter-agency and inter-professional communication

Hillingdon Safeguarding Adults Board Priorities 2018 - 2019

Modern Day Slavery

Ensure professionals and public are aware of Modern day Slavery and work closely with agencies to eradicate it through guidance and robust referral mechanisms.

Domestic Abuse

Support the Domestic Abuse Executive in ensuring that the Domestic Abuse Strategy's aims and objectives are achieved. implemented.

Mental Capacity and Deprivation of Liberty

Ensure that good practice is embedded into service delivery, and refresher training is well attended.

Adult Grooming

To understand and map concerns, provide training to professionals and develop a referral pathway.

Adult Safeguarding Objectives

- Professionals to take a person centred and holistic approach to safeguarding.
- Advocacy for individuals who lack mental capacity or difficulty in decision making.
- Minimise repeat safeguarding issues.
- Robust risk assessment and management arrangements involving adults, their families and carers.
- Improving data analysis to measure outcomes.
- Increase engagement of the SAB with vulnerable adults.
- Ensure effective holding of agencies to account.

Good News Stories

Twitter - @HillingdonSAB

Our Twitter account can be found at the twitter-handle of @HillingdonSAB. From humble beginnings, we know have over 130 followers and counting! Swing by to catch important updates in adult safeguarding in Hillingdon and from other sources across the internet. Feel free to leave feedback about our website or any other function of the SAB via direct message.

Newsletter

That's right, the SAB has quietly resurrected its quarterly newsletter, bringing key information and developments around adult safeguarding to your inbox every 3 months. Previous editions can be found on the SAB website (see below), amongst the range of adult safeguarding information there. Got an important adult safeguarding event, training course or practice development that could be shared across the borough's safeguarding partnership? Send us a direct message on twitter or email igosling@hillingsdon.gov.uk - we will come right back to you.

SAB Website -

www.hillingdonsab.org.uk

Launched 12 months ago, the Hillingdon SAB website is being constantly updated with resources and information around adult safeguarding in the borough and wider adult safeguarding guidance. Our website has a range of helpful links and information for adults, professionals and carers around safeguarding issues, including an archive of this newsletter!

Good News Stories

Masterclass Sepsis Event

- Hillingdon SAB and Hillingdon CCG held a half-day Sepsis Awareness Event on Tuesday, 30.01.2018. This free event 'sold out' in 5 days and was an immense success, with over 120 professionals across a variety of disciplines coming to the Hillingdon Council Chamber to hear a range of expert speakers talk to the early identification, treatment and impact of Sepsis in children and older adults. Attendees included registered nurses, GP's, allied health professionals, home care providers, adult care home staff, members of the CQC Inspectorate, CNWL Deputy Director (Infection, Prevention & Control) and the Infection, Prevention & Control Lead for Hillingdon CCG, amongst many other leading figures in the field of Sepsis.
- Speakers included local GP's, paediatricians, geriatricians and updates from the National CDOP Coordinator and the NHS England Sepsis Clinical Lead. A powerful, emotive presentation was also given by Melissa Mead of the UK Sepsis Trust, who sadly lost her own 12 month old son to Sepsis in 2014.
- Sepsis has quietly overtaken the combined death toll of breast, bowel, prostate cancers and road traffic accidents combined last year - current figures suggest 44,000 people of all ages die of Sepsis each year and this is projected to rise towards 60,000 in the near future. Please be aware of Sepsis, where young children and older adults are at high risk and it can be difficult to spot amongst a range of seemingly innocuous symptoms.
- Feedback from attendees on the day was overwhelmingly positive; given the success of the event, planning is underway to repeat the process by June 2018 - keep an eye on this newsletter or www.hillingdonsab.org.uk for more information!

Feedback from the Sepsis Training:

"Great to hear a parent's view, moving, sad and inspirational. Her story really hit home and I will remember it forever."

"Would have liked the event to have been a full day."

"Fantastic explanation of the symptoms to look for."

Glossary

Acronym	Meaning
MARAC	Multi Agency Risk Assessment Conference
SAB	Safeguarding Adults Board
SAR	Serious Adult Reviews
MASH	Multi Agency Safeguarding Hub
CNWL	Central & North West London (Trust)
DoLs	Deprivation of Liberty Safeguards
LSCB	Local Safeguarding Children Board
DASH	Disablement Association Hillingdon
CCG	Clinical Commissioning Group
MAPPA	Multi Agency Public Protection arrangements
CR MARAC	Community Risk Multi Agency Risk Assessment Conference
ASC	Adult Social Care
CID	Criminal Investigation Department
DA	Domestic Abuse
ACP	Accountable Care Partnership
LeDeR	The Learning Disabilities Mortality Review
LAC	Local Area Contact
LFB	London Fire Brigade
CDOP	Child Death Overview Panel
MH	Mental Health
LBH	London Borough of Hillingdon
HCH	Hillingdon Community Health
DA	Domestic Abuse

COUNCIL BUDGET: 2018/19 REVENUE AND CAPITAL MONTH 5 BUDGET MONITORING

Cabinet Member	Councillor Jonathan Bianco
Cabinet Portfolio	Finance, Property and Business Services
Report Author	Paul Whaymand, Corporate Director of Finance
Papers with report	Appendices A – F

HEADLINES

Purpose of report	<p>This report provides the Council's forecast financial position and performance against the 2018/19 revenue budget and Capital Programme.</p> <p>An underspend of £227k is reported against 2018/19 General Fund revenue budgets as of August 2018 (Month 5), representing an improvement of £163k from the position reported to Cabinet at Month 4.</p> <p>The latest positions on other funds and the Capital Programme are detailed within the body of this report, with continuing pressures on High Needs placements in the Schools Budget feeding through to a projected £6,675k cumulative deficit on the ringfenced Dedicated Schools Grant account. This represents an adverse movement of £624k on the previously reported position.</p>
Contribution to our plans and strategies	<p>Putting our Residents First: <i>Financial Management</i></p> <p>Achieving Value for Money is an important element of the Council's Medium Term Financial Plan.</p>
Financial Cost	N/A
Relevant Policy Overview Committee	Corporate Services and Partnerships
Ward(s) affected	All

RECOMMENDATIONS

That Cabinet:

1. Note the budget position as at August 2018 (Month 5) as outlined in Table 1.
2. Note the Treasury Management update as at August 2018 at Appendix E.
3. Continue the delegated authority up until the October 2018 Cabinet meeting to the Chief Executive to approve any consultancy and agency assignments over £50k, with final sign-off of any assignments made by the Leader of the Council. Cabinet are also asked to note those consultancy and agency assignments over £50k approved under delegated authority between the 27th September and 25th October 2018 Cabinet meetings, detailed at Appendix F.
4. Agrees to set aside £41k from the development and risk contingency for 2018/19 towards a new six months temporary role for a Community Safety Partnership Manager at POF grade.
5. Agrees to set aside £14k from the development and risk contingency in 2018/19 for the creation of a new FOI and SARS post as a result of the requirements of the recent General Data Protection Regulation legislation 2018.
6. Approve acceptance of gift funding of up to £90k in relation to a Planning Performance Agreement in accordance with the provisions of Section 93 of the Local Government Act 2003 for the major development of the Old Vinyl Factory, Blyth Road, Hayes.
7. Agrees to amend the current flat rate charge for Homecare of £14.40/hr to the actual cost of care incurred by the Council with effect from 31st December 2018.

SUPPORTING INFORMATION

Reasons for Recommendations

1. The reason for **Recommendation 1** is to ensure that the Council achieves its budgetary objectives, providing Cabinet with an update on performance at Month 5 against budgets approved by Council on 22 February 2018. An update on the Council's Treasury Management activities is signposted in **Recommendation 2**.
2. **Recommendation 3** is intended to enable continued delegation of approval for appointment of consultancy and agency appointments over £50k to the Chief Executive, with final sign-off from the Leader of the Council. In addition, Appendix F reports on use of this delegated authority previously granted by Cabinet.
3. **Recommendation 4** seeks approval for a new temporary role to be created for 6 months, pending a formal BID business case to the Leader, of Community Safety Partnership Manager at a cost of £41k. This role is required to strengthen partnership working and co-ordination with the Police, the London Fire Brigade and other services to help tackle crime and the fear of crime for our residents.
4. The requirements of the General Data Protection Regulation legislation 2018 requires additional staffing to implement the full requirements of the act. **Recommendation 5** seeks approval to create a new post for a FOI and SARS officer at Scale 6. Subject Access Requests (SARS) entitle individuals to the right to find out what personal data is held about them by an organisation, why the organisation is holding it and who their information is disclosed to by that organisation. The part year cost of the post will be funded from the Development and Risk Contingency for 2018/19 with a growth bid for the financial year 2019/20.

5. Gift funding has been offered by developers which if accepted by Cabinet will be utilised to fund dedicated staff to support this pre-application and application work. **Recommendation 6** seeks authority from Cabinet to approve the acceptance of £7.5k per month for a minimum of 9 months, with a potential extension to 12 months (up to £90k in total), in relation to the major development of the Old Vinyl Factory, Blyth Road, Hayes.
6. The Council currently charges clients a flat rate of £14.40 for the cost of homecare. However, over the last few years there has been a significant increase in costs due to inflationary pressures, which has resulted in an increase in the cost of home care, which now costs the Council an average of £17 per hour. This has resulted in the Council effectively subsidising people who have the resources to pay for their care, classed as a 'self funder' at an average of £2.60 per hour, against the historical flat rate of £14.40. Currently, self funding clients already in receipt of a direct care package with a provider, approach the Council with the knowledge that the LBH client charge rate is less than the provider charge rate. This has an impact on the number of Social Care assessments and reviews required as well as the increased pressure on social care budgets.
7. In order to address this, **Recommendation 7** proposes that client charges are amended to the actual full cost of care incurred by the Council in meeting a resident's needs. It should be noted that these rates will vary depending on the provider rates across the borough and that this change will only affect residents (317 in total) who are over the threshold for financial support, request the Council to commission their care and have been assessed to pay the full cost at the current rate of £14.40. It is proposed to increase the charge from Monday 31 December 2018 to coincide with the Social Care billing cycle. The notice period will allow any clients that have not declared their finances (as allowed for under the Care Act) but who now wish to because of the increase in rate payable to do so and have a financial assessment undertaken. It will also give time for those that no longer wish to have their Homecare arranged through the Council to arrange it directly. Benchmarking with neighbouring boroughs indicates that all charge the actual rate in order to not subsidise self funders given the pressures on their Social Care budgets.

SUMMARY

REVENUE

8. General Fund revenue budgets are projected to underspend by £227k as at Month 5, although this includes a number of reported pressures included growing demand for Children's Services and the cost of fleet management operations being offset through a range of measures including; workforce underspends, reduced capital financing costs, release of General Contingency and deployment of Earmarked Reserves. Within this position, there remains £371k uncommitted General Contingency available to manage emerging issues over the remainder of this financial year.
9. This forecast represents an improvement of £163k from the Month 4 reported position, reflecting £141k net favourable improvement across group positions, together with a £22k improvement in grant funding, which can now be reported through the monitoring process as all corporate grants have been confirmed by awarding bodies.
10. General Fund Balances are expected to total £39,598k at 31 March 2019, under the assumption that the remaining Unallocated Budgets are utilised in-year, and reflecting the planned £950k drawdown from the £40,321k opening General Balances.
11. Of the £10,655k savings included in the 2018/19 budget, £8,655k are either banked or classed as 'on track for delivery', with £2,000k classified as being higher risk or in the early stages of delivery. Ultimately, all £10,655k savings are expected to be delivered in full or met through alternative mechanisms. Any items with potential issues will be covered by alternative in-year savings proposals and management actions.
12. A surplus of £1,167k is reported within the Collection Fund relating to favourable positions on both Council Tax and Business Rates, which is predominantly driven by strong growth in Gross Rates in the Borough and a carry forward surplus within Council Tax and represents a £1k improvement on Month 4. Any surplus realised at outturn will be available to support the General Fund budget in future years.
13. The Dedicated Schools Grant is projecting an in-year overspend of £2,550k at Month 5, an adverse movement of £624k from Month 4. This overspend is largely due to continuing pressures in the cost of High Needs and results in a forecast carry forward cumulative deficit of £6,675k at 31 March 2019. At Month 5, this position on the Schools Budget has been exacerbated by the decision by the Department for Education to clawback £443k Early Years funding due to lower than anticipated demand for the new extended fifteen hours of free childcare.
14. As previously noted, it is becoming increasingly unlikely that this pressure can be contained within the Schools Budget, and therefore the longer-term solution to this pressure may represent a significant risk within the context of the Council's own medium term financial planning. This is a problem across the sector and as such, there is significant lobbying of Government in progress.

CAPITAL

15. As at Month 5 an underspend of £190k is reported across the £392,113k General Fund Capital Programme, with no material variances reported at individual project level. While a favourable variance of £350k is reported on capital grant income, a £848k shortfall in capital receipts is expected to result in a £808k pressure against £72,377k budgeted Prudential Borrowing. Slippage in planned capital expenditure from 2018/19 is expected to reduce the in year

borrowing requirement by £30,367k and therefore impact favourably on debt financing costs for 2019/20.

FURTHER INFORMATION

General Fund Revenue Budget

16. An underspend of £227k is reported across normal operating activities at Month 5, although this includes a number of underlying pressures including Children's Services Placements and Fleet Management. These are being contained at a corporate level through the use of workforce underspends, Earmarked Reserves, uncommitted General Contingency budget and favourable variances on Corporate Operating Budgets arising from slippage in borrowing required to support capital investment.
17. £10,655k of savings are included in the 2018/19 General Fund revenue budget. Currently £6,494k are banked, delivery is currently in progress against £2,161k of savings, £2,000k are tracked as amber due to either being in the early stages of delivery or deemed higher risk although all savings are expected to ultimately be delivered in full or met through alternative measures. Since Month 4, £286k of savings have been moved to banked, amber savings remain at £2,000k, with no movement from Month 4.

Table 1: General Fund Overview

Original Budget £'000	Budget Changes £'000	Service	Month 5		Variance (As at Month 5) £'000	Variance (As at Month 4) £'000	Movement from Month 4 £'000
			Revised Budget £'000	Forecast Outturn £'000			
207,578	(492)	Directorate Operating Budgets	207,084	207,317	233	374	(141)
4,878	(444)	Corporate Operating Budgets	4,434	3,996	(438)	(438)	0
8,929	0	Development & Risk Contingency	8,929	8,929	(0)	0	(0)
200	0	HIP Initiatives	200	200	0	0	0
(1,249)	936	Unallocated Budget Items	(313)	(313)	0	0	0
220,336	0	Sub-total Normal Activities	220,336	220,129	(205)	(64)	(141)
0	0	Exceptional Items None identified	0	0	0	0	0
220,336	0	Total Net Expenditure	220,336	220,129	(205)	(64)	(141)
(219,386)	0	Budget Requirement	(219,386)	(219,408)	(22)	0	(22)
950	0	Net Total	950	721	(227)	(64)	(163)
(40,321)	0	Balances b/fwd	(40,321)	(40,321)			
(39,371)	0	Balances c/fwd 31 March 2019	(39,371)	(39,598)			

18. General Fund Balances are projected to total £39,598k at 31 March 2019 as a result of the planned drawdown of £950k being reduced by the £227k projected in year underspend. The Council's current MTFE assumes that unallocated balances will remain between £15,000k and £32,000k to manage emergent risks, with any sums above that level earmarked for use to smooth the impact of government funding cuts.

Directorate Operating Budgets

19. Directorate Operating Budgets represent the majority of the Council's investment in day-to-day services for residents, with more volatile or demand-led areas of activity tracked separately

through the Development and Risk Contingency. Further information on the latest projections for each service is contained within Appendix A to this report, with salient risks and variances within this position summarised in the following paragraphs.

Table 2: Directorate Operating Budgets

Original Budget £'000	Budget Changes £'000	Service	Month 5		Variance (As at Month 5) £'000	Variance (As at Month 4) £'000	Movement from Month 4 £'000	
			Revised Budget £'000	Forecast Outturn £'000				
7,591 (1,092)	46 0	Chief Executive's Office	Expenditure	7,637	7,504	(133)	(52)	(81)
			Income	(1,092)	(1,107)	(15)	(13)	(2)
6,499	46		Sub-Total	6,545	6,397	(148)	(65)	(83)
17,262 (3,170)	(17) 0	Finance	Expenditure	17,245	17,402	157	169	(12)
			Income	(3,170)	(3,572)	(402)	(264)	(138)
14,092	(17)		Sub-Total	14,075	13,830	(245)	(95)	(150)
116,355 (43,096)	1,010 (705)	Residents Services	Expenditure	117,365	118,728	1,363	123	1,240
			Income	(43,803)	(44,585)	(782)	377	(1,159)
73,259	305		Sub-Total	73,562	74,143	581	500	81
142,505 (28,777)	587 (1,413)	Social Care	Expenditure	143,092	144,686	1,594	814	780
			Income	(30,190)	(31,739)	(1,549)	(780)	(769)
113,728	(826)		Sub-Total	112,902	112,947	45	34	11
207,578	(492)	Total Directorate Operating Budgets		207,084	207,317	233	374	(141)

20. An underspend of £148k is reported on the Chief Executive's Office budgets at Month 5 as a result of vacancies and non-staffing underspends and the overachievement of income within Human Resources. Across Finance, a net underspend of £245k is projected as a result of vacant posts across the directorate while compensatory variances on income and expenditure relate to revisions to grant funding to support Housing Benefit administration and associated investment in additional staffing.
21. A net pressure of £581k is reported across Residents Services, representing an adverse movement of £81k on the previously reported position at Month 4. Increased pressure of £82k on residual expenditure for staffing costs for Capital and Planned works, adverse projections for agency staff within Private Sector Housing account for £29k of this movement, offset by minor favourable movements across the group.
22. The Residents Services position for Month 5 incorporates pressures of £691k linked to vehicle hire and maintenance in fleet services, £188k residual costs for Capital and Planned works, £171k on Residual Education functions and £208k on reduced Golf Income which are offset by staffing vacancies and the use of Earmarked reserves to support services. A range of management actions are being undertaken which are expected to improve this position and reduce the forecast deployment of Earmarked Reserves to support these priority services.
23. A net £45k pressure is reported across Social Care budgets, representing an adverse movement of £11k from Month 4 which is net impact of a number of minor changes across the service. Overall there is an overspend on the current level of agency staff to cover essential and hard to fill posts, legal costs and the cost of supporting Section 17 cases within Children Services amounting to a net £381k pressure. These pressures are offset by workforce underspends across the wider offset by Directorate and a favourable movement on client income for Adult Social Care Placements. In addition, the headline position incorporates pressures arising from higher placement costs following slippage in opening the Parkview development. Similarly, the management of this position is currently dependent on drawdown

of earmarked reserves which are expected to reduce as the year progresses and the impact of management actions and new ways of working are delivered.

24. The Council is permitted to finance the costs associated with service transformation from Capital Receipts, with both one-off implementation costs and the support for service transformation, including the BID team, being funded from this resource. Current projections include an estimate of £1,867k for such costs, which will continue to be reviewed over the remainder of the year and have been excluded from reported monitoring positions. It is anticipated that these costs will be financed from a combination of Capital Receipts and Earmarked Reserves.

Progress on Savings

25. Savings of £10,655k were included in the 2018/19 budget, of which £8,655k are either banked or on track for delivery at this early stage of the year no change from the position as at Month 4. £2,000k savings are in the early stages of delivery or potentially subject to greater risk to delivery, no change from Month 4, however ultimately all £10,655k savings are expected to be either delivered in full or replaced with alternative initiatives. Any items with potential issues will be covered by alternative in-year savings proposals and management actions.

Table 3: Savings Tracker

2018/19 General Fund Savings Programme	CEOs	Finance	Residents Services	Social Care	Cross-Cutting	Total 2018/19 Savings	
	£'000	£'000	£'000	£'000	£'000	£'000	%
B Banked	(58)	(596)	(2,444)	(3,149)	(247)	(6,494)	60.9%
G On track for delivery	0	(132)	(170)	(1,303)	(556)	(2,161)	20.3%
A Potential significant savings shortfall or a significant or risky project which is at an early stage;	0	0	(500)	(476)	(1,024)	(2,000)	18.8%
R Serious problems in the delivery of the saving	0	0	0	0	0	0	0.0%
Total 2018/19 Savings	(58)	(728)	(3,114)	(4,928)	(1,827)	(10,655)	100.0%

Corporate Operating Budgets

26. Corporately managed expenditure includes the revenue costs of the Council's Capital Programme, the net impact of Housing Benefit Subsidy arrangements on the Council, externally set levies and income arising from the provision of support services to other funds and ring-fenced budgets.
27. As a result of anticipated capital expenditure and associated borrowing being slipped from 2018/19, a £501k underspend is forecast, and no change from Month 4. Externally set levies are reporting a pressure of £63k in relation to additional investment to support implementation of the West London District Coroners Service Improvement Plan. All other levies have been confirmed by awarding bodies and are not expected to vary materially over the remainder of the financial year.

Table 4: Corporate Operating Budgets

Original Budget £'000	Budget Changes £'000	Service	Month 5		Variance (As at Month 5) £'000	Variance (As at Month 4) £'000	Movement from Month 4 £'000
			Revised Budget £'000	Forecast Outturn £'000			
0	0	Interest and Investment Income	Salaries	0	0	0	0
6,259	(199)		Non-Sal Exp	6,060	5,559	(501)	(501)
(371)	0		Income	(371)	(371)	0	0
5,888	(199)		Sub-Total	5,689	5,188	(501)	(501)
480	0	Levies and Other Corporate Budgets	Salaries	480	480	0	0
11,237	0		Non-Sal Exp	11,237	11,300	63	63
(11,602)	(245)		Income	(11,847)	(11,847)	0	0
116	0		Sub-Total	(130)	(67)	63	63
0	0	Housing Benefit Subsidy	Salaries	0	0	0	0
147,529	(199)		Non-Sal Exp	147,529	147,529	0	0
(148,654)	(245)		Income	(148,654)	(148,654)	0	0
(1,125)	0		Sub-Total	(1,125)	(1,125)	0	0
4,878	(444)	Total Corporate Operating Budgets		4,434	3,996	(438)	(438)

Development & Risk Contingency

28. For 2018/19, £8,929k was set aside to manage uncertain elements of budgets within the Development & Risk Contingency, which included £7,929k in relation to specific risk items and £1,000k as General Contingency to manage unforeseen issues. At this stage in the financial year, a breakeven position is projected against this provision, which represents no change from the projection at Month 4. Within this position, £371k of General Contingency remains available to manage emerging risks.

Table 5: Development & Risk Contingency

Original Budget £'000	Budget Changes £'000	Service		Month 5		Variance (As at Month 5) £'000	Variance (As at Month 4) £'000	Movement from Month 4 £'000
				Revised Budget £'000	Forecast Outturn £'000			
291	0	Fin.	Uninsured claims	291	291	0	0	0
1,736	0	Residents Services	Impact of Welfare Reform on Homelessness	1,736	1,086	(650)	(571)	(79)
1,172	0		Waste Disposal Levy & Associated Contracts	1,172	1,172	0	0	0
200	0		Heathrow Expansion Challenge Fund	200	200	0	0	0
1,885	0	Social Care	Asylum Service	1,885	1,985	100	(33)	133
797	0		Demographic Growth - Looked After Children	797	1,466	669	471	198
367	0		Demographic Growth - Children with Disabilities	367	731	364	368	(4)
277	0		Social Worker Agency Contingency	277	399	122	336	(214)
443	0		SEN transport	443	443	0	0	0
730	0		Demographic Growth - Adult Social Care	730	759	29	29	0
50	0		Winterbourne View	50	50	0	0	0
381	0	Corp. Items	Apprenticeship Levy	381	376	(5)	(5)	0
(400)	0		Additional Investment Income	(400)	(400)	0	0	0
1,000	0		General Contingency	1,000	371	(629)	(595)	(34)
8,929	0	Total Development & Risk Contingency		8,929	8,929	0	0	0

29. The managed reduction in households accommodated in Bed and Breakfast seen throughout 2017/18 has continued into 2018/19, with projections assuming that the number of households will be maintained at 130, 20 below MTF assumptions for the remainder of the year. In addition, continuing management action to reduce the costs and use of Temporary Accommodation through maintaining a high number of placements into the private sector is expected to deliver a £650k underspend against contingency provision, an improvement of £79k from Month 4.
30. The call on the Waste contingency reflects the budgeted provision of £1,172k, to fund estimated population driven increases in the cost of disposal via the West London Waste Authority (WLWA) levy and associated waste disposal contracts. The first 5 months of 2018/19 has shown an increase in waste volumes compared to the same period last year, current projections indicate that this can be managed within the existing contingency sum, although

the position is expected to become clearer as the year progresses and the impact of seasonal fluctuations and wider market factors materialise.

31. As at Month 5 the Asylum service is projecting a drawdown of £1,985k from the contingency, an overspend of £100k and an adverse movement of £133k from the Month 5 forecast, due to a reduction in the assumed income that will be received from the Asylum Grant. The Home Office have now released the outcome of their funding review, which clarifies that there will be no change in 2018/19. This has allowed the Council to start submitting funding claims for this financial year, which has resulted in a drop in the projected grant income, due to the Home Office clarifying the eligibility of UASC.
32. There is an adverse movement at Month 5 of £198k with forecast overspend of £669k on the contingency provision for the Looked After Children as result of a continuing increase in the number of high cost Residential placements, where the Service has had to place children outside of the Borough. The unit cost of placement has increased from an average of £3,400 per week to £3,900 per week, and the length of stay is now longer than in previous years due to the complex nature of the support required. The service continues to monitor this position through regular reviews of individual cases, and where possible children are stepped down when it is safe to do so.
33. The Children with Disabilities service is projecting a draw down of £731k from the Contingency, representing a £364k forecast overspend and a slight improvement of £4k on Month 4 projections. This reflects an increasing number of cases that are being assessed with more complex needs, which in many cases require a residential placement, or at a minimum the provision of additional respite care. The service have now taken steps to review individual placements to ascertain whether any of the placements should be part funded by external partners, such as education and health and anticipate that a number of placements will be part funded.
34. The service is projecting a drawdown of £759k from the Demographic Growth for Adult Social Care contingency, a pressure of £29k, no change from Month 4. The Month 5 data continues to show signs of growth in the number of and complexity of Social Care placements especially those with Learning Disability and Mental Health issues which are offset by more certainty in the numbers of new placements for Transitional Children as they transfer into Adult Social Care.
35. The service is projecting a drawdown of £399k from the Social Worker agency contingency, an overspend of £122k and an improvement of £214k on the Month 4 position, reflecting the latest recruitment success of Newly Qualified Social Workers. This contingency reflects the additional cost of using agency staff to cover essential Social Worker posts as the recruitment of Social Workers continues to be very competitive.
36. No other material variances are reported against specific contingency items; with a minor £5k underspend on the Apprenticeship Levy reflecting current payroll expenditure. To date there have been no specific calls on the £1,000k General Contingency, and it has been assumed that £629k of this sum will be applied to fund the pressures outlined above, with the remaining £371k to manage emerging issues. This report includes recommendations to release £155k of this remaining balance to fund the promotion and defence of the Council's response to the Mayor of London's draft London Plan (£100k), a temporary role for a Community Safety Partnership Manager (£41k) and a new post for a FOI and SARS Officer (14k).

HIP Initiatives

37. £200k of HIP Initiative funding is included in the 2018/19 General Fund revenue budget, which is supplemented by £899k brought forward balances, to provide £1,099k resources. £48k of projects have been approved through HIP Steering Group for funding from resources as at Month 5, leaving £1,051k available for future release.

Table 6: HIP Initiatives

Original Budget £'000	Budget Changes £'000	HIP Initiatives	Month 5		
			Revised Budget £'000	Approved Allocations £'000	Unallocated Balance £'000
200	0	HIP Initiatives Budgets	200	0	(200)
0	899	B/fwd Funds	899	48	(851)
200	899	Total HIP Initiatives	1,099	48	(1,051)

Schools Budget

38. At Month 5 the Dedicated Schools Grant position is an in-year overspend of £2,550k. This is predominantly due to continuing pressures in the cost of High Needs. When the £4,125k deficit brought forward from 2017/18 is taken into account, the forecast deficit to carry forward to 2019/20 is £6,675k. This represents an adverse movement of £624k on the previously reported position, with £645k of this movement attributable to the continuing High Needs pressure, which is expected to worsen following the start of the new academic year.
39. In addition, the Month 5 position includes a £16k improvement on Early Years which reflects the adjustment to the two year old funding to reflect the number of children accessing the entitlement based upon the January 2018 census.

Collection Fund

40. A £1,167k surplus is projected against the Collection Fund at Month 5, a £1k improvement from Month 4, which is made up of a £704k surplus on Council Tax and a £463k surplus on Business Rates. The Council Tax surplus is largely as a result of strong in-year collection rates contributing £205k and the brought forward surplus of £499k relating to better than expected performance during 2017/18. The favourable variance across Business Rates is due to strong growth in Gross Rates as a number of new developments in the borough have been brought into rating, with a £903k in-year surplus being sufficient to offset the brought forward deficit of £440k.

Housing Revenue Account

41. The Housing Revenue Account is currently forecasting a £214k favourable variance, resulting in a drawdown of reserves of £21,223k. This results in a projected 2018/19 closing HRA General Balance of £15,885k, with the use of reserves funding investment in new housing stock. The headline monitoring position incorporates underspends of £607k mainly in relation to planned works and contingency, offsetting a £393k pressure on rental income.

Future Revenue Implications of Capital Programme

42. Appendix D to this report outlines the forecast outturn on the 2018/19 to 2022/23 Capital Programme, with a £190k underspend projected over the five-year programme. Alongside a marginal variance on Government Grant income and a less favourable outlook for Capital Receipts, Prudential Borrowing is projected to be £808k higher than the £178,625k revised

budget. While it is anticipated that this uplift could be managed within the planned £8,133k growth in capital financing costs over the MTFF period, any further reductions in anticipated Capital Receipts or increases in project expenditure may necessitate a review of future financing costs.

Appendix A – Detailed Group Forecasts (General Fund)

Chief Executive's Office (£148k underspend, £83k improvement)

43. The CEO directorate is reporting an underspend of £148k at Month 5, representing an improvement of £83k on Month 4. The position across the group reflects a number of part year vacancies, non-staffing underspends and the overachievement of income within Human Resources.

Table 7: Chief Executive's Office Operating Budgets

Original Budget £'000	Budget Changes £'000	Service	Month 5		Variance (As at Month 5) £'000	Variance (As at Month 4) £'000	Movement from Month 4 £'000	
			Revised Budget £'000	Forecast Outturn £'000				
1,445	0	Democratic Services	Salaries	1,445	1,476	31	41	(10)
1,750	(29)		Non-Sal Exp	1,721	1,691	(30)	(5)	(25)
(602)	0		Income	(602)	(605)	(3)	(1)	(2)
2,593	(29)		Sub-Total	2,564	2,562	(2)	35	(37)
2,012	(13)	Human Resources	Salaries	1,999	1,921	(78)	(80)	2
361	26		Non-Sal Exp	387	356	(31)	(31)	0
(230)	0		Income	(230)	(242)	(12)	(12)	0
2,143	13		Sub-Total	2,156	2,035	(121)	(123)	2
1,954	75	Legal Services	Salaries	2,029	2,004	(25)	23	(48)
69	(13)		Non-Sal Exp	56	56	0	0	0
(260)	0		Income	(260)	(260)	0	0	0
1,763	62		Sub-Total	1,825	1,800	(25)	23	(48)
5,411	62	Chief Executive's Office Directorate	Salaries	5,473	5,401	(72)	(16)	(56)
2,180	(16)		Non-Sal Exp	2,164	2,103	(61)	(36)	(25)
(1,092)	0		Income	(1,092)	(1,107)	(15)	(13)	(2)
6,499	46		Total	6,545	6,397	(148)	(65)	(83)

44. Staffing underspends are reflective of a number of part year vacancies with Legal Services and the early delivery of zero based savings in Human Resources. A fully resourced Democratic Services establishment is leading to an unachievable managed vacancy factor, however, this is almost fully mitigated by a favourable Special Responsibility Allowances forecast with the recent reduction of two SRA's. Income across the directorate is on track to achieve a small surplus, primarily as a result of increased newly qualified social worker placements in Human Resources.

Finance (£245k underspend, £150k improvement)

45. The overall position for Finance at Month 5 is a forecast underspend of £245k, an improvement of £150k from Month 4. This is predominantly through increased grant income notified to be received within Revenues and Benefits.

Table 8: Finance Operating Budgets

Original Budget £'000	Budget Changes £'000	Service		Month 5		Variance (As at Month 5) £'000	Variance (As at Month 4) £'000	Movement from Month 4 £'000
				Revised Budget £'000	Forecast Outturn £'000			
2,058	(155)	Business Assurance	Salaries	1,903	1,812	(91)	(111)	20
1,443	0		Non-Sal Exp	1,443	1,494	51	51	0
(567)	0		Income	(567)	(567)	0	0	0
2,934	(155)		Sub-Total	2,779	2,739	(40)	(60)	20
1,540	0	Procurement	Salaries	1,540	1,584	44	42	2
64	0		Non-Sal Exp	64	55	(9)	(9)	0
(35)	0		Income	(35)	(35)	0	0	0
1,569	0		Sub-Total	1,569	1,604	35	33	2
3,505	0	Corporate Finance	Salaries	3,505	3,487	(18)	(21)	3
1,785	0		Non-Sal Exp	1,785	1,793	8	10	(2)
(151)	0		Income	(151)	(160)	(9)	(9)	0
5,139	0		Sub-Total	5,139	5,120	(19)	(20)	1
4,277	155	Revenues & Benefits	Salaries	4,432	4,526	94	141	(47)
1,847	(17)		Non-Sal Exp	1,830	1,915	85	66	19
(2,090)	0		Income	(2,090)	(2,474)	(384)	(246)	(138)
4,034	138		Sub-Total	4,172	3,967	(205)	(39)	(166)
536	0	Pensions, Treasury & Statutory Accounting	Salaries	536	532	(4)	3	(7)
207	0		Non-Sal Exp	207	204	(3)	(3)	0
(327)	0		Income	(327)	(336)	(9)	(9)	0
416	0		Sub-Total	416	400	(16)	(9)	(7)
11,916	0	Finance Directorate	Salaries	11,916	11,941	25	54	(29)
5,346	(17)		Non-Sal Exp	5,329	5,461	132	115	17
(3,170)	0		Income	(3,170)	(3,572)	(402)	(264)	(138)
14,092	(17)		Total	14,075	13,830	(245)	(95)	(150)

46. Variances within Business Assurance reflects various restructures across the service which are in the process of being implemented with the underspend on Corporate Finance reflecting vacancies within the current establishment.
47. The underspend position within the Revenues & Benefits Service includes staffing pressures reflecting the cost of temporary agency workers employed on grant funded performance based schemes aiming to cut down fraud, and reduce errors in Housing Benefit claims, which are funded through grant monies received. Further grant notifications received and revised assumptions on existing grants, along with revisions to recruitment assumptions, have led to the improved position this month.

48. Pensions, Treasury and Statutory Accounting is reporting an underspend of £16k, principally due to a vacant post held within the service, reduced costs against the external audit contract with Ernst & Young, and increased charges to the Pension Fund for support provided.

Residents Services (£581k overspend, £81k adverse)

49. Residents Services directorate is showing a projected outturn overspend of £581k at Month 5, excluding pressure areas that have identified contingency provisions.

Table 10: Residents Services Operating Budgets

Original Budget £'000	Budget Changes £'000	Service	Month 5		Variance (As at Month 5) £'000	Variance (As at Month 4) £'000	Movement from Month 4 £'000	
			Revised Budget £'000	Forecast Outturn £'000				
17,187	110	Infrastructure, Waste and ICT	Salaries	17,297	16,907	(390)	(416)	26
35,689	208		Non-Sal	35,897	37,328	1,431	1,359	72
(10,543)	(488)		Exp	(11,031)	(11,380)	(349)	(295)	(54)
42,333	(170)		Income	42,163	42,855	692	648	44
18,547	369	Housing, Environment, Education, Health & Wellbeing	Salaries	18,916	18,414	(502)	(536)	34
23,510	824		Non-Sal	24,334	24,578	244	32	212
(17,361)	(1,037)		Exp	(18,398)	(17,987)	411	629	(218)
24,696	155		Income	24,851	25,005	154	125	29
3,995	16	Planning, Transportatio n & Regeneration	Salaries	4,011	3,875	(136)	(170)	34
685	339		Non-Sal	1,024	1,265	241	238	3
(4,059)	(131)		Exp	(4,190)	(4,242)	(52)	(24)	(28)
621	224		Income	845	898	53	44	9
12,626	6	Administrativ e, Technical & Business Services	Salaries	12,632	12,302	(330)	(269)	(61)
4,116	57		Non-Sal	4,173	4,059	(114)	(115)	1
(11,133)	31		Exp	(11,102)	(10,976)	126	67	59
5,609	94		Income	5,703	5,385	(318)	(317)	(1)
52,355	501	Residents Services Directorate	Salaries	52,285	51,498	(1,358)	(1,391)	33
64,000	1,428		Non-Sal	65,080	67,230	1,802	1,514	288
(43,096)	(1,625)		Exp	(43,803)	(44,585)	136	377	(241)
73,259	303		Income	73,562	74,143	581	500	81

50. The overall variance is a result of non-staffing pressures across Fleet Management, Grounds Maintenance and Residual Education functions being offset by staffing underspends across the directorate.
51. The Council's 2018/19 contingency budget contains provision for areas of expenditure or income within Residents Services for which there is a greater degree of uncertainty. The position against these contingency items is shown in Table 11 below. At Month 5, projected calls on contingency are £650k below the budgeted provision, a £79k improvement on the Month 4 position. The table below shows the breakdown for each contingency item.

Table 11: Development and Risk Contingency

Original Budget	Budget Changes	Development & Risk Contingency	Month 5		Variance (As at Month 5)	Variance (As at Month 4)	Movement from Month 4
			Revised Budget	Forecast Outturn			
£'000	£'000		£'000	£'000	£'000	£'000	£'000
1,736	0	Impact of Welfare Reform on Homelessness	1,736	1,086	(650)	(571)	(79)
1,172	0	Waste Disposal Levy & Associated Contracts	1,172	1,172	0	0	0
200	0	Heathrow Expansion Challenge Fund	200	200	0	0	0
3,108	0	Current Commitments	3,108	2,458	(650)	(571)	(79)

52. The Month 5 data in Table 12 below shows a continuation of the reduction achieved in 2017/18 of the use of Temporary Accommodation. The number of Households in higher cost Bed & Breakfast accommodation has now fallen below MTFE assumptions made by officers in modelling Supply and Demand.

Table 12: Housing Needs performance data

	June 18	July 18	August 18
All Approaches	213	223	176
Full Assessment Required	175	223	164
New into Temporary Accommodation (Homeless and Relief)	16	12	21
Households in Temporary Accommodation	484	480	476
Households in B&B	130	122	129

53. As in previous years, a contingency has been set aside in 2018/19 to resource the procurement of Private Sector placements or the need for Temporary Accommodation in the borough. The call on contingency relating to homelessness is forecast at £1,086k, £650k below the budgeted provision, a £79k favourable movement from Month 4. The service is forecasting the number of clients in B&B accommodation will stay at 130, 20 below MTFE assumptions, whilst reducing the overall use and cost of Temporary Accommodation. This is expected to be achieved through maintaining a high number of placements into the private sector and the continued close monitoring of unit costs.
54. The Council will continue to closely monitor this risk, given the introduction of the Homeless Reduction Act in April 2018, potential pressures could materialise in the remainder of the financial year. Increased prevention and move-on activity could require the service to draw on the Housing Incentives earmarked reserve, with any drawdown being subject to the usual approvals.
55. The call on the Waste contingency is as per the budgeted provision of £1,172k, to fund estimated population driven increases in the cost of tonnages via the West London Waste Authority (WLWA) levy and associated waste disposal contracts. The first five months of 2018/19 continue to show an increase in waste volumes compared to the same period last year. Current projections indicate that this can be managed within the existing contingency sum with the position expected to become clearer as the year progresses and the impact of seasonal fluctuations and wider market factors materialise across the different waste streams.

Infrastructure, Waste and ICT (£692k overspend, £44k adverse)

56. At Month 5, there is a £692k forecast overspend across the service, from a number of variances across service areas reflecting a combination of ongoing staffing and non-staffing pressures. The overall forecast encompasses a number of management actions, which will be closely monitored during the financial year.
57. The forecast pressure for Fleet Management is £691k, representing a £5k favourable movement and relates primarily to the vehicle repairs and maintenance, with a combination of legacy costs from the outgoing contractor and some additional costs from the new contractor. There are also risks associated with increasing fuel costs, potential risks regarding the service's performance in relation to insurance claims and pressures from hired vehicle costs. There are a range of management actions underway and the service are finalising the capital Vehicle Replacement Programme that should enable some in-year savings to mitigate these pressures.
58. An earmarked reserve drawdown of £500k is offsetting the pressure of £410k in Waste Services (a £5k adverse movement). This projected underlying overspend results from a temporary increase in overtime payments within the Waste Service resulting from performance issues with agency staff and wider recruitment difficulties in the refuse/recycling area owing to demand and competition. Non-staffing costs are forecasting a pressure, due to the cost of refuse sacks for green and garden waste and mixed dry recycling.
59. The Highways and Street Lighting service continues to show an overall underspend of £112k largely reflecting anticipated over-achievement against income targets, attributable to various revenue streams including S38, S278, vehicle crossings and fixed penalties.
60. The Capital and Planned Works service shows a projected pressure of £188k against base budget, an adverse movement of £82k. This reflects the latest forecast of the residual expenditure for staffing costs after forecast fees have been assumed as chargeable to capital projects. The service is reviewing the cost of some of its higher cost agency to improve the position.
61. The Corporate Communications Service is showing an overspend of £19k against budget, attributable to agency cover requirements and printing cost pressures. The favourable movement from Month 4 reflects an expected recruitment delay to a senior vacant post.

Housing, Environment, Education, Health & Wellbeing (£154k overspend, £29k adverse)

62. At Month 5 there is a £154k forecast overspend across the service representing an adverse movement of £29k from the Month 4 position. This largely reflects adverse movements in the Private Sector Housing services due to revised agency staffing costs required to sustain these services.
63. Green Spaces shows an adverse movement of £7k from Month 4 reflecting minor revisions to staffing forecasts for Libraries and Grounds Maintenance. The overall position continues to reflect underspends on hard to recruit posts, reductions in income streams as a result of HS2 implementation within Golf and forecast pressures on non-staffing budgets within Parks and Open Spaces.
64. Underspends from vacant posts within Trading Standards and Community Safety continue to be forecast at Month 5 and this position will continue to be closely monitored given that recruitment is already underway. The Public Health position will be influenced by outcomes from the BID review. The review is currently focused on areas of contract spend and ensuring efficient provision of mandated services.

Planning, Transportation & Regeneration (£53k overspend, £9k adverse movement)

65. A net pressure of £53k is reported across the service at Month 5, with a £136k underspend on workforce budgets across Planning Services and Road Safety and £52k overachievement of income being offset by £241k pressures across non-staffing budgets. A minor £9k adverse movement is reported from Month 4 as a result of additional agency cover being required to cover parental leave within the service.
66. Workforce underspends continue to reflect challenging market conditions for the recruitment and retention of professional Planning Officers, with a corresponding increase in reliance on external consultancy contributing towards the non-staffing pressure. The reported non-staffing position includes a £130k uplift in fees for outsourced planning applications processing, for which a specific funding strategy is still to be determined.
67. A favourable outlook is reported against the £4,084k Development and Building Control revenue streams, although these continue to be closely monitored alongside corresponding contract expenditure given both the potential impact of changing property market conditions and the need to maintain sufficient capacity within the service to support Planning Performance Agreements and Pre-Application Advice. The £52k overachievement of income is directly funding corresponding expenditure noted above.

Administrative, Technical & Business Services (£318k underspend, £1k improvement)

68. Overall, the service is reporting a forecast underspend of £318k at Month 5. The underspend is due primarily to high staff turnover within the support services (Business Services, Technical Administration and the Contact Centre) and the removal of a redundancy budget due to the ongoing ability to capitalise of redundancy costs.
69. Within this position there are ongoing pressures on revenue income streams. The majority of this relates to the current underachievement of budgeted income targets for Cedars and Grainges car parks which have a forecast pressure of £430k. This pressure is being offset by additional on-street parking income of £214k and anticipated drawdown from Earmarked Reserves of £300k. Within the Heathrow Imported Food Unit prolonged warmer weather has created a drop in imported soil products as produce continues to be grown domestically, resulting in reduced testing fees income.

SOCIAL CARE (£45k overspend, £11k adverse)

70. Social Care is projecting an overspend of £45k as at Month 5, an adverse movement of £11k on the Month 4 projections due to minor movements across all services. It should be noted that the service is managing ongoing cost pressures relating to the cost of Agency Social Workers, Legal Counsel and the provision of Temporary Accommodation for Section 17 cases.

Table 13: Social Care Operating Budgets

Original Budget £'000	Budget Changes £'000	Service		Month 5		Variance (As at Month 5) £'000	Variance (As at Month 4) £'000	Movement from Month 4 £'000
				Revised Budget £'000	Forecast Outturn £'000			
14,762	(6)	Children's Services	Salaries	14,756	14,826	70	186	(116)
17,224	123		Non-Sal Exp	17,350	17,696	346	200	146
(6,483)	(198)		Income	(6,684)	(6,719)	(35)	(9)	(26)
25,503	(81)		Sub-Total	25,422	25,803	381	377	4
8,358	105	Early Intervention, Prevention & SEND	Salaries	8,463	7,821	(642)	(630)	(12)
6,044	(105)		Non-Sal Exp	5,939	6,050	111	107	4
(2,243)	(14)		Income	(2,257)	(1,954)	303	295	8
12,159	(14)		Sub-Total	12,145	11,917	(228)	(228)	0
4,139	(31)	Social Care, OPS & PD	Salaries	4,108	3,913	(195)	(104)	(91)
38,672	(1,249)		Non-Sal Exp	37,423	38,628	1,205	901	304
(12,159)	66		Income	(12,093)	(13,169)	(1,076)	(865)	(211)
30,652	(1,214)		Sub-Total	29,438	29,372	(66)	(68)	2
4,208	(227)	Learning Disability and Mental Health Service	Salaries	3,981	4,100	119	132	(13)
34,031	743		Non-Sal Exp	34,774	35,301	527	109	418
(7,291)	(1,242)		Income	(8,533)	(9,172)	(639)	(239)	(400)
30,948	(726)		Sub-Total	30,222	30,229	7	2	5
11,719	535	Provider and Commissioned Care	Salaries	12,254	12,173	(81)	(416)	335
3,348	696		Non-Sal Exp	4,044	4,178	134	329	(195)
(601)	(22)		Income	(623)	(725)	(102)	38	(140)
14,466	1,209		Sub-Total	15,675	15,626	(49)	(49)	0
43,186	376	Social Care Directorate Total	Salaries	43,562	42,833	(729)	(832)	103
99,319	211		Non-Sal Exp	99,530	101,853	2,323	1,646	677
(28,777)	(1,413)		Income	(30,190)	(31,739)	(1,549)	(780)	(769)
113,728	(826)		Total	112,902	112,947	45	34	11

SOCIAL CARE DEVELOPMENT AND RISK CONTINGENCY (£1,284k overspend, £107k adverse)

71. The Council's 2018/19 Development and Risk Contingency includes provisions for areas of expenditure within Social Care for which there is a greater degree of uncertainty and relates to in-year demographic changes, including Asylum seekers and SEN Transport. Table 14 sets out the Month 5 projected position for the Development and Risk Contingency, which is reporting a pressure of £1,284k; an adverse movement of £113k on the Month 4 projections, due to a reduction in the assumed level of Asylum Grant Funding that will be received.

72. The overspend is due to continuing pressures in the costs of Looked After Children and Children with Disabilities placements, where it is evident that the service are supporting more children with complex needs and growth in Adult placements with a Learning Disability and Mental Health primary care need.

Table 14: Social Care Development & Risk Contingency

Original Budget £'000	Budget Changes £'000	Development & Risk Contingency	Month 5		Variance (As at Month 5) £'000	Variance (As at Month 4) £'000	Movement from Month 4 £'000
			Revised Budget £'000	Forecast Outturn £'000			
1,885	0	Asylum Service	1,885	1,985	100	(33)	133
797	0	Demographic Growth - Looked After Children	797	1,466	669	471	198
367	0	Demographic Growth - Children with Disabilities	367	731	364	368	(4)
277	0	Social Worker Agency Contingency	277	399	122	336	(214)
443	0	SEN transport	443	443	0	0	0
730	0	Demographic Growth - Adult Social Care	730	759	29	29	0
50	0	Winterbourne View	50	50	0	0	0
4,549	0	Current Commitments	4,549	5,733	1,284	1,171	113

Asylum Service (£100k overspend, £133k adverse)

73. The service is projecting a drawdown of £1,985k from the contingency, an adverse movement of £133k on the Month 4 projections due to a reduction in the assumed income that will be received from the Asylum Grant. The Home Office have now released the outcome of their funding review, which clarifies that there will be no change in 2018/19. This has then allowed the Council to submit funding claims for this financial year, which has resulted in a drop in the projected grant income, due to the Home Office clarifying the eligibility of UASC.
74. The introduction of the National Transfer Agreement in 2016, has enabled the Council to transfer a number of under-18 UASC to other local authorities in line with the agreement, which results in a lower volume of under 18's being supported by Hillingdon. However, the Council is starting to see a younger cohort of UASC, generally in the 13 to 14 year old age group, which will require at least a Foster Care placement and a slow down in the number of authorities willing to take UASC, which may have an impact on the projected position.

Demographic Growth - Looked After Children (£669k overspend, £198k adverse)

75. The service is projecting a drawdown of £1,466k from the Contingency, an overspend of £669k and an adverse movement of £198k on the Month 4 projections. The majority of this pressure relates to an increase in the number of high cost Residential placements, where the Service has had to place children outside of the Borough. It is also evident that the unit cost has increased from an average of £3,400 per week to £3,900 per week, and that the length of stay is much greater than in previous years due to the complex nature of the support required. It is also evident that the type of places needed are becoming increasingly harder to source as other Councils are trying to secure similar placements.
76. The service continues to monitor this position through regular reviews of individual cases, and where possible children are stepped down when it is safe to do so. It should also be noted that this year could start to see an increase in the number of children looked after, where previously this number has remained constant over the last few years.

Demographic Growth – Children with Disabilities (£364k overspend, £4k improvement)

77. The service is projecting a draw down of £731k from the Contingency, an overspend of £364k and a slight improvement of £4k on the Month 4 projections. This reflects that there is an increase in the number of cases that have more complex needs, which in most cases, require a residential placement or more respite care. The service have now taken steps to review individual placements to ascertain whether any of the placements should be part funded by external partners, such as education and health and anticipate that a number of placements will be part funded.

Social Worker Agency (Children's) (£122k overspend, £214k improvement)

78. The service is projecting a drawdown of £399k from this contingency, an overspend of £122k and an improvement of £214k on the Month 4 position, reflecting the latest recruitment success of Newly Qualified Social Workers. This reflects the additional cost of using agency staff to cover essential Social Worker posts as the recruitment of Social Workers continues to be very competitive. This determination of the contingency is based on a proportion of 90% permanent and 10% agency staff, the additional amount reflecting the premium that the Council pays for agency staff, which is currently assessed as £18k greater than the current total cost of a permanent member of staff. The current figures, based on hard to fill posts, indicates that the current percentage usage of agency staff is 50%. However, the service anticipates the position to improve over the next few months as the Council has been rated as good by Ofsted, although the current lead in times for recruitment are approximately 6 months.

Demographic Growth - SEN Transport (Nil variance)

79. The service is projecting the full drawdown of £443k from the SEN Transport contingency, which is required to cover the increase in the number of pupils that have an Education, Health and Care Plan (EHCP). Based on the number of children starting the new academic year, it is clear that the service can accommodate a significant proportion of new starters, but will need to purchase additional routes for some children, which will result in funding being required from the contingency. It is also anticipated that more children will require SEN transport over the coming months based on last year's patterns. This position is being closely monitored and every effort is being taken to ensure that new children are placed on existing routes.

Demographic Growth - Adult Social Care (£29k overspend, no change)

80. The service is projecting a drawdown of £2,686k from the Transitional Children contingency, an overspend of £29k, no change on the Month 4 projections. It is evident that some of the costs are slightly lower at the beginning of the adult placement, as some of the children choose to stay on in education. However, these individuals will eventually be fully funded from the Adult Social Care budget once they turn 25.
81. The service still anticipates the full drawdown of the saving of £1,877k from the contingency, reflecting that the service have taken steps to improve processes and ensure that the costs of care are met from the appropriate organisation, including education and health. This assumes that the slippage in the Park View Extra Care facility (estimated to be £356k) will be covered by improvements across the placements budget.
82. The Month 5 data continues to show signs of growth in the number of placements, especially those with a Learning Disability primary care need (Headcount as at April 2018 was 664 clients, compared to 622 clients as at April 2017, an increase of 42 clients) and Mental Health (Headcount as at April 2018 was 186 clients, compared to 172 clients as at April 2017, an increase of 14 clients). It is also evident that there is an increase in the complexity of need in

these clients, especially Mental Health, where the average cost per day has increased to £69.85 (April 2018) from £64.87 (April 2017) an increase of £4.98 per day (equivalent to 7.7%).

Winterbourne View (Nil variance)

83. The service is expecting the full drawdown of £50k from the Winterbourne View contingency, no change on last month's projections, reflecting the cost of the last cohort of clients.

DIRECTORATE OPERATING BUDGETS (£45k overspend, £11k adverse)

Children's Services (£381k overspend, £4k adverse)

84. The service is projecting an overspend of £381k, as at Month 5, a slight adverse movement of £4k on the Month 4 projections. This overspend reflects the current level of agency staff employed by the service to cover essential and hard to fill posts. The service anticipates that the use of agency staff will start to reduce and is very positive about planned recruitment following the recent Ofsted inspection, which resulted in the service being rated good. One such example is that the service have recently recruited 17 Newly Qualified Social Workers, who will start over the next few months. However, the lead in times for recruitment of Senior Social Workers generally exceeds 6 months, as a result, the service are assuming that permanent recruitment will take place in March 2019 for all other vacant posts.
85. The service is currently managing a pressure in Legal costs and the cost of supporting Section 17 cases, through management action and by implementing new ways of working. Additionally, the in house Legal Service has recruited an additional advocate, which should help to reduce external Legal costs.

Early Intervention, Prevention & SEND (£228k underspend, no change)

86. The service is projecting an underspend of £228k as at Month 5, no change on the Month 4 projections. The majority of the underspend relates to staffing, where the service has put on hold staff recruitment, whilst it undertakes a BID review. Included in this is an underspend of £224k on the Educational Psychological Service, which partially offsets a shortfall in income of £362k, following the cessation of funding from the DSG for Early Years and School based support. The position also includes a projected overspend of £148k in the Early Years Centres budgets, following the transfer of responsibility from the Dedicated Schools Grant into the Council's base budget with effect from 1 September 2018.

Older People and Physical Disabilities (£66k underspend, £2k adverse)

87. The service is projecting an underspend of £66k as at Month 5, a slight adverse movement of £2k on the Month 4 projections. The service has an underspend of £195k on staffing, where the service has a number of vacant posts. In addition there is a £1,076 forecast overachievement of income of which £780k relates to clients and external organisations and the balance of £296k relates to an increase in the capitalisation of adaptation and minor works costs. These are netted down by an overspend of £1,205k on non staffing costs, which predominantly relates to the cost of care packages.

Learning Disability and Mental Health (£7k overspend, £5k adverse)

88. The service is projecting an overspend of £7k as at Month 5, a slight adverse movement of £5k on the Month 4 projections. The service is currently reporting an overspend of £119k on staffing costs, which is due primarily to a timing difference of realigning the salary budgets to reflect recent restructures. This is offset by an increase in income received from external organisations totalling £639k, which is netted down by an increase in the cost of placements totalling £527k.

Provider and Commissioned Care (£49k underspend, no change)

89. The service is projecting an underspend of £49k as at Month 5, no change on the Month 4 projections. This includes an underspend of £81k on staffing, which relates predominantly to the Reablement service, a surplus of £102k in income, which relates to CCG grant funding received for one post, netted down by an overspend of £134k on non-staffing costs, which relates to a range of proposed savings that are in the process of being finalised and relevant budgets being realigned.

Appendix B – Other Funds

COLLECTION FUND (£1,167k underspend, £1k improvement)

90. A surplus of £1,167k is reported within the Collection Fund at Month 5, relating to favourable positions on both Council Tax and Business Rates, which is predominantly driven by strong growth in Gross Rates in the borough and a carry forward surplus within Council Tax. This represents a £1k improvement from the position reported at Month 4. Any surplus realised at outturn will be available to support the General Fund budget from 2019/20 onwards.
91. During 2018/19 the Council is participating in the 100% Business Rates Retention Pilot Pool for London, which provides scope for retaining additional growth while guaranteeing the level of income the Council would have received under the existing 50% Retention system. Business Rates projections below reflect this guaranteed minimum level of surplus, with any additional funds available from the pool to be captured separately in budget setting reports as appropriate.

Table 15: Collection Fund

Original Budget £'000	Budget Changes £'000	Service	Month 5		Variance (As at Month 5) £'000	Variance (As at Month 4) £'000	Movement from Month 4 £'000	
			Revised Budget £'000	Forecast Outturn £'000				
(121,176)	0	Council Tax	Gross Income	(121,176)	(121,383)	(207)	(174)	(33)
10,918	0		Council Tax	10,918	10,920	2	47	(45)
(2,680)	0		Support B/fwd Surplus	(2,680)	(3,179)	(499)	(499)	0
(112,938)	0		Sub-Total	(112,938)	(113,642)	(704)	(626)	(78)
(109,696)	0	Business Rates	Gross Income	(109,696)	(111,178)	(1,482)	(1,637)	155
(3,849)	0		Section 31 Grants	(3,849)	(4,053)	(204)	(204)	0
53,246	0		Less: Tariff	53,246	53,246	0	0	0
7,451	0		Less: Levy	7,451	8,234	783	861	(78)
69	0		B/fwd Deficit	69	509	440	440	0
(52,779)	0	Sub-Total	(52,779)	(53,242)	(463)	(540)	77	
(165,717)	0	Total Collection Fund	(165,717)	(166,884)	(1,167)	(1,166)	(1)	

92. A surplus of £704k is projected against Council Tax at Month 5, predominantly as a result of strong collection rates to be continued into and throughout 2018/19 and the brought forward surplus of £499k relating to better than expected performance during 2017/18. This represents an improvement of £78k from the Month 4 position.
93. A £463k net surplus is reported across Business Rates at Month 5, continuing to be driven by strong growth in Gross Rates due to a number of new developments in the borough being brought into rating. This £903k in-year underspend is sufficient to off-set the brought forward deficit of £440k.

SCHOOLS BUDGET

Dedicated Schools Grant (£2,550k overspend, £624k adverse)

94. The Dedicated Schools Grant (DSG) outturn position is an in-year overspend of £2,196k at Month 5. This is an adverse movement of £654k from the Month 4 position, due to continuing pressures in the cost of High Needs placements, predominantly across the post 19 provision. When the £4,125k deficit brought forward from 2017/18 is taken into account, the deficit to carry forward to 2019/20 is £6,675k.

Table 16: DSG Income and Expenditure 2018/19

Original Budget	Budget Changes	Funding Block	Month 5			Variance (as at Month 4)	Movement from Month 4
			Revised Budget	Forecast Outturn	Variance		
£'000	£'000		£'000	£'000	£'000	£'000	£'000
(275,559)	2,260	Dedicated Schools Grant Income	(273,299)	(273,299)	0	0	0
214,132	0	Schools Block	214,132	213,821	(311)	(311)	0
26,100	(2,238)	Early Years Block	23,862	24,507	645	661	(16)
2,773	0	Central School Services Block	2,773	2,823	50	55	(5)
32,554	(22)	High Needs Block	32,532	34,698	2,166	1,521	645
0	0	Total Funding Blocks	0	2,550	2,550	1,926	624
0	0	Balance Brought Forward 1 April 2018	4,125	4,125			
0	0	Balance Carried Forward 31 March 2019	4,125	6,675			

Dedicated Schools Grant Income (nil variance, no change)

95. The DSG has now been realigned to reflect known funding adjustments to the Early Years and High Needs blocks. The Early Years block allocations for the free entitlement for two year olds and three and four year olds are updated each July based on data from the January schools and early years censuses.
96. The High Needs block has been adjusted following the import/export adjustment which has been made to reflect any changes either in the placement by a local authority of pupils and students in schools and colleges located in other local authority areas (exports), or in the funding required by schools and colleges accepting pupils and students resident in other local authority areas (imports).

Schools Block (£311k underspend, no change)

97. The £311k underspend relates to the growth contingency fund which is funded from the Schools Block. Schools that are expanding, in agreement with the local authority, to meet basic need pupil population growth, receive additional funding to provide financial recompense to schools throughout the relevant financial year to cover the cost of this agreed and planned growth. Schools Forum have taken the decision to withhold growth contingency allocations for three schools due to the expectation that pupil growth in September 2018 will not be sufficient to require the need for growth contingency funding, which accounts for the majority of this underspend.
98. There is also a mechanism within the growth contingency policy to allow for schools that have experienced significant in year growth and it is currently anticipated that there will be an underspend on this budget allocation.

Early Years Block (£645k overspend, £16k improvement)

99. Two year old funding has now been adjusted to reflect the number of children accessing the entitlement based on the January 2018 census. This has resulted in a £128k increase in 2018/19 funding which should cover the cost of the increase in two year olds accessing the free entitlement.
100. The three and four year old funding for both the universal and the additional free entitlement has also been adjusted following the January 2018 census and the release of the updated guidance. This guidance clarifies that the funding provided for the new additional 15-hour free entitlement will be adjusted based on actual take up, which is a change to the treatment of previous new initiatives, where the funding provided was not adjusted until sufficient time had been allowed to settle in the initiative. Funding for the universal entitlement has increased slightly, whilst the funding for the additional 15-hour entitlement has reduced significantly as a consequence of lower actual uptake than estimated by the DfE when calculating the original funding allocation. The current projection has been revised following publication of the May census data for early years and the impact of the funding adjustments is estimated to result in a £501k overspend in 2018/19.
101. It has been agreed that DSG will only fund The Early Years Centres up until 31 August 2018 with any over or underspend at this point to be charged to the DSG. Currently the three centres are projecting a £144k overspend as at the end of August. This is a consequence of a shortfall in the levels of income being generated.
102. There is currently a further overspend of £41k in the Early Years Advisory Service where a savings target of £150k has been put in place by Schools Forum which may not be achieved in full in the current year.
103. These overspends are partly offset by a £38k underspend in the Family Information Service where there are currently vacant posts which are yet to be recruited to.

Central School Services Block (£50k overspend, £5k improvement)

104. The overspend follows confirmation from the Education and Skills Funding Agency (ESFA) that the copyright licences for schools should be charged to the centrally retained DSG. The DSG budget was set with the view that these licenses could be charged to the Schools Block, and therefore no budget was included within the Central School Services Block.
105. The overspend is off-set by a projected underspend in the education costs of Looked After Children and additional income projected from schools that have excluded pupils where the local authority is able to recover the Age Weighted Pupil Unit cost for the period following exclusion.

High Needs Block (£2,166k overspend, £645k adverse)

106. There continues to be significant pressure in the High Needs Block with an overspend of £2,166k being projected at month 4. There continues to be pressure linked to the transfer of pupils from statements to Education, Health and Care plans (EHCPs). As pupils are transferred to an EHCP they move onto the new banded funding model often resulting in a higher resource requirement. The transfer process was completed by 31 March 2018, however there are still cases where schools are querying the funding levels allocated. These cases are subject to a further review and following the submission of additional evidence often a higher level of resource is agreed. The 2018/19 budget was increased to reflect this anticipated increase, but the budget is still insufficient.

107. In addition to the cost of pupils with an EHCP, the High Needs Block is now funding Early Intervention Funding (EIF) as an alternative to the allocation of statutory funding for children with SEN who experience significant barriers to learning. This funding allows schools to access funding quicker to enable them to intervene early and have the greatest impact. The current projected spend on EIF in 2018/19 is £134k.
108. There is a projected overspend on the placement of pupils with SEN in independent or non-maintained schools. The High Needs budget for 2018/19 includes a savings target within the budget for Independent and non-maintained school SEN placements which is dependent on a number of pupils leaving at the end of the summer term 2018 and new placements not being made. However, further placements have been made since the budget was set, resulting in an additional pressure on the High Needs block.
109. There is an increase in the projected spend on post-19 SEN placements as this now takes into account some of the new placements from September 2018. The costs here are likely to increase further once full details of the September 2018 cohort are known later in the year.

Appendix C – HOUSING REVENUE ACCOUNT

110. The Housing Revenue Account (HRA) is currently forecasting a drawdown of reserves of £21,223k, which is £214k more favourable than the budgeted position and the overall movement from Month 4 is a favourable £39k. The 2018/19 closing HRA General Balance is forecasted to be £15,885k. The use of reserves is funding investment in new housing stock. The table below presents key variances by service area:

Table 17: Housing Revenue Account

Service	Month 5		Variance (+ adv / - fav)		
	Revised Budget	Forecast Outturn	Variance (As at Month 5)	Variance (As at Month 4)	Movement from Month 4
	£'000	£'000	£'000	£'000	£'000
Rent Income	(55,932)	(55,350)	582	582	0
Other Income	(4,877)	(5,066)	(189)	(189)	0
Net Income	(60,809)	(60,416)	393	393	0
Housing Management	12,819	12,949	131	172	(41)
Tenant Services	4,172	4,110	(62)	(63)	1
Repairs	5,056	5,125	69	34	35
Planned Maintenance	4,360	3,996	(365)	(331)	(34)
Capital Programme Funding	38,728	38,728	0	0	0
Interest & Investment Income	15,371	15,371	0	0	0
Development & Risk Contingency	1,740	1,360	(380)	(380)	0
Operating Costs	82,246	81,639	(607)	(568)	(39)
(Surplus) / Deficit	21,437	21,223	(214)	(175)	(39)
General Balance 01/04/2018	(37,108)	(37,108)	0	0	0
General Balance 31/03/2019	(15,671)	(15,885)	(214)	(175)	(39)

Income

111. Rental Income is forecast to under recover by £582k and Other Income is forecast to over recover by £189k, no movement on Month 4.

112. The number of RTB applications received in the first five months of 2018/19 was 70 compared to 79 for the same period in 2017/18, a reduction of 11%. There have been 17 RTB completions in the first five months of 2018/19 compared to 24 for the same period in 2017/18, a reduction of 29%. The RTB sales forecast is reviewed on a monthly basis and as at Month 5 the 2018/19 forecast is the same as the budget at 60 RTB sales.

Expenditure

113. The Housing management service is forecast to overspend by £131k, a favourable movement of £41k on Month 4 due to reduced forecasts on various minor running costs.
114. Tenant services is forecast to underspend by £62k, a minor adverse movement of £1k on Month 4.
115. The Repairs budget is forecast to overspend by £69k, an adverse movement of £35k on Month 4 mainly due to an increase in the forecast expenditure on voids. The Planned Maintenance budget is forecast to underspend by £365k, a favourable movement of £34k on Month 4 due to reductions in the forecast expenditure on surveys and one-off maintenance costs.
116. The forecast for the capital programme funding, interest and investment income and the development and risk contingency budgets remain unchanged from Month 4.

HRA Capital Expenditure

117. The HRA capital programme is set out in the table below. The 2018/19 revised budget is £83,791k and there is a forecast net variance of £18,161k, £20,291k due to re-phasing and a cost overspend of £2,130k. There is an increase in re-phasing of £1,668k on Month 4.

Table 18: HRA Capital Expenditure

Programme	2018/19 Revised Budget	2018/19 Forecast	2018/19 Cost Variance Forecast V Revised Budget	2018/19 Project Re-Phasing	Total Project Budget 2018-23	Total Project Forecast 2018-23	Total Project Variance 2018-23	Movement 2018-23
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Major Projects								
New General Needs Housing Stock	24,147	16,575	0	(7,572)	138,133	138,133	0	0
New Build - Appropriation of Land	8,635	10,765	2,130	0	8,635	10,765	2,130	0
New Build - Shared Ownership	6,382	1,168	0	(5,214)	15,596	15,596	0	0
New Build - Supported Housing Provision	12,884	9,387	0	(3,497)	15,343	15,343	0	0
HRA General Capital Contingency	8,908	8,908	0	0	8,908	8,908	0	0
Total Major Projects	60,956	46,803	2,130	(16,283)	186,615	188,745	2,130	0
HRA Programmes of Work								
Works to stock programme	20,619	16,611	0	(4,008)	57,797	57,797	0	0
Major Adaptations to Property	2,135	2,135	0	0	7,160	7,160	0	0
ICT	81	81	0	0	162	162	0	0
Total HRA Programmes of Work	22,835	18,827	0	(4,008)	65,119	65,119	0	0
Total HRA Capital	83,791	65,630	2,130	(20,291)	251,734	253,864	2,130	0
Movement on Month 4	0	(1,668)	0	(1,668)	0	0	0	0

Major Projects

118. The 2018/19 Major Projects programme revised budget is £60,956 and the forecast expenditure is £46,803k with re-phasing of £16,283 and a cost variance of £2,130 during the period 2018-2023. The increase in re-phasing on Month 4 is £1,882k.

New General Needs Housing Stock

119. The 2018/19 General Needs Housing Stock revised budget is £24,147k. There is a forecast re-phasing of £7,572k across the General Needs programme due to the construction works across a number of developments commencing later than initially expected. This represents an increase in re-phasing of £433k on the Month 4 position

120. To date 26 buybacks have been approved with each acquisition at different stages of completion. A further 4 properties are pending approval, combined all the potential buybacks are estimated to cost up to £9,508k.

121. The planning application was approved at Planning Committee on 20 February 2018 for the mixed development of General Needs and Shared Ownership units at the Acol Crescent site. Demolition and tree removal works have been completed and the former nursery site has been cleared. The appointment of a main contractor has now been approved and is in the process of appointment. It is expected that on site works will commence in November 2018.

122. The Housing programme comprising seven units of new build properties and five extensions or conversions at various sites has progressed with all the extensions and conversions now complete. The new build at Cherry Lane is complete with the remaining two due for completion in October 2018.

123. Lead consultants and architects have been appointed for the three developments at Belmore Allotments, Maple and Poplar Day Centre sites and Willow Tree. The employer's agents and appointed architects continue to work on finalising the design of the schemes. The planning application for the Maple and Poplar site has been approved whilst approval for the other two developments remains outstanding, although the planning permission for the Belmore site will progress to committee imminently. Demolition works at all three sites will commence upon approval to appoint the preferred contractor.

New Build - Appropriation of Land

124. The revised budget of £8,635k is for New Build appropriation of land for two sites at the former Belmore Allotments and Maple / Poplar Day Centre. The forecast spend includes these two sites and appropriations for Woodside Day Centre £1,870k and Bartram Close Garages £260k.

New Build - Shared Ownership

125. The New Build Shared Ownership 2018/19 revised budget is £6,382k, with a forecast expenditure of £1,168k and a re-phasing of £5,214k. Some of the schemes are being delivered concurrently with the General Needs units and is therefore resulting in the need to re-phase the budget. There is an increase in re-phasing of £162k on Month 4 which is in line with the movement in General Needs Housing Stock budget position.

126. The New Build Shared Ownership budget comprises schemes being delivered across five sites including units at both Belmore and Maple and Poplar. These will deliver 60 units in total.

127. The Woodside Day Centre redevelopment has progressed in-year following approval to submit planning application for mixed-use development of a GP surgery and 20 shared ownership

flats. The planning application was approved at February Planning Committee and consultants have been appointed. Consultants are now progressing designs and preparing tender documents ready to gain expressions of interest.

New Build - Supported Housing

128. The Supported Housing Programme comprises the build of 160 mixed client group units across three different sites. The 2018/19 revised budget is £12,884k with a re-phasing of £3,497k due to a combination of the Parkview and Yiewsley schemes. The re-phasing has increased by £1,287k when compared to the Month 4 position and is resulting from the on-site works at Parkview, mainly comprising rectification of works already undertaken.
129. The scheme at Yiewsley is a small part of a wider re-development of the whole site and is anticipated to create 12 units of supported housing. The project is at the preliminary stage of feasibility and the multi-disciplinary consultants have now been appointed.
130. The programme at Grassy Meadow is scheduled to complete in August 2018, however the development at Parkview will run beyond its target completion date.

HRA General Contingency

131. The HRA General Capital Contingency revised budget is £8,908k and is forecast to be fully committed. The contingency budget is included within the HRA capital programme to ensure the Council retains sufficient flexibility to secure additional housing units where opportunities become available.

Works to Stock

132. The Works to Stock re-phasing variance is £4,008k, an increase in re-phasing of £214k on Month 4 relating to re-phasing reductions on the Roofs Programme £34k; Multi Element Renewal Tower Blocks Programme £24k; Fire Safety Programme £185k; and an increase in re-phasing on the Lift Programme of £29k
133. The revised Major Adaptations budget is £2,135k and this is forecast to be fully spent.
134. The HRA ICT budget is £81k and the forecast is break even.

HRA Capital Receipts

135. There have been 17 Right to Buy sales of council dwellings as at the end of August 2018 for a total gross sales value of £3,932k and a further 43 sales are forecast to bring the yearly total to 60, totalling £10,992k in 2018/19.
136. The application of retained Right to Buy receipts is limited by the retention agreement to a maximum 30% of the cost of replacement housing. In the event that expenditure does not meet the criteria, funds would be payable to the MHCLG.
137. During 2018/19, the £10,642k receipts generated in 2015/16 could potentially become repayable unless the following expenditure profile is achieved: Q1 £10,229k, Q2 £7,170k, Q3 £7,435k and Q4 £10,641k. Cumulative expenditure on 1 for 1 replacement from previous quarters above the minimum requirement can be carried forward.
138. The cumulative spend requirement for 2018/19 Q1 was not met as reported in the Cabinet report for Month 4 and the Q2 position will be reported in Month 6.

Appendix D - GENERAL FUND CAPITAL PROGRAMME

139. As at Month 5 an under spend of £35,031k is reported on the £125,569k General Fund Capital Programme for 2018/19 due mainly to re-phasing of project expenditure. The forecast outturn variance over the life of the 2018/19 to 2022/23 programme is an under spend of £190k.
140. General Fund Capital Receipts of £18,523k are forecast for 2018/19 with a shortfall of £848k in total forecast receipts to 2022/23
141. Overall Prudential Borrowing required to support the 2018/19 to 2022/23 Capital Programmes is forecast to be over budget by £808k. This is mainly due to the shortfall of £1,348k in forecast capital receipts, partly offset by favourable increases in grants and contributions of £350k and a cost underspend of £190k.

Capital Programme Overview

142. Table 19 below sets out the latest forecast outturn on General Fund capital projects, with project level detail contained in annexes A – D to this report. Forecast for future years include capital projects and programme of work approved by Cabinet and Council in February 2018.

Table 19: General Fund Capital Programme Summary

	Total Project Budget 2018-2023	Total Project Forecast 2018-2023	Total Project Variance 2018-2023	Movement from Previous Month
	£'000	£'000	£'000	£'000
Schools Programme	72,316	72,226	(90)	-
Self Financing Developments	79,544	79,544	-	-
Main Programme	123,332	123,332	-	-
Programme of Works	109,882	109,782	(100)	-
General Contingency	7,039	7,039	-	-
Total Capital Programme	392,113	391,923	(190)	-
Movement	600	600	-	

143. The revised five year programme budget has increased by £600k due to a recent Transport for London grant award for Bus Priority Measures.
144. The Schools programme reports a cost saving of £90k on project contingency and highways works for the replacement of Northwood Academy. The expansions at Warrender and Hillside Primary schools are at various stages of progress and are expected to be complete in the first half of 2019. The all weather sports pitch at Vyners Secondary School has been completed and expansion works will be finished towards the end of next year. Tenders are under evaluation for the expansion at Ruislip High and works on site are expected to commence early next year, with completion anticipated in April 2020.
145. The Self-Financing development programme includes two major mixed residential developments at the former Belmore Allotments and Yiewsley pool sites. The Yiewsley sites redevelopment includes the re-provision of the library and discounted market sale housing.

Options are being developed on all sites, including the re-provision of the swimming pool budgeted within the Main Programme. Design work is in progress for the housing development at Belmore Allotments with a planning application to be submitted. The budget also includes £50,000k to finance the newly incorporated housing company Hillingdon First.

146. The Main Programme includes major schemes such as the re-provision of Hillingdon Outdoor Activity Centre (HOAC), which has commenced and is currently on track for completion in 2020/21, with temporary arrangements to be in spring of next year. Public realm works are in progress on several town centre improvements continuing into next year
147. Programmes of Works reports an under spend of £100k on the private sector renewal grants budget which is not expected to be fully committed this year. The CCTV programme has been accelerated with installations of new and upgraded cameras at various locations throughout the borough being carried out this year. The library refurbishment programme is being designed and the bowls club refurbishment programme is planned to commence later this year.
148. The 2018/19 unallocated general contingency budget remains at £1,039k. In total there are £7,039k contingency funds available over the period 2018-23.

Capital Financing - General Fund

149. Table 20 below outlines the latest financing projections for the Capital Programme, with an adverse medium term variance of £808k reported on Prudential Borrowing, due mainly to a shortfall in other Council resources.

Table 20: General Fund Capital Programme Financing Summary

	Revised Budget 2018/19 £'000	Forecast 2018/19 £'000	Variance £'000	Total Financing Budget 2018-2023 £'000	Total Financing Forecast 2018-2023 £'000	Total Variance £'000	Movement
Council Resource Requirement	98,370	64,533	(33,837)	277,198	276,658	(540)	-
Financed By Prudential Borrowing							
Service Development	45,517	26,760	(18,757)	100,410	101,218	808	-
Self Financing	26,860	15,250	(11,610)	78,215	78,215	-	-
Total Borrowing	72,377	42,010	(30,367)	178,625	179,433	808	-
Financed By Other Council Resources							
Capital Receipts	21,493	18,523	(2,970)	72,073	71,225	(848)	-
CIL	4,500	4,000	(500)	26,500	26,000	(500)	-
Total Council Resources	98,370	64,533	(33,837)	277,198	276,658	(540)	-
Grants & Contributions	27,199	26,005	(1,194)	114,915	115,265	350	-
Capital Programme	125,569	90,538	(35,031)	392,113	391,923	(190)	-
Movement	600	(2,430)	(3,030)	600	600	-	-

150. Total approved prudential borrowing is £178,576k over the five year programme of which £78,215k is in respect of Self Financing Developments that will generate future income including capital receipts from discounted market sale. There is also £100,410k approved borrowing for the development of services, which remains the principal driver of the £8,133k uplift in capital financing charges borne by revenue over the MTFE period.
151. In 2018/19 forecast capital receipts amount to £18,523k after financing transformation costs and as at the end of August an amount of £532k has been received following the sale of a garage site. In September, Cabinet approved the sale of a major site to Hillingdon First at the market valuation of £3,500k and this is included in the forecast. Forecast receipts in 2018/19 also includes £10,765k for planned appropriations of four General Fund sites to the HRA for residential development and £1,895k General Fund share of Right to Buy (RTB) sales based on a forecast 60 RTB sales in 2018/19.
152. As at the end of August a total of £1,026k Community Infrastructure Levy (CIL) receipts (after administration fees) have been invoiced or received this financial year, a monthly movement of £765k. The monthly profile of CIL income varies depending on the timing and scale of developments with planning permission proceeding throughout the year. The forecast has been reduced by £500k due to uncertainty around the level of receipts that will be received this financial year. Budgeted eligible activity exceeds the CIL forecast with spend on Highways investment, community assets through the Chrysalis Programme and other major community infrastructure such as schools meeting the criteria for application of CIL monies.
153. Forecast grants and contributions are £350k higher than the revised budget due partly to the recently confirmed 2018/19 Schools Conditions Allocation of £2,140k being higher than the original budget estimate set before the announcement. The forecast also includes £205k Healthy Pupil capital grant funding, as there is eligible expenditure within the existing Schools Expansions Programme. The financing budget assumes £13,350k Basic Needs grant for the period 2020/21-2022/23. It is expected that any grant awards below this level would be offset by expenditure reductions as the grant is based on forecast school places demand.
154. An adverse variance of £808k is reported on prudential borrowing due mainly to the forecast shortfalls in other Council sources of funding (capital receipts and CIL), partially offset by increases in grants and contributions and minor cost under spends.

ANNEX A - Schools Programme

Prior Year Cost	Project	2018/19 Revised Budget	2018/19 Forecast	2018/19 Cost Variance	Forecast Re-phasing	Total Project Budget 2018-2023	Total Project Forecast 2018-2023	Total Project Variance 2018-2023	Project Forecast Financed by:		
									Council Resources	Government Grants	Other Cont'ns
£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Education and Children Services										
137,138	Primary Schools Expansions	93	93	0	0	93	93	0	93	0	0
4,352	New Primary Schools Expansions	8,880	9,516	0	636	10,974	10,974	0	9,774	1,200	0
1,040	Secondary Schools Expansions	19,828	7,276	0	(12,552)	54,960	54,960	0	21,735	33,225	0
45,568	Secondary Schools New Build	399	309	(90)	0	399	309	(90)	309	0	0
0	Meadow School	250	250	0	0	250	250	0	250	0	0
0	Additional Temporary Classrooms	2,400	0	0	(2,400)	4,000	4,000	0	4,000	0	0
0	Schools SRP	0	0	0	0	1,640	1,640	0	0	1,640	0
188,098	Total Schools Programme	31,850	17,444	(90)	(14,316)	72,316	72,226	(90)	36,161	36,065	0

ANNEX B - Self Financing Developments

Prior Year Cost	Project	2018/19 Revised Budget	2018/19 Forecast	2018/19 Cost Variance	2018/19 Forecast Re-phasing	Total Project Budget 2018-2023	Total Project Forecast 2018-2023	Total Project Variance 2018-2023	Project Forecast Financed by:		
									Council Resources	Government Grants	Other Cont'ns
£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Self Financing Developments										
	Finance, Property and Business Services										
14	Yiewsley Site Development	1,860	250	0	(1,610)	23,000	23,000	0	23,000	0	0
0	Belmore Allotments Development	0	0	0	0	4,605	4,605	0	3,276	0	1,329
0	Housing Company Financing	25,000	15,000	0	(10,000)	50,000	50,000	0	50,000	0	0
	Social Services, Housing, Health and Wellbeing										
0	Woodside GP Surgery	0	0	0	0	1,939	1,939	0	1,939	0	0
14	Total Self Financing Developments	26,860	15,250	0	(11,610)	79,544	79,544	0	78,215	0	1,329

ANNEX C - Main Programme

Prior Year Cost	Project	2018/19 Revised Budget £'000	2018/19 Forecast £'000	2018/19 Cost Variance £'000	2018/19 Forecast Re-phasing £'000	Total Project Budget 2018-23 £000	Total Project Forecast 2018-23 £000	Total Project Variance 2018-23 £000	Project Forecast Financed by:		
									Council Resources £000	Government Grants £000	Other Cont'ns £000
Community, Commerce and Regeneration											
2,200	Gateway Hillingdon	950	950	0	0	950	950	0	950	0	0
6,274	Hayes Town Centre Improvements	2,687	1,687	0	(1,000)	2,962	2,962	0	306	1,300	1,356
448	Inspiring Shopfronts	247	147	0	(100)	447	447	0	447	0	0
25	Uxbridge Cemetery Gatehouse	549	50	0	(499)	549	549	0	549	0	0
951	Uxbridge Change of Heart	1,045	534	0	(511)	1,045	1,045	0	997	0	48
Central Services, Culture and Heritage											
0	New Museum	525	50	0	(475)	5,632	5,632	0	4,882	0	750
0	New Theatre	300	50	0	(250)	44,000	44,000	0	42,950	0	1,050
Finance, Property and Business Services											
6,438	Battle of Britain Heritage Pride Project	342	342	0	0	342	342	0	342	0	0
36	Battle of Britain Underground Bunker	824	618	0	(206)	1,018	1,018	0	1,018	0	0
97	Bessingby Football/Boxing Clubhouse	1,497	1,247	0	(250)	1,497	1,497	0	1,497	0	0
0	Uniter Building Refurbishment	400	50	0	(300)	400	400	0	400	0	0
0	Purchase of Uxbridge Police Station	5,000	5,000	0	0	5,000	5,000	0	5,000	0	0
0	Botwell Leisure Centre Football Pitch	0	0	0	0	200	200	0	200	0	0
0	Yiewsley Swimming Pool	2,000	250	0	(1,750)	30,000	30,000	0	30,000	0	0
12	Hillingdon Outdoor Activity Centre	6,988	6,988	0	0	26,488	26,488	0	0	0	26,488
Planning, Transportation and Recycling											
0	RAGC Car Park	250	50	0	0	250	250	0	250	0	0
4,017	Street Lighting - Invest to Save	1,483	1,483	0	0	1,483	1,483	0	1,483	0	0
Social Services, Housing, Health and Wellbeing											
0	1 & 2 Merrimans Housing Project	620	50	0	(520)	620	620	0	620	0	0
Cross Cabinet Member Portfolios											
4,356	Projects Completing in 2018/19	449	449	0	0	449	449	0	444	0	5
24,854	Total Main Programme	26,156	19,995	0	(6,161)	123,332	123,332	0	92,335	1,300	29,697

ANNEX D - Programme of Works

Prior Year Cost	Project	2018/19 Revised Budget	2018/19 Forecast	2018/19 Cost Variance	Forecast Re-phasing	Project Budget 2018-2023	Project Forecast 2018-2023	Project Variance 2018-2023	Project Forecast Financed by:		
									Council Resources	Government Grants	Other Cont'ns
£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
N/A	Leaders Initiative	393	393	0	0	1,193	1,193	0	1,193	0	0
	Community, Commerce and Regeneration										
N/A	Chrysalis Programme	1,331	1,331	0	0	5,331	5,331	0	5,331	0	0
N/A	Playground Replacement Programme	250	250	0	0	750	750	0	750	0	0
	Central Services, Culture and Heritage										
N/A	Bowls Clubs Refurbishments	651	651	0	0	1,151	1,151	0	1,151	0	0
N/A	Libraries Refurbishment Programme	1,000	500	0	(500)	3,000	3,000	0	3,000	0	0
N/A	Leisure Centre Refurbishment	1,601	1,351	0	(500)	3,101	3,101	0	3,101	0	0
	Education and Children Services										
N/A	Devolved Capital to Schools	979	979	0	0	2,011	2,011	0	0	1,846	165
N/A	School Building Condition Works	3,059	2,559	0	(500)	9,859	9,859	0	1,667	7,140	1,052
	Finance, Property and Business Services										
N/A	Civic Centre Works Programme	1,564	1,564	0	(200)	3,564	3,564	0	3,564	0	0
N/A	Corporate Technology and Innovation	1,104	1,104	0	(280)	3,596	3,596	0	3,596	0	0
N/A	Property Works Programme	680	680	0	0	2,600	2,600	0	2,600	0	0
N/A	CCTV Programme	708	1,393	0	685	1,758	1,758	0	1,758	0	0
N/A	Youth Provision	1,409	1,000	0	(409)	2,409	2,409	0	2,409	0	0
N/A	Planning, Transportation and Recycling										
N/A	Highways Structural Works	8,265	8,265	0	0	17,265	17,265	0	17,265	0	0
N/A	Road Safety	202	202	0	0	802	802	0	802	0	0
N/A	Transport for London	7,087	6,237	0	(850)	19,979	19,979	0	0	19,223	756
N/A	Purchase of Vehicles	3,911	3,911	0	0	10,551	10,551	0	10,551	0	0
N/A	Harlington Road Depot Improvements	315	315	0	0	315	315	0	315	0	0
	Social Services, Housing, Health and Wellbeing										
N/A	Disabled Facilities Grant	2,300	2,300	0	0	11,500	11,500	0	0	11,500	0
N/A	PSRG / LPRG	225	125	(100)	0	1,125	1,025	(100)	1,025	0	0
	Cross Cabinet Member Portfolios										
N/A	Environmental/Recreational Initiatives	887	687	0	(200)	887	887	0	887	0	0
N/A	Section 106 Projects	267	267	0	0	267	267	0	0	0	267
N/A	Equipment Capitalisation - Social Care	985	985	0	0	4,925	4,925	0	0	4,925	0
N/A	Equipment Capitalisation – General	491	491	0	0	1,943	1,943	0	1,943	0	0
	Total Programme of Works	39,664	36,810	(100)	(2,754)	109,882	109,782	(100)	62,908	44,634	2,240

Appendix E – Treasury Management Report as at 31 August 2018

Table 21: Outstanding Deposits - Average Rate of Return on Deposits: 0.53%

	Actual (£m)	Actual (%)	Benchmark (%)
Up to 1 Month	60.2	65.65	75.00
1-2 Months	3.5	3.82	0.00
2-3 Months	10.0	10.90	0.00
3-6 Months	3.0	3.27	10.00
6-9 Months	0.0	0.00	0.00
9-12 Months	0.0	0.00	0.00
Total	76.7	83.64	85.00
Strategic Funds	15.0	16.36	15.00
Total	91.7	100.00	100.00

155. Deposits are held with UK institutions or overseas institutions, all of which hold a minimum A-Fitch (or lowest equivalent) long-term credit rating. UK deposits are spread between AAA rated Money Market Funds, an AAA rated Pooled Fund, Goldman Sachs International Bank, Lloyds Bank plc, UK Government Treasury Bills, Cheltenham BC, Cornwall Council and Northumberland CC. An overseas deposit is held with DBS (Development Bank of Singapore). There is also an allocation to Strategic Pooled Funds.
156. The average rate of return on day-to-day operational treasury balances is 0.53%. As part of the Council's investment strategy for 18/19, a total of £15m has been invested in three strategic pooled funds (£5m in each). The strategic pooled funds have a 3-5 year investment horizon with dividends being distributed periodically. This means that any return on these funds can only start to be assessed after 6 months.
157. The Council aims to minimise its exposure to bail-in risk by utilising bail-in exempt instruments and institutions whenever possible. However, due to the significant amount held in instant access facilities needed to manage daily cash flows, it is not possible to fully protect Council funds from bail-in risk. At the end of August, 60% of the Council's total funds have exposure to bail-in risk compared to a June benchmark average of 62% in the Local Authority sector (latest benchmark provided quarterly by the Council's treasury advisors Arlingclose). The Council's exposure reduces to 4% once instant access facilities are removed from the bail-in total.
158. Liquidity was maintained throughout August by placing the majority of surplus funds in instant access accounts and making short-term deposits with the DMADF, Cheltenham Borough Council and Cornwall County Council. The balance of surplus funds was used to place a longer term deposit with DBS and to purchase 3-month UK Government Treasury Bills (T-Bills). Deposit maturities were scheduled to match cash outflows and where required, funds were withdrawn from instant access facilities. During the month there were maturities with the DMADF and scheduled T-Bills settled.

Table 22: Outstanding Debt - Average Interest Rate on Debt: 3.40%

	Actual (£m)	Actual (%)
General Fund		
PWLB	45.41	18.24
Long-Term Market	15.00	6.03
HRA		
PWLB	155.57	62.48
Long-Term Market	33.00	13.25
Total	248.98	100.00

159. There were no scheduled debt repayments or early debt repayment opportunities during August. Gilts yields fell over the month, however by the end of August they climbed back to their starting levels. Premiums were too high to make early repayment of debt feasible; however, with the potential need to borrow later in the year repayment of any debt is unlikely.
160. There were no breaches of the Prudential Indicators or non-compliance with the Treasury Management Policy and Practices.
161. In order to maintain liquidity for day-to-day business operations during August, cash balances will be placed in instant access accounts and short-term deposits. Whilst yields on UK government treasury bills remain comparable with most bank deposits, T-bills will be purchased where viable; this should also assuage bail-in exposure.

Appendix F – Consultancy and agency assignments over £50k approved under delegated authority

162. The following Agency staff costing over £50k have been approved under delegated powers by the Chief Executive in consultation with the Leader and are reported here for information.

Table 22: Consultancy and agency assignments

Post Title	Original Start Date	Approved From	Proposed End Date	Previous Approval £'000	Approved £'000	Total £'000
Residents Services						
Planning Services	01/11/2015	03/09/2018	30/11/2018	219	27	246
Programme Manager (HOAC), Capital Programme Team	30/01/2017	23/09/2018	23/12/2018	52	23	75
Senior Estates Surveyor	12/02/2018	24/09/2018	21/10/2018	47	9	56
Quantity Surveyor - Capital Programme	02/04/2017	24/09/2018	23/12/2018	121	23	144
Urban Designer	03/07/2018	08/10/2018	07/01/2019	54	27	81
Planning Enforcement Officer	01/04/2018	01/01/2018	31/12/2018	50	22	72
Social Care						
Support Worker	03/04/2017	01/10/2018	28/10/2018	55	2	57
Care Worker	06/07/2016	01/10/2018	28/10/2018	65	2	67
Registered Care Manager	03/07/2017	01/10/2018	28/10/2018	62	3	65
Social Worker	26/07/2017	01/10/2018	28/10/2018	85	5	90
Approved Mental Health Worker	29/05/2016	01/10/2018	28/10/2018	175	6	181
Approved Mental Health Worker	01/06/2015	01/10/2018	28/10/2018	228	4	232
Support Worker	04/04/2016	01/10/2018	28/10/2018	71	2	73
Social Worker/Senior Social Worker	02/10/2017	01/10/2018	28/10/2018	69	5	74
Senior Social Worker	03/10/2016	01/10/2018	28/10/2018	131	5	136
Social Worker	05/06/2017	01/10/2018	28/10/2018	80	4	84
Social Worker	04/12/2017	01/10/2018	28/10/2018	73	6	79
Occupational Therapist	07/10/2013	01/10/2018	28/10/2018	324	5	329
Senior Social Worker	01/05/2017	01/10/2018	28/10/2018	99	5	104
Social Worker/Senior Social Worker	04/09/2017	01/10/2018	28/10/2018	76	5	81
Occupational Therapist	03/12/2015	01/10/2018	28/10/2018	194	5	199
Occupational Therapist	06/06/2016	01/10/2018	28/10/2018	167	5	172
Service Manager for OPSPD	02/04/2018	01/10/2018	28/10/2018	66	10	76
Residential Care Worker	01/04/2012	01/10/2018	28/10/2018	178	2	180
Programme Lead-Urgent & Emergency Care	01/03/2018	01/10/2018	28/10/2018	89	11	100
Social Worker (CHC)	03/01/2017	01/10/2018	28/10/2018	81	3	84
Case Progression Manager	07/04/2014	01/10/2018	28/10/2018	409	8	417
Child Protection Chair	01/07/2015	01/10/2018	28/10/2018	188	7	195
Child Protection Chair	20/07/2015	01/10/2018	28/10/2018	246	6	252
Early Years Practitioner	12/09/2014	01/10/2018	28/10/2018	52	1	53

Post Title	Original Start Date	Approved From	Proposed End Date	Previous Approval £'000	Approved £'000	Total £'000
Early Years Practitioner	24/02/2014	01/10/2018	28/10/2018	65	1	66
Early Years Practitioner	23/02/2015	01/10/2018	28/10/2018	75	2	77
Education Health and Care Officer	01/07/2017	01/10/2018	28/10/2018	47	4	51
Educational Psychologist	24/01/2017	01/10/2018	28/10/2018	64	2	66
Educational Psychologist	16/10/2016	01/10/2018	28/10/2018	64	3	67
Educational Psychologist	15/08/2016	01/10/2018	28/10/2018	130	7	137
Educational Psychologist	15/11/2015	01/10/2018	28/10/2018	207	7	214
Educational Psychologist	01/03/2016	01/10/2018	28/10/2018	258	12	270
Independent Domestic Violence Advisor	12/01/2015	01/10/2018	28/10/2018	126	4	130
SEND Manager	05/02/2018	01/10/2018	28/10/2018	47	7	54
SENDIASS Manager	02/05/2017	01/10/2018	28/10/2018	49	6	55
Senior Social Worker	29/06/2017	01/10/2018	28/10/2018	107	6	113
Senior Social Worker	01/04/2013	01/10/2018	28/10/2018	107	6	113
Senior Social Worker	06/06/2016	01/10/2018	28/10/2018	110	6	116
Senior Social Worker	21/11/2017	01/10/2018	28/10/2018	117	6	123
Senior Social Worker	05/10/2015	01/10/2018	28/10/2018	162	6	168
Senior Social Worker	30/04/2012	01/10/2018	28/10/2018	311	6	317
Senior Social Worker	19/12/2011	01/10/2018	28/10/2018	400	6	406
Social Worker	02/07/2017	01/10/2018	28/10/2018	57	6	63
Social Worker	23/10/2017	01/10/2018	28/10/2018	67	5	72
Social Worker	10/07/2017	01/10/2018	28/10/2018	68	6	74
Social Worker	14/08/2017	01/10/2018	28/10/2018	90	5	95
Social Worker	06/04/2017	01/10/2018	28/10/2018	99	6	105
Social Worker	13/11/2016	01/10/2018	28/10/2018	116	6	122
Social Worker	21/11/2016	01/10/2018	28/10/2018	119	6	125
Social Worker	26/08/2016	01/10/2018	28/10/2018	124	5	129
Social Worker	27/10/2016	01/10/2018	28/10/2018	128	6	134
Social Worker	07/11/2016	01/10/2018	28/10/2018	130	5	135
Social Worker	16/12/2016	01/10/2018	28/10/2018	133	6	139
Social Worker	01/04/2013	01/10/2018	28/10/2018	140	6	146
Social Worker	21/08/2016	01/10/2018	28/10/2018	144	6	150
Social Worker	07/11/2016	01/10/2018	28/10/2018	146	6	152
Social Worker	11/07/2016	01/10/2018	28/10/2018	154	6	160
Social Worker	28/03/2016	01/10/2018	28/10/2018	159	5	164
Social Worker	01/04/2013	01/10/2018	28/10/2018	165	6	171
Social Worker	03/07/2016	01/10/2018	28/10/2018	170	6	176
Social Worker	01/08/2015	01/10/2018	28/10/2018	181	6	187
Social Worker	04/07/2016	01/10/2018	28/10/2018	183	6	189
Social Worker	04/05/2015	01/10/2018	28/10/2018	217	5	222
Social Worker	04/05/2015	01/10/2018	28/10/2018	240	6	246
Social Worker	13/04/2015	01/10/2018	28/10/2018	241	6	247
Social Worker	05/09/2014	01/10/2018	28/10/2018	312	6	318
Social Worker	11/08/2014	01/10/2018	28/10/2018	321	6	327

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank