



HILLINGDON  
LONDON



# Residents, Education and Environmental Services Policy Overview Committee

## Councillors on the Committee

Wayne Bridges (Chairman)  
Michael Markham (Vice-Chairman)  
Allan Kauffman  
Devi Radia  
Stuart Mathers  
John Morgan  
Paula Rodrigues  
Jan Sweeting  
Steve Tuckwell

## Co-Opted Member

Tony Little

**Date:** TUESDAY, 25 FEBRUARY  
2020

**Time:** 7.00 PM

**Venue:** COMMITTEE ROOM 5 -  
CIVIC CENTRE, HIGH  
STREET, UXBRIDGE

**Meeting  
Details:** Members of the Public and  
Media are welcome to attend.

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Putting our residents first

Lloyd White  
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# Terms of Reference

The Following Terms of Reference are common to all Policy Overview Committees (referred to as “The overview role”):

1. To conduct reviews of policy, services or aspects of service which have either been referred by Cabinet, relate to the Cabinet Forward Plan, or have been chosen by the Committee according to the agreed criteria for selecting such reviews;
2. To monitor the performance of the Council services within their remit (including the management of finances and risk);
3. To comment on the proposed annual service and budget plans for the Council services within their remit before final approval by Cabinet and Council;
4. To consider the Forward Plan and comment as appropriate to the decision-maker on Key Decisions which relate to services within their remit (before they are taken by the Cabinet);
5. To review or scrutinise decisions made or actions taken by the Cabinet, a Cabinet Member, a Council Committee or an officer.
6. To make reports and recommendations to the Council, the Leader, the Cabinet, a Policy Overview Committee or any other Council Committee arising from the exercise of the preceding terms of reference.
7. In accordance with the Local Government and Public Involvement in Health Act 2007, to consider ‘Councillor Calls For Action’ (CCfA) submissions.

To perform the policy overview role outlined above in relation to the following matters:

1. Education Services and statutory education authority functions
2. School performance and attainment
3. School Transport
4. Relationships with Local Academies / Free Schools
5. Pre-School & Early Years Services
6. Youth Services & Careers Services
7. Juvenile justice & probation services
8. Adult Learning
9. Education and learning partnerships
10. Music & The Arts
11. Highways, traffic, parking & street environment
12. Local transport, including rail, cycling & London Underground
13. Footpaths and Bridleways
14. Road safety and education
15. Planning & Building Control
16. Libraries
17. The Borough’s heritage and history
18. Sport & Leisure services
19. Waste management & recycling
20. Green spaces, allotments, woodlands, conservation and sustainable development
21. Consumer Protection, Trading Standards & Licensing
22. Registrars & Bereavement Services
23. Local watercourses, drainage and flooding
24. Environmental Health, Air & Noise Quality
25. Local impacts of Heathrow expansion
26. Local impacts of High Speed Rail

# Agenda

## **Chairman's Announcements**

- |           |   |         |
|-----------|---|---------|
| <b>1</b>  | Apologies for Absence   |         |
| <b>2</b>  | Declaration of Interest in matters coming before this meeting   |         |
| <b>3</b>  | To confirm that all items marked Part 1 will be considered in Public and that any items marked Part 2 will be considered in Private |         |
| <b>4</b>  | To agree the Minutes of the previous meeting  | 1 - 10  |
| <b>5</b>  | Draft School Improvement Strategy 2020-2023   | 11 - 38 |
| <b>6</b>  | Quarterly School Places Planning Update incl. September 2020  | 39 - 48 |
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| <b>8</b>  | Verbal Update on Progress of Review into Littering and Fly-Tipping  | -       |
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## Minutes

### RESIDENTS, EDUCATION AND ENVIRONMENTAL SERVICES POLICY OVERVIEW COMMITTEE

21 January 2020

Meeting held at Committee Room 5 - Civic Centre,  
High Street, Uxbridge



|     |   |
|-----|---|
|     | <p><b>Committee Members Present:</b><br/>Councillors Wayne Bridges (Chairman), Michael Markham (Vice-Chairman), Allan Kauffman, Devi Radia, Stuart Mathers, Paula Rodrigues, Jan Sweeting, Steve Tuckwell and John Morgan</p> <p><b>LBH Officers Present:</b><br/>Neil Fraser (Democratic Services Officer), Paul Richards (Head of Green Spaces, Sport and Culture), Marcus Briginshaw (Finance Manager), Dan Kennedy (Director, Housing, Environment, Education, Performance, Health &amp; Wellbeing), Debbie Scarborough (Adult &amp; Community Learning - Service Manager), Graham Young (Lead Finance Business Partner) and Cathy Knubley (Head of Waste Services)</p> |
| 50. | <p><b>APOLOGIES FOR ABSENCE</b> (<i>Agenda Item 1</i>)</p> <p>None.</p>   |
| 51. | <p><b>DECLARATION OF INTEREST IN MATTERS COMING BEFORE THIS MEETING</b> (<i>Agenda Item 2</i>)</p> <p>None.</p>   |
| 52. | <p><b>TO CONFIRM THAT ALL ITEMS MARKED PART 1 WILL BE CONSIDERED IN PUBLIC AND THAT ANY ITEMS MARKED PART 2 WILL BE CONSIDERED IN PRIVATE</b> (<i>Agenda Item 3</i>)</p> <p>It was confirmed that all items would be considered in public.</p>  |
| 53. | <p><b>TO AGREE THE MINUTES OF THE PREVIOUS MEETING</b> (<i>Agenda Item 4</i>)</p> <p>Members highlighted that the SEN Strategy, circulated following the previous meeting, was now out of date. It was requested that the new strategy be considered at a future meeting of the Committee, once available.</p> <p><b>RESOLVED:</b> That the minutes of the meeting held on 4 November 2019 be approved as a correct record.</p>   |
| 54. | <p><b>NEW SCHOOL IMPROVEMENT STRATEGY</b> (<i>Agenda Item 5</i>)</p> <p>The item was deferred to a future meeting of the Committee.</p>   |
| 55. | <p><b>CABINET'S BUDGET PROPOSALS FOR NEXT FINANCIAL YEAR</b> (<i>Agenda Item 6</i>)</p> <p>Marcus Briginshaw (Finance Manager), and Graham Young (Lead Finance Business</p>   |

Partner), introduced the report detailing Cabinet's budget proposals for the next financial year.

Officers confirmed that the report was the second of two regular annual appearances from the Council's finance team on the budget setting process. The first report, considered in summer 2019, confirmed the size of the challenge ahead, with an update on the current budget gap, and advised that work was underway to address the budget gap through savings, contingency and growth proposals.

The report set out the context of the budget recommendations, updates on funding and spend to recalculate the budget gap, and details of specific proposals within the remit of the Committee.

Current projections remained in line with those presented in the summer, with funding updates from the Chancellor's Spending Review adding a marginal £0.7m net funding to the Council. This had resulted in a forecasted budget gap of £27.7m for the three years to 2023, made up of the £20m savings to be identified in Table 1 of the report, plus the £7.7m of current savings proposals. This budget gap remained consistent with previous years and with other Local Authorities.

The budget gap assumed an inflationary uplift to Council Tax of 1.8% per annum, based on 90% of the assumed uplift across London. In addition, for the first time, the Council was proposing to utilise the Social Care Precept and add a further 2% rise in Council Tax, as it was apparent that this was a key element of Government's funding strategy for Social Care in 2020/21. The total 3.8% increase in Council Tax added £43.31 per year to the average Band D Council Tax liability, or £0.83p per week.

The 2020/21 budget gap was the result of 3 areas:

- £13m demand-led and inflation (population growth) for continuing the same services;
- £6m financing for Councils capital investment, increasing to £12.4m by 2024/25; and
- £8m savings deferred from previous year in line with Council's saving strategy agreed in February 2019.

The Committee asked a number of questions, including:

**How was the near £14m designated schools deficit going to be managed? In the past, this had predominantly related to High Needs Places funding, and the Council had previously requested that the School Forum contribute to this funding. Was this likely to happen again?**

It was accepted that the schools deficit was an area of concern. To help manage this, a request had been made to the Department for Education (DfE) to transfer money from the schools block in an effort to close the gap in-year.

With regard to High Needs Places funding, there was additional funding available from the Government and through the Council, and further detail could be shared once the new strategy was finalised.

Some members commented that, with the Fair Funding formula and the reduction in numbers that some primary schools were experiencing, there was difficulty in balancing the books in respect of schools. It was suggested that Council should recognise the pressures schools were facing and not ask too much of schools, in relation to High

Needs funding.

**The report set out an approximate £17m reduction in funding for expansion of secondary schools. Was this due to a large forecasted drop in the projected numbers of pupils moving forward?**

Primary and secondary school place forecasts were based on population projections from the GLA which were showing a reduction in the need for places due to a variety of factors including parental preference, residential development etc. This was resulting in a projected move to an extra 3 forms of entry in the north of the Borough, and 1.5 forms of entry in the south of the Borough. Planned investment was therefore being reduced in line with these projections. However, modelling and forecasting continued to be carried out annually, and the need for continued investment to meet the overall high need remained. The peak forecasted was for entry in September 2022, when it is forecast that an extra 8 forms of entry will be required to meet demand across the Borough.

Members raised concerns that the increase in the charges for the processing of DIY and trade waste at amenity sites could potentially incentivise fly-tipping.

Labour Group Members expressed concerns over the budget, with specific reference to the Council's use of capital receipts to fund some aspects of transformation, which was felt to disguise cuts to services or headcount around the BID team. It was stressed that the Council should aim to ensure that it was maximizing fundraising and income, such as external grants, to make best use of Arts and Leisure provision.

Labour Members also reminded the Committee of its remit to monitor Council services to ensure the Council was continuing to fulfil its obligations in light of cuts to services. An example of issues with the SEND service was highlighted, including reports that the Council was not achieving the 20 week statutory requirement for Education and Healthcare Plans, with statistics available showing that in 2018, Hillingdon was the seventh worst in London for achieving that target. In addition, an elderly resident at Christmas was informed that she owed money to the Council when in fact it was the Council that owed money to her. This had been a great source of stress to this resident, who was still awaiting a resolution to the issue.

Other Members responded by stating that they felt that the Committee's role was to monitor the overall policy rather than its direct implementation, a function that they felt the Committee was fulfilling. Members highlighted the regular reports received by the Committee, and the regular opportunities given to the Committee to challenge officers.

Members noted the contents of the report, and Councillor Tuckwell suggested:

*'That it was gratifying to see that, despite the financial pressures faced by the Council, the Capital Programme was able to provide adequate funds for projects to maintain and improve services for residents, such as the resurfacing of roads and footpaths, an increase in youth provision, and new leisure and sports facilities. In addition, the Committee was pleased to recognise the Council's recruitment of additional ASBET enforcement officers, its support for additional duties from the Environment Bill, and the allocation of resource aligned to animal welfare, and supported and endorsed the Council's approach when reviewing fees and charges with a view to keeping within 90% of that of neighbouring boroughs.'*

Following a proposal by the Chairman, the above comments were approved by the Committee as comments to be submitted on the budget. It was noted that Labour Group Members did not endorse these comments.

**RESOLVED:**

- 1. That the report be noted;**
- 2. That the Committee's agreed comments on the budget be included in the forthcoming report to the Corporate Services, Commerce and Communities Policy Overview Committee.**

**56. INFORMATION ITEM ON ADULT LEARNING** (*Agenda Item 7*)

Debbie Scarborough (Adult and Community Learning Service Manager) introduced a report detailing the Council's Adult Learning programme.

Members asked a number of questions, including:

**What was the overall budget for adult learning, and how many used the service? Was the service providing value for money?**

In total, funding was circa £1.9m, with the Council contribution at approximately £70K (of which 40k was being utilised), and all other funding coming from external sources such as the Greater London Authority (GLA), the City of London Corporation and the Education Funding Agency (EFA). This included £50k for adult learning loans and £20k for early years training (such as child minding). A new project called 'Talk English', aimed at working with women with very poor English skills was budgeted at just over £42k. 2,236 Hillingdon residents were engaging with the service over the last academic year. This increased to circa 3,000 when including non-residents. It was felt that the services gave excellent value for money per head.

**Local authority contribution was £70k, of which only about £40k was being utilised. Why?**

The service aimed to break even, and so tried to use as little funds as possible while still delivering the required services. However, the actual utilisation of funds changed year on year, based on demand.

**Were venues being reviewed for suitability, for instance, parking provision? Were new venues being sought?**

Current venues were regularly checked for suitability. The vast majority of venues were felt to offer excellent facilities, transport links and parking provision. It was accepted that the Brookfield venue had issues with parking provision, and everything possible was being done to allow attendees to park at the venue, it was accepted that parking was at a premium in that part of London. The service was not looking at new venues.

**How did the service assess need across the Borough? It was noted that arts workshops were uncommon in the south of the Borough.**

Firstly, the previous year's data was reviewed, including a review of which courses were filled, and which were not. National, regional and local priorities and drivers were also key drivers for curriculum planning. This, together with feedback from learners and partners, helped to inform the services for the future year. In addition, approximately 30% of the work being carried out was 'off brochure' which allowed bespoke partnership agreements with schools and partners, etc., to meet specific needs identified. With regard to the south of the Borough, it was a reality that different areas had different needs or demand. The service attempted to tailor provision to the needs



of different community groups or partners.

**Was the service seeking to expand the number of residents it engaged with? Did the service work with groups such as the Workers Educational Association (WEA)?**

The service did not work directly with the WEA or other groups, though did have small partnership agreements based on their own offerings, e.g. horticultural courses. With regard to expansion, against a background of declining numbers nationally, the service was struggling to meet demand for courses such as digital skills, English and mathematics. The services therefore aimed to reach people and guide them through the various stages of building skills to empower them to enter into employment, etc.

**How was feedback obtained?**

Feedback was obtained through surveys, Ofsted reports, open days, etc. In addition, there was a Learning Council (elected from learners themselves) who provided direct feedback and acted as 'secret shoppers'. All feedback was reviewed and acted upon to improve services, where relevant.

**What strategy was in place try and increase the percentage of learners that were coming from deprived backgrounds?**

Primarily this was done as outreach work through partnerships with community groups. Additionally, A bid had been entered for an 'Innovation Fund' from the GLA which, if successful, would give another £150k for use via the outreach centres to reach more potential learners. The aim was to engage with more people who, in turn, would promote the service to their own community or groups.

**What were the biggest obstacles remaining to the service?**

It was accepted that funding was always the biggest obstacle remaining to the service, as this dictated the amount of staff available, and therefore the work that could be carried out. In addition, promotion and awareness of the service was an issue, and work was being undertaken with the Council's corporate communications team to address this.

It was agreed that the most recent annual service self-assessment report be shared with the Committee following the meeting.

The Committee also requested that a further report on the updated strategic plan for the adult learning service be brought to the Committee, once available.

**RESOLVED:**

- 1. That the report be noted;**
- 2. That the most recent annual service self-assessment report be shared with the Committee; and**
- 3. That a report on the updated strategic plan for the service be considered for inclusion on the Committee's work programme.**

Paul Richards (Head of Green Spaces, Sport and Culture) introduced a report detailing the Council's provision of services for young people within the Borough.

Members asked a number of questions, including:

**The report did not list any groups within Northwood/Northwood Hills ward. Was this correct?**

The groups within the wards could be checked, and Members updated, following the meeting.

One youth centre in Northwood was not available due to building works being undertaken to address a severe case of damp. Surveyors and specialist's had now been engaged to create an actions plan that would properly address the issues on site.

**What was the total budget for youth provision, and how many users aged 8-19 were engaging with the Council?**

Universal services mostly comprised the various youth centres, for which the budget was £546k. There had been 32,000 attendances to Universal Youth Services sessions over the last year.

**What had been the impact of separating the targeted and universal services for young people? Did the two areas work together at all?**

The two services had been separated but there remained some crossover, for example, the Fiesta programme was a universal service provided places for young people identified by the targeted services. The two areas would continue to work closely together when there were synergies between their respective areas.

**What strategy or plan was there to make sure that there was a youth offer directly delivered by the youth service across the whole of the Borough?**

Lack of direct provision in certain areas, such as Harefield, had been noted. However, data received showed that young people from the Harefield area were attending sessions at Fountains Mill Young People's Centre, so it was clear that services were being offered and engaged with. Travel was easy and incentivised for young people, through the Borough's transport system.

With regard to strategy, the service faced challenges such as understanding and accommodating young people's changing desires. For example it had been found that many young people were not interested in attending Youth Centres, and so the service was attempting to understand why this was. In addition, the difficulty in recruiting and retaining skilled youth workers remained a challenge. To meet this challenge, recruitment was currently underway. Currently, there were no plans to expand the number of youth centres, but instead maximise on the existing resources.

The promotion of sport across the Borough had been a big success, and the Council was continuing to fund facilities such as new football pitches, club houses and the like. This was in direct response to feedback from the young people and the uptake of these sports services, while aligning with the interests of the young people, also promoted good health and wellbeing.

Youth Centres also included kitchen areas where cookery courses for young people were being held.

### **How did the Council engage with uniformed youth groups to promote youth services across the Borough?**

While the groups operated independently of the Council, the Council valued and supported the work they were doing. This included helping through financial grants, e.g. for the provision of a new minibus, or renovations to their premises, etc. Financial support ensured that the groups could continue to operate and grow. Promotion of recruitment for group leaders/adults could also be undertaken via advertisements in Hillingdon People, libraries, etc.

### **How did the Council engage with the Youth Council?**

The Council valued and listened to feedback from the Youth Council, but it was important to recognise that this was just one voice. The Council aimed to regularly engage with youth, and to this end visited schools to promote Council led services such as the youth centres of the Duke of Edinburgh Award.

### **How were the services helping young people who faced significant challenges such as a lack of engagement, confidence, education etc?**

The targeted youth services area would focus on meeting the needs of those young people identified as having significant particular needs. Universal services could help with matters such as social isolation within the school holidays, and officers were exploring how to bolster the provision during these holiday times. In addition, the Police ran the Cadet programme, and the Fire Brigade ran a similar program, which aimed to engage with young people and develop skills, social inclusion and self esteem.

It was agreed that further work on how to promote the available services to young people was required.

Councillor Mathers confirmed that he would engage with officers following the meeting to request further information on this topic, to be shared with the Committee.

### **What did the further £2.5m for youth services, as set in the Council's budget, comprise?**

This figure comprised funding for the new leisure centre within West Drayton, which in turn would provide opportunities for young people activities and groups to operate out of that site. The funding was also set aside for the relocation of a vehicle hub, the Looked After Family Acorn Centre, and a new site for the Young People's Centre.

Members suggested that Youth Services be considered as the potential next major review of the Committee.

### **RESOLVED:**

- 1. That the report be noted;**
- 2. That officers feed back on the provision of uniformed groups in Northwood/Northwood Hills;**
- 3. That Councillor Mathers engage with officers to request further information to be shared with the Committee, and**

**4. That Youth Services be considered as the potential next major review of the Committee.**

**58. REVIEW: TACKLING LITTERING AND FLY TIPPING WITHIN HILLINGDON - FINDINGS (Agenda Item 9)**

Members discussed the draft recommendations resulting from the review, which had been circulated prior to the meeting.

Members were supportive of the draft recommendations, but made the following suggestions for additions:

- That the Council consider a corporate poster campaign across the Borough, including:
  - That posters regarding fly-tipping as an expensive menace be put up in every public space controlled by the Council, including libraries, community facilities, etc. Mr Brough's suggestion of posters including details of fines could also be considered;
  - That the Council liaises with Housing Associations so that notice boards in blocks of flats etc, can also include these posters;
  - That there is a rolling programme of design for the posters which include work from children and schools ensuring that posters are continually refreshed and are eye-catching. Schools could also be encouraged to run poster design competitions, with prizes;
  - That the Council instigate the use of glow-in-the-dark signs and posters;
  - That the cost of fly-tipping be highlighted on any posters and notices, as well as within Hillingdon People, and in the annual Council Tax letter;
  - That the posters are larger and are made of durable materials;
  - That posters are places on walls and fences at strategic locations;
- That the Council consider the use of banners, such as in the high Street, to advertise fines;
- That areas with high instances of fly-tipping be provided with more visible enforcement and support;
- That additional CCTV cameras be places in fly-tipping hotspots and that new columns be erected to accommodate these new cameras if nearby lampposts are not of sufficient height;
- That the Council signs up to the Keep Britain Tidy network;
- That the cost of fly-tipping, by ward, be advertised in Council documents, posters, and on the website;
- That officers report on other authorities with effective practices;
- That shopkeepers and small business be educated on their responsibilities;
- That the Council carefully consider their use of paper when implementing any recommendations;

|     |   |
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|     | <ul style="list-style-type: none"> <li>• That the Council take a strategic approach to flats and small dwellings where residents were unable to store waste or large items prior to disposal.</li> </ul> <p>The need to engage with residents, and particularly young people, to set the ‘tone’ was highlighted.</p> <p>Officers advised that they were due to attend a fly-tipping seminar on 4 February where best practice could be shared.</p> <p><b>RESOLVED: That the suggested additional recommendations be reviewed for feasibility by the clerk, in consultation with the Chairman and Labour Lead.</b></p>   |
| 59. | <p><b>CABINET FORWARD PLAN</b> (<i>Agenda Item 10</i>)</p> <p><b>RESOLVED: That the Cabinet Forward Plan be noted.</b></p>  |
| 60. | <p><b>WORK PROGRAMME</b> (<i>Agenda Item 11</i>)</p> <p>Consideration was given to the Work Programme.</p> <p>Regarding the forthcoming item on educational standards, Members requested that any data on how Hillingdon was comparing to its statistical neighbours and other nearby local authorities be included in a table, for ease of reference.</p> <p>Members reiterated the earlier request that Youth Services be considered as the Committee’s next major review.</p> <p>It was requested that the clerk confirm whether the remit of the Committee would be changing, following the recent changes to Cabinet portfolios.</p> <p><b>RESOLVED: That the work programme be noted.</b></p> |
|     | <p>The meeting, which commenced at 7.00 pm, closed at 8.55 pm.</p>  |

These are the minutes of the above meeting. For more information on any of the resolutions please contact Neil Fraser on 01895 250692.

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## Draft School Improvement Strategy 2020-2023

|                           |   |
|---------------------------|---|
| <b>Committee name</b>     | Residents, Education and Environmental Services Policy Overview Committee |
| <b>Officer reporting</b>  | Dan Kennedy, Resident Services  |
| <b>Papers with report</b> | Hillingdon Draft School Improvement Strategy 2020 - 2023                  |
| <b>Ward</b>               | All   |

### HEADLINES

This report provides the Committee with an overview of the draft Hillingdon School Improvement Strategy (appendix 1). This updated draft strategy builds on the '*Partnership for Success - A Strategy for School Improvement 2015-18*'. The strategy has been refreshed to be schools-led, promoting collaboration working to raise standards and attainment in Hillingdon schools, building on the success to date. Further work is planned to discuss the strategy with schools before it is finalised.

### RECOMMENDATIONS:

**That the Committee:**

- 1. Note the proposed strategy.**
- 2. Provide comments on the draft strategy to inform discussion with schools, particularly the role of the local authority.**

### SUPPORTING INFORMATION

#### Background

The School Improvement Service works in partnership with our Teaching Schools through the Hillingdon Local Education Area Partnership (LEAP). This group led on revising the original strategy, '*Partnership for Success - A Strategy for School Improvement 2015-18*'.

The Local Authority and schools are working together to provide all schools in the borough with access to high quality improvement professionals and services.

#### Structure

The strategy has two core areas, and includes an appendix;

- Vision, Intent and Partnership Success Model

- Statutory Duty to Deliver School Improvement
- Appendix A - Risk Assessment of Schools

## **Vision, Intent and Partnership Success Model**

The first section outlines the vision for children and young people, for schools and for Hillingdon Council, working in partnership together through LEAP. The principles that were developed in the previous strategy are included and re-stated.

## **Statutory Duty to Delivering School Improvement**

This section outlines the statutory duty Hillingdon Council is guided by and explains how schools causing concern will be identified and managed using intervention powers. The Department for Education updated its School Causing Concern Guidance in September 2019, which led to minor changes in this section.

## **Proposed Priorities**

From discussion with Head Teachers to date and from a review of the education outcomes for Hillingdon residents the following priorities are proposed over the next 3 years. We want Hillingdon's younger residents to have the best start in life with access to the best education on offer.

- All schools to be graded by Ofsted as 'good' or better
- Closing the attainment gap for disadvantaged children and vulnerable learners
- Raising attainment and improving destination outcomes post 16
- Continuing to develop the local education area partnership as a schools-led model promoting shared working, common goals and shared resources

## **Appendix A - Risk Assessment of Schools**

A transparent risk assessment and categorisation model has been introduced to help all stakeholders understand how the risk assessment process operates. All schools can be categorised into in one of three groups:

- **Self-improving** and need no further support
- Require **targeted** support, where one or two aspects need to improve
- Require **intensive** support, where support across a number of aspects are needed

A benchmark table is provided to breakdown the risk assessment and categorisation process.

To support schools to continuously improve, it is important that the School Improvement Service works with schools to ensure they have access to the best national, regional and local practice.



## **Consultation / Working with Schools**

This proposed strategy will be subject to further discussion and review with a wider range of stakeholders. Consultation will be undertaken widely, to capture a variety of stakeholders, as follows:

- Headteachers
- Chairs of Governors
- Strategic and operation education groups and forums
- Council services
- Others as identified

A consultation-survey has been prepared along with focus group meetings to gather feedback. The strategy will be amended based on feedback and will be presented to Members for endorsement.

## **Implications on related Council policies**

There are no direct implications on Council policies anticipated.

## **How this report benefits Hillingdon residents**

This strategy aims to help every child in the borough to be successful and fulfilled learners, reaching their potential and thriving within inspirational and outstanding educational settings.

## **Financial Implications**

None at this stage.

## **Legal Implications**

None at this stage.

## **BACKGROUND PAPERS**

Draft Hillingdon School Improvement Strategy 2020 - 2023.

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**Appendix 1**

# Hillingdon

## **Draft School Improvement Strategy 2020-23**

***Our partnership for success***

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## 1. Introduction

### 1.1. Vision

The children of Hillingdon deserve the best. We firmly believe that all children in the borough should receive at least a good or better education.

Our **vision** is for every child in the borough to be successful and fulfilled learners, reaching their potential and thriving within inspirational and outstanding educational settings.

The **principles** that underpin our vision for school improvement are:

- That school improvement systems are most effective when they are based on partnership and collaboration.
- That local solutions, supported by national best practice, are often best placed to drive improvement.
- That challenge and support mechanisms across the borough should be transparent, clearly understood by all and open to interrogation to ensure the greatest impact on outcomes and opportunities for our young people.
- That the Hillingdon Local Education Area Partnership (LEAP) will work together to ensure the highest standards of education for all young people within the borough of Hillingdon, and will provide support and challenge to address concerns around underperformance.

The **purpose** of this strategy is to clearly articulate the shared vision of the wider Hillingdon School Improvement partnership. It is intended to be schools-led, working in partnership with the Council and other partners.

The central **aim** of this strategy, which has been developed in consultation and partnership with system leaders across Hillingdon, is to ensure that **all children, no matter where they live in the borough, access schools and settings that are judged to be at least good and which are constantly aspiring to improve to become, and remain, outstanding.**

## 1.2. Vision into Partnership Action

Our Hillingdon LEAP is committed to fulfilling all statutory duties around school improvement and to developing, promoting and, in doing so, championing a strong and effective school-led model of improvement.

It is the partnership's intention that, by working collaboratively, a wide range of school leaders and partners, through the early identification of concerns, can facilitate any support necessary to ensure the resolution of difficulties. We know that schools have the skills, expertise and ability to meet many of their own challenges and we will work in partnership with them to maximise their potential to develop and improve.

We believe that, within the dynamic and diverse national landscape, local education area partnerships must work flexibly and openly to drive and maintain improvement. We are committed to shaping and supporting the school-led improvement offer through our strong links and formal partnerships with a range of key improvement partners. Our partnership includes our local Teaching Schools and other successful local providers, executive committees, and outstanding school leaders. We will also work more widely by drawing, where appropriate, on the skills of the Higher Education sector, the office of the Regional Schools' Commissioner and Ofsted.

We will utilise a range of existing networks to consult regularly with school leaders across the borough and will respond to feedback by communicating regularly with leaders and strategic partners.

Our SSPB (**Schools' Strategic Partnership Board**) will act as the central leadership forum for school improvement by developing, promoting and quality assuring our shared school improvement strategy. This key leadership group is strategically aligned with a range of partners in order to best represent the needs and vision of school leaders and professionals across the borough and to secure shared accountability for outcomes for children in Hillingdon. The SSPB will act as the champion of the borough-wide school improvement strategy, providing direction, challenge and innovative practice into our school improvement offer as a result of members' links with the best local and national expertise.

### 1.3. Our Intent

The over-arching intention of our strategy is to ensure that, by August 2022, standards of progress and attainment across the borough:

- Aim high so that all schools in the borough are judged good or better.
- Compare favourably and are strong against those of our statistical/borough neighbours.
- Match and exceed rates of improvement in line with London data so that Hillingdon children can be sure of outcomes that are as strong as those for young people across London.
- Are in line with national medians for key progress and attainment measures.
- Demonstrate that we are closing the gap rapidly for young people from our most vulnerable groups (including those who are disadvantaged, children with special educational needs and those most at risk of school and social exclusion).

As a partner, Hillingdon Council will undertake its duties with regard to promoting the highest standards of education for young people in Hillingdon by:

- Retaining an accurate and up-to-date overview of the performance and effectiveness of all schools across the borough and sharing this with stakeholders regularly to scrutinise Hillingdon's school provision against London and national averages.
- Collaborating with partners to tackle key barriers to school improvement at borough, phase/setting and individual school level.
- Encouraging Headteachers and school leadership teams to set and achieve aspirational targets for all.
- Identifying and challenging underperformance at the earliest stages.
- Sign-posting and, where necessary, brokering appropriate support in a timely and effective manner.
- Intervening without delay where schools require rapid improvement.
- Identifying and assisting vulnerable young people so that they may sustain their engagement in education, employment and training.
- Securing sufficient high quality early years provision, in support of children's development and readiness for school.

## 1.4. Six Stands for Success Model

The shape of our strategy is captured in our 'Six Strands for Success', which we are committed to integrating and securing across the borough to ensure robust whole system improvement.



Figure 1 - Six Stands for Success Model

### Strand 1: Securing Outstanding Leadership & Governance

This strand is fundamental to the success of school improvement in Hillingdon. Strong, effective and skilled leadership provides the foundation for high quality education, better life chances for young people and improved outcomes for all stakeholders. Leadership thrives in communities, which promote aspiration and ambition and allow for autonomy and creativity. Hillingdon LEAP is committed to supporting the development of exceptional leadership in a variety of ways:

- By linking established and effective leaders with emerging and aspiring leaders to share practice and strengthen leadership outcomes across the borough.



- By developing and supporting an Executive Headteacher pool to provide interim leadership capacity for schools facing challenge and to facilitate opportunities for Deputy Headteachers to undertake headship within their own schools.
- By working closely with governing bodies and providers to identify, develop and place consistently excellent governance solutions in all schools.
- By engaging with school leaders transparently and strategically through connections with the SSPB, Schools' Forum and other executive committees.
- By working with local school improvement partners within the Teaching Schools, NLE (National Leaders in Education) / LLE (Local Leaders in Education) clusters and elsewhere to ensure that any skills-gap in leadership is filled quickly and effectively.
- By bringing leaders together to explore school improvement and leadership and to learn from best practice in this field locally, nationally and through Hillingdon Council's links with Ofsted.
- By providing access to external School Review mechanisms and data analysis solutions, designed to ensure that school leaders have the information that they need to self-evaluate and target improvement activities accurately.

## Strand 2: Borough Overview

The purpose of this strand is to ensure that the borough retains an accurate and holistic overview of school effectiveness and performance at all times. The overview should be inclusive and will encompass all maintained and academy/free school data and intelligence, alongside qualitative evaluations from the widest range of professional partners. The overview, in the form of our School Improvement Overview Database, includes data from the DfE (Department for Education) performance tables, Ofsted data dashboards, and other data sources. This is fundamental to ensuring that we know our context in detail, in real time and over time.

At whole borough level, themes (including areas of expertise, best practice and the most positive outcomes as well as areas of concern or challenge for our schools) will be identified via this database. Themes will be shared through our links with our strategic partners and the SSPB to shape borough-wide improvement activities and interventions. The school improvement function within Hillingdon Council will also use information and data from the database or other areas to inform Risk Assessment activities at the beginning of each term and, in some cases, to trigger consideration of placement on the borough Schools At Risk Register. *(Please see Strand 6: Schools at Risk & Interventions for more detail).*

### **Strand 3: Communication & Navigation**

The purpose of this strand is to provide a clear and consistent channel for communication and sign posting that is accessible to all schools. Alongside the cultivation of positive and trusting relationships with individual schools through regular contact between the school improvement service and school leaders throughout the borough, an additional range of mechanisms will be used to provide timely updates on important local and national priorities, opportunities and concerns.

The School Leaders' Briefing will provide operational and strategic school improvement headlines and highlight local opportunities for improvement.

The development of the LEAP portal will complement this process, providing a crucial central point of access, available to all schools, for a variety of school developmental initiatives and opportunities.

LEAP conferences running alongside a wide range of other borough-wide improvement initiatives (please see Strand 4: LEAP Improvement Initiatives) will provide a broad menu of choice for school leaders who have identified their priorities for improvement and would like to work with partners to effect positive change.

In this way, we will ensure that no school or leader feels isolated or unsupported in the journey to outstanding and that all schools across the borough are able to access the support that they need, in the way that feels right for them and at the time that it is needed.

### **Strand 4: LEAP Improvement Initiatives**

The purpose of this strand is to facilitate time-limited partnership improvement initiatives, based around key themes of challenge or concern in the borough. The themes will arise from our analysis of the School Improvement Overview Database and will be agreed by SSPB.

It is recognised that Hillingdon schools already benefit from a diverse and strong school-led support and improvement offer, which includes a range of local partnerships and cluster-groups. LEAP improvement initiatives should be used to complement this offer and may also provide a route for pockets of good practice within established partnerships to grow and reach a wider range of school leaders in the borough. The partnership improvement initiatives, facilitated by

school leaders and other appropriate professional colleagues, will provide the opportunity for schools to collaborate beyond traditional partnership/setting/phase structures and to examine, develop and share best practice in their focus field. The impact of the improvement initiatives will be measured using our School Improvement Overview Database and will be quality assured and reported on by the SSPB.

In many cases, the partnership improvement initiatives will allow for the further development of school-to-school support models, where specific areas of focus are identified as critical to the success of a school at risk of underperformance.

This strand will encourage the positive engagement and partnership working of schools across Hillingdon.

## **Strand 5: School Reviews & Self Evaluation**

In our borough schools are self-managing and autonomous and are, therefore, primarily responsible for their own performance and improvement. Every school is expected to make an accurate self-evaluation of its performance and provision, and take clear and decisive action to improve any weaknesses this identifies. We recognise that effective self-evaluation is the most important process of school improvement, enabling continued autonomy, self-management and excellence.

However, as part of the core responsibility to secure high standards for the young people of Hillingdon, our school improvement strategy recognises the value that many school leaders place on the external validation of baseline - particularly for schools facing challenge, those undergoing changes of leadership and/or governance and those tackling underperformance or underachievement.

For that reason, Hillingdon Council will facilitate the provision of School Reviews and data analysis to inform individual school self-evaluation and risk assessment. The School Review process may be delivered via an outsourced/commissioned model or via a blended model, using outstanding and current school leaders and borough resource. Our aim is for all maintained schools in the borough to access a School Review at least once every three years.

School Review intelligence will be used to contribute to holistic pictures of individual schools' strengths and weaknesses and will also contribute to the identification of thematic foci.

## Strand 6: Schools at Risk & Interventions

The purpose of this strand is to outline the processes that will be used to raise concerns with school leaders when an individual school is identified as being at risk.

Hillingdon Council will retain a register of schools considered to be at risk. These schools will be identified via the statutory guidance (DfE Schools Causing Concern September 2019). Schools may also be identified as a result of significant risk indicators within the borough school improvement overview database.

Placement on the Confidential SARR (Schools At Risk Register) should always result in regular contact with a school and through the provision of support and challenge in a variety of forms. All maintained schools on the SARR will be allocated a Council School Improvement Link officer for this purpose. In the case of academies/free schools, Hillingdon Council will take all reasonable steps to indicate placement on the SARR with the Headteacher, the responsible body or the Regional Schools' Commissioner. However, it should be noted that any school judged as 'Requiring Improvement' automatically be included on the SARR, as will all schools in formal Ofsted categories.

Those schools judged 'Good' or 'Outstanding' but at risk (GOBAR) will be identified via the school improvement overview database and will be contacted to discuss their placement on the SARR.

Further detail regarding support and challenge for Schools At Risk can be found in Appendix A.

In accordance with our commitment to local improvement solutions and effective school-to-school solutions, in most cases, Hillingdon Council will seek to galvanise support for schools facing challenge from within our Teaching Schools, LLE/NLE and Executive Headteacher networks. However, when appropriate school-to-school support is needed particularly rapidly and where capacity within our local and school-led network for school improvement is limited, it may be necessary to deploy additional advice and intervention support quickly. Where this occurs, the aim will usually be to agree local school-to-school support as soon as is practicable for all parties.

## 2. Statutory Duties for Hillingdon Council

### 2.1. Schools Causing Concern Guidance

Alongside this strategic focus and within the shared remit of our Six Strands for Success, Hillingdon Council will continue to discharge essential statutory duties with regard to school improvement which include Hillingdon Council's responsibility to address concerns swiftly when schools fall into DfE categories, as outlined in the DfE Schools Causing Concern guidance and Part 4 of the Education and Inspections Act 2006).

The content of this guidance (extracted below) informs Hillingdon Council's work with schools identified as causing concern:

*"We are building a supportive schools culture in which local authorities and RSCs (Regional Schools' Commissioners) work with school leaders to drive school improvement for the benefit of pupils and parents. At the same time, it is essential that action is taken wherever a school is judged inadequate, or where there is financial mismanagement or failure of governance. Optional school support will be offered to schools that have been judged as 'requires improvement' by Ofsted. Intervention is different to school support and refers to the formal action taken by local authorities and RSCs in schools that are causing concern. Interventions are about acting swiftly to address underperformance and financial or governance failures, and helping schools to deliver the best outcomes for their pupils."*

This important strand of our school improvement strategy specifically addresses Hillingdon Council's role in support and challenge for schools causing concern. At the heart of our approach to these duties is our belief that preventative interventions through good communication, timely collaboration and school-to-school improvement mechanisms are the preferred approaches to securing improvement.

However, in line with statutory guidance, Hillingdon Council will act swiftly and decisively to take appropriate action if the following areas are at risk:

- Cases where life-chances, opportunities and outcomes for young people are compromised as a result of insufficient progress, poor leadership and governance.
- Concerns about the safety of pupils and/or inequalities in achievement for vulnerable young people.

## **2.2. Legal Powers of Intervention**

Our aspiration is for every school in Hillingdon to be at least a 'Good' school and that no schools should be in an Ofsted category of concern. The great majority of schools will be able to identify what is working well and what they need to do to improve, brokering their own support, but for others, some additional support or intervention may be needed. It is necessary and appropriate for Hillingdon Council, as champions of all children in Hillingdon and their parents/carers, to act quickly and provide or broker support where required and, when necessary, to use its powers of intervention to promote improvement should standards, provision and quality for children and young people be compromised. There is a legal obligation upon Hillingdon Council to take action where there are concerns about the performance of any school in Hillingdon, using our powers of intervention to act early and effectively to secure improvement in maintained schools or to raise concerns with the Regional Schools' Commissioner in the case of academies and free schools.

The Education and Inspections Act 2006, together with subsequent legislation, places a duty on local authorities to act decisively in respect of Schools Causing Concern. Hillingdon Council is committed to fulfilling this duty and acting swiftly to eradicate underachievement and drive up educational standards, so that children and young people are able to learn and achieve irrespective of the school that they attend or the neighbourhood in which they live. Whilst statutory intervention powers for school improvement are centred on the schools which the borough maintains, Hillingdon Council firmly recognises its statutory duties with regard to **all** young people in the borough and is equally committed to maintaining a regular and effective dialogue with the responsible bodies of all local academies and free schools and, where necessary, the Regional Schools' Commissioner.

Effective schools are characterised by determined leadership and strong governance and have well developed self-improvement procedures. Reflective, evaluative and forward thinking, they take the initiative when building on their strengths and addressing their weaknesses. They form strategic alliances with partners and seek support through collaborative arrangements based on hubs and networks. Their effectiveness is endorsed by positive inspection outcomes and by the high levels of achievement of the children and young people who attend them. Some schools, however, cause concern because the children and young people they serve have lower achievement than their peers locally and nationally and have been unable to address poor

performance effectively or quickly enough. Some schools do not ensure that vulnerable groups perform well enough and that any gaps in performance in relation to peer groups are reduced through targeted interventions and good teaching. Some of these schools are unable to sustain incremental improvement meaning their performance remains insecure over time.

For these reasons, where schools cause concern, Hillingdon Council will take action to ensure that the school system works for every family using intervention powers where required in those schools who are considered 'eligible for intervention'.

### **2.3. Schools Causing Concern and Schools Eligible for Intervention**

National guidance makes a distinction between schools deemed to 'cause concern' and those that are 'eligible for intervention'. In Hillingdon, Schools Causing Concern will be considered a School At Risk and will be placed on the confidential SARR. When this happens, Hillingdon Council will work in partnership with the school at risk by allocating a School Improvement representative to provide oversight of the journey to improvement and to broker additional and appropriate support as required.

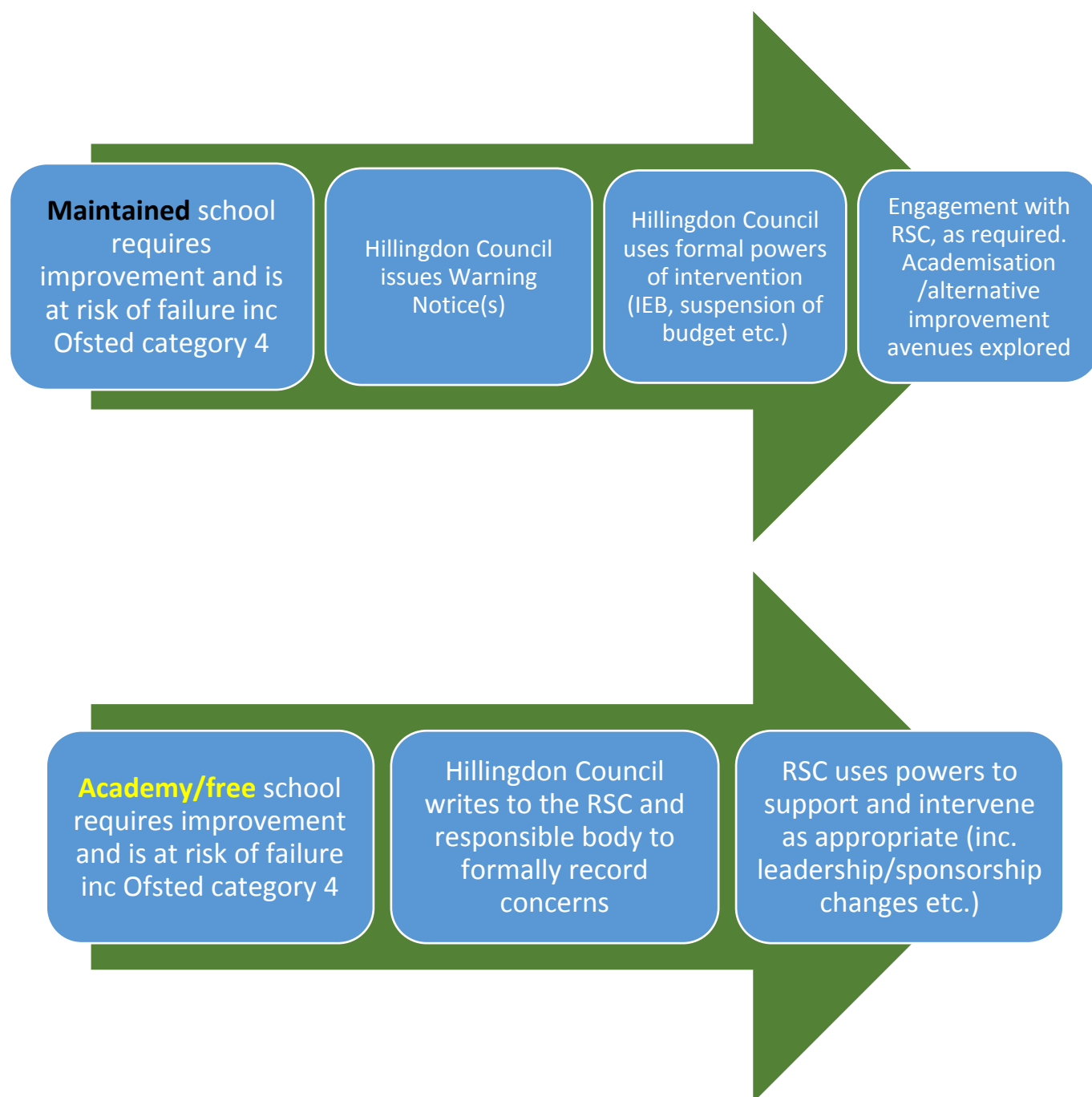
Where a school is an academy or free school setting, Hillingdon Council will also strive to signpost additional support and link leaders together to improve outcomes for children. In these cases, Hillingdon Council may choose to engage with responsible bodies and the Regional Schools' Commissioner in order to highlight concerns and to prompt action to improve outcomes for the children of Hillingdon who attend the school.

In most cases, early identification of risk, coupled with professional and focused partnership working within the principles outlined within this strategy, will result in swift improvement and Hillingdon Council oversight contact will taper or hand-over to other support partners.

In some cases, however, a school at risk may need additional and formal intervention to highlight to leaders and governors the urgent need to take action to improve educational standards and opportunities. These schools, referred to as 'eligible for intervention' in the national guidance, will receive formal Warning Notices from Hillingdon Council and may also be subject to additional legal intervention as detailed in the guidance [DfE - Schools causing concern \(September 2019\)](#). Any school subject to a Warning Notice in Hillingdon will be expected to produce a coherent and externally validated Leadership & Rapid Improvement Plan and to engage fully with partners within and beyond the borough to effect positive and sustainable change.

## 2.4. Intervention Flow Chart

The processes below will be actioned where (in the opinion of Hillingdon Council and subject to the information that it has received from borough representatives, the school and any other responsible bodies) there remains insufficient evidence of improvement leading to compromised educational opportunity for children and young people in Hillingdon:





## 2.5. Relationships with Different Schools

|   |   |
|---|---|
| <b>Maintained/Academy/Free school is 'Outstanding'</b> <ul style="list-style-type: none"> <li>Autonomous and independent, working in partnership</li> <li>Leading practice and shaping strategy across Hillingdon</li> <li>Strong role in Improvement Initiatives by choice</li> <li>Commissioned to provide services to other schools</li> <li>Part of the LEAP collaboration</li> </ul>   | <b>Maintained/Academy/Free school is securely 'Good'</b> <ul style="list-style-type: none"> <li>Autonomous and independent, working in partnership</li> <li>Sharing practice and influencing strategy across Hillingdon</li> <li>Engagement in Improvement Initiatives by choice</li> <li>Partnerships with 'Outstanding' schools to support journey to outstanding</li> <li>Part of the LEAP collaboration</li> </ul>  |
| <b>Maintained school is 'Good' but at risk</b> <ul style="list-style-type: none"> <li>Supported to mitigate risk through regular contact with Hillingdon Council Officers</li> <li>Risk assessments, brokerage and sign-posting interventions</li> <li>Opportunities to engage with best practice within and beyond Hillingdon</li> <li>Engagement with Improvement Initiatives/clusters</li> <li>Governance health-checks</li> <li>Part of the LEAP collaboration</li> </ul> | <b>Maintained school 'Requires Improvement'</b> <ul style="list-style-type: none"> <li>Supported and challenged by regular contact with Hillingdon Council Officers</li> <li>Regular involvement to monitor progress and challenge underperformance leading to bespoke Hillingdon Council support models</li> <li>Brokerage of support</li> <li>Liaison with link Ofsted inspector</li> <li>Expectation of engagement in Improvement Initiatives/clusters</li> <li>Partnerships with 'Outstanding' schools to support journey to outstanding</li> <li>Governance support and development</li> <li>Part of the LEAP collaboration</li> </ul> |
| <b>Academy/Free school is 'Good' but at risk</b> <ul style="list-style-type: none"> <li>School and/or responsible body/RSC contacted to raise concern on behalf of Hillingdon children and families</li> <li>Opportunities to engage with best practice within and beyond Hillingdon</li> <li>Engagement with Improvement Initiatives/clusters encouraged</li> <li>Part of the LEAP collaboration</li> </ul>  | <b>Academy/Free school 'Requires Improvement'</b> <ul style="list-style-type: none"> <li>Formal concerns raised with the RSC during link meetings</li> <li>Improvement journey monitored by Hillingdon Council on behalf of Hillingdon children and families and reported to the RSC</li> <li>Engagement with Improvement Initiatives/clusters recommended</li> <li>Part of the LEAP collaboration</li> </ul>   |

## **2.6. SSPB Quality Assurance and Accountability**

The principles of partnership and school-led improvement are at the heart of the Hillingdon LEAP School Improvement Strategy. For this reason, quality assurance, monitoring and the evaluation of the school improvement strategy for the borough lies with the key strategic body for school improvement, SSPB.

In addition and in line with the statutory responsibilities held by Hillingdon Council, education outcomes and school performance data will be scrutinised regularly by Members and by senior officers, including the Director of Children's Services.

The impact and effectiveness of this strategy for school improvement will be reviewed by the SSPB on an annual basis.

## **2.7. LEAP Portal**

The LEAP Portal is an education communications tool for all education providers in Hillingdon. Its primary purpose is to:

- advertise and book courses, targeted to school improvement
- access and share information, including Hillingdon Council's School Leaders' Briefing and guidance

The LEAP Portal will continue to grow in phases and can be accessed through [leap.hillingdon.gov.uk](http://leap.hillingdon.gov.uk)

### 3. Appendix A - Risk Assessment of Schools

#### 3.1. Introduction

As part of Hillingdon Council's duty to monitor progress and standards in education and to intervene appropriately where necessary, our school improvement function will risk assess and categorise all schools. A register will be retained for schools considered to be at risk.

In some cases, and where Hillingdon Council may choose to exercise its right to issue a Warning Notice and intervene formally, the guidance - [DfE - Schools causing concern \(September 2019\)](#) will be used. This includes guidance relating to the issuing of a Warning Notice.

#### 3.2. Abbreviations Key

|         |  |
|---------|--|
| SARR    | Schools At Risk Register                               |
| SIOD    | School Improvement Overview Database                   |
| HoSI    | Head of School Improvement                             |
| SIL     | School Improvement Link                                |
| RI      | School Requires Improvement                            |
| GOBAR   | School Good or Outstanding but at risk                 |
| LLE/NLE | Local Leader in Education/National Leader in Education |
| NOV     | School Improvement Note of Visit                       |

#### 3.3. Risk Assessment and Categorisation

Hillingdon Council used the 'three-tier school support model' below to risk assess all schools on a termly basis. Schools with the highest number of risk-indicators will be eligible for the highest level of support and those with the lowest number of risk-indicators will receive the lowest allocation of support. The categorisation of support will be determined through a 'best-fit' approach. The support offered may look different to schools within the same band, because they may have different needs and will have challenges that are unique.

This risk assessment involves the detailed scrutiny of a range of data and information captured within Hillingdon Council's school improvement overview database. This provides performance data alongside other dynamic information, based on local knowledge and contextual factors.

This always includes feedback from recent inspection reports and/or monitoring visits. In addition, the risk assessment will take into consideration feedback from a range of Council school support teams including, but not limited to, School Improvement Links, governance officers, early intervention and prevention services for vulnerable children including Children Looked After and finance support teams. This soft intelligence will help to capture the most comprehensive picture of a school's areas of strength and challenge.

The allocation of a school to a category is primarily about identifying and prioritising support. As such some schools where leadership is excellent and teaching is outstanding may still find themselves in a category for support because the challenges they face, such as falling rolls, deficit budgets, ongoing HR issues, present a real risk to the school and leaders will need support to manage these risks.

| <b>Three-Tier School Support Model of Categorisation</b> |  |   |   |
|--|--|---|---|
| <b>Indicators</b>  | <b>Self-Improving</b>  | <b>Targeted</b>   | <b>Intensive</b>  |
| <b>Support</b>   | No support required due to a low number or level of risk indicators. The school can be described as below.   | Low or medium level of support required due to the number or level of risk indicators, which may include the indicators below.                    | Highest level of support required due to a high or very high number or level of risk indicators, which may include the indicators below.                  |
| <b>Ofsted</b>  | School likely to be at least good at its next inspection with plans in place to achieve or sustain an 'Outstanding' Ofsted judgement.  | 'Requires Improvement' at last Ofsted inspection or likely to be at the next.   | Ofsted category, or likely to enter a category if inspected.  |
| <b>Outcomes</b>  | Attainment is in line or above national and / or gaps to national are closing rapidly. All current pupils (and groups) are making progress at least in line with expectations and improving rapidly. | Pupil outcomes are likely to be close to Floor Standards.<br><br>Some significant gaps to national outcomes with some static or declining trends. | Floor standards not met or Floor standards at risk of not being met for current year.<br><br>Significant gaps to national outcomes with declining trends. |
| <b>Progress</b>  | Current pupils are making good progress.   | Current pupils are making progress however there are some inconsistencies between subjects / year groups/pupil groups.                            | Current pupils are not making sufficient progress or there are significant inconsistencies between subjects /year groups/ pupil groups.                   |

|                              |   |   |  |
|------------------------------|---|---|--|
| <b>Teaching and learning</b> | The profile of teaching, learning and assessment is strong or improving rapidly.  | The profile of teaching, learning and assessment is inconsistent and improvement lacks pace.  | The profile of teaching, learning and assessment is weak and the trajectory for improvement is too slow.   |
| <b>Curriculum</b>            | The curriculum is well thought out, balanced and meets the needs of all learners.<br>It is being effectively implemented.   | Some improvements are needed to curriculum planning and its implementation.   | The curriculum is narrow, unbalanced and poorly planned.   |
| <b>Behaviour</b>             | Good or better behaviour is embedded.<br>Exclusions are low.  | Exclusions and other indicators are not in line with national.  | Exclusions and other indicators are significantly out of line with national.   |
| <b>Attendance</b>            | Attendance is above national.   | Attendance is in line with national.  | Attendance is below national.  |
| <b>SEND</b>                  | SEND practice is good and school is compliant with Code of Practice.  | Concerns around statutory compliance with SEND Code of Practice.  | Significant concerns around statutory compliance with SEND Code of Practice.   |
| <b>Safeguarding</b>          | Safeguarding is highly effective.   | Safeguarding is effective or needs minor adjustment.  | Safeguarding may not be effective.   |
| <b>Leadership</b>            | Secure leadership has the capacity and ambition to continue to drive improvement and to support the improvement of others.<br><br>Good progress is being made against the schools key improvement priorities.<br><br>Self-evaluation is robust and accurate and linked to planning. | Leadership is new or developing.<br><br>The capacity and ambition to continue to drive improvement is emerging.<br><br>Less than good progress being made against the schools key improvement priorities.<br><br>Self-evaluation is not robust. It is not effectively linked to planning. | Leadership may not be secure and lacks the capacity and/or ambition to continue to drive improvement.<br><br>Poor progress being made against the schools key improvement priorities.<br><br>Self-evaluation and improvement planning are not effective. |
| <b>Governance</b>            | Governance is highly effective. The support and challenge provided to leaders is having a positive impact on the school. The strategic direction is clearly laid out.   | Governance is effective or needs minor adjustment.  | Governance is not effective. The support and challenge is not provided to leaders and does not have a positive impact on the school. The strategic direction is not clear.   |
| <b>Other risk factors</b>    | No significant risk factors.  | Some significant adverse contextual factors.  | A number of significant adverse contextual factors.  |

### **3.4. Identification of Schools At Risk**

In some cases and particularly when there is a sudden and drastic deterioration associated to the indicators above or when a school has not taken sufficient action to remedy concerns in spite of advice and support, Hillingdon Council will use its power to issue Warning Notices. However, in most cases, and in line with Hillingdon Council's view that early intervention is the most appropriate and effective approach to mitigating risk, a School At Risk in Hillingdon will usually be identified through the risk assessment and categorisation activity undertaken by the School Improvement Service.

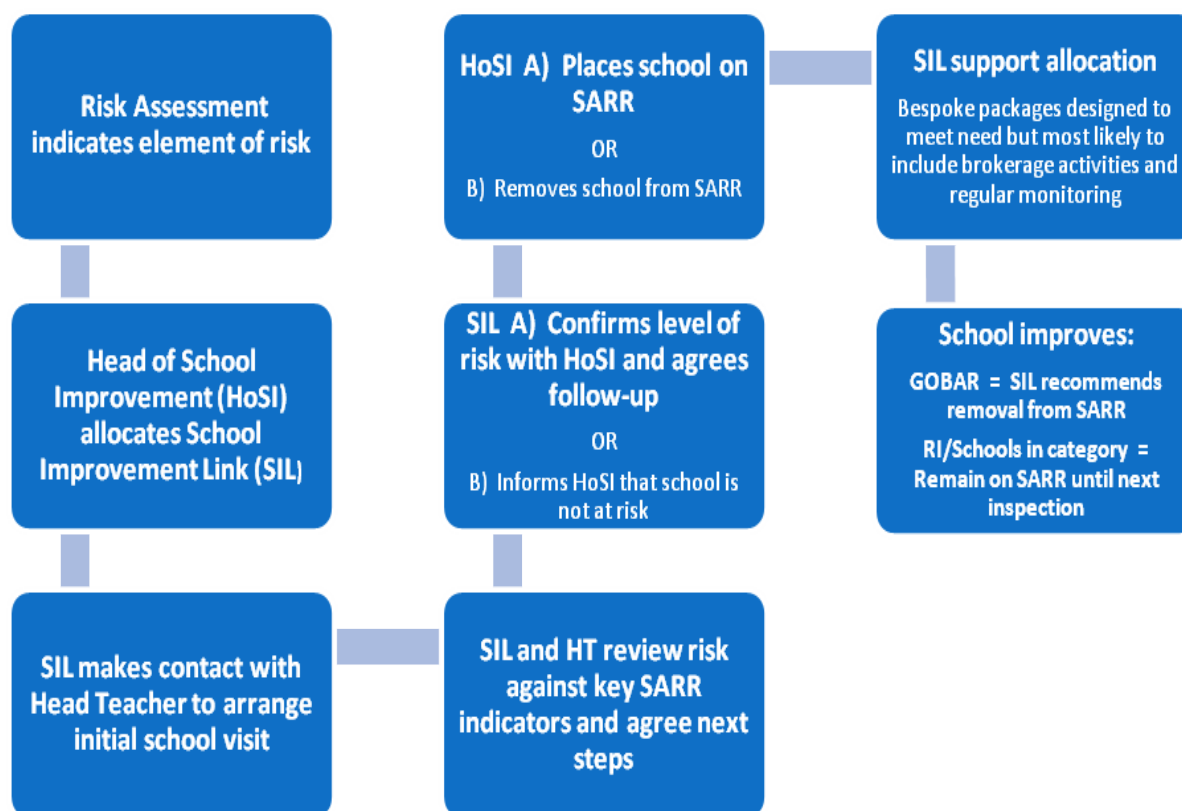
The final decision to place a school on the SARR (Schools At Risk Register) in Hillingdon will be made based on one or more of SARR Indicators listed below.

### **3.5. SARR Indicators**

- Data analysis indicates a sudden drop or a steady decline in performance (attainment and/or progress).
- Outcomes for disadvantaged and vulnerable children, including those Looked After, are not in line with national averages.
- The gap between key vulnerable groups, including disadvantaged children, and their peers in school is not closing quickly enough and does not compare favourably with the national picture for all children.
- Outcome data indicates inconsistent or variable patterns of attainment or progress within the school.
- Data suggests that the school is not performing as well as comparable schools in the borough (against benchmark groups).
- Attendance and exclusion data raises concern.
- Evidence suggests that Children Looked After are not having their needs adequately met.
- There are concerns regarding the management of financial resources.
- Turbulence/poor practice at leadership or governance level places the school at risk of underperformance.
- The school has not acted quickly enough to address any areas of weakness/recommendations made by external or internal review partners.
- There is any indication that standards of safeguarding are not adequate for pupils or staff.

### 3.6. Identification Process of Schools At Risk

The flowchart below outlines the process that will take place following a School Improvement Service risk assessment.



**Please note that the allocated SIL will review school data prior to the initial school visit and will be able to outline the reasons for SARR placement during this meeting.**

Placement on the SARR will result in regular contact with a school where it is maintained by Hillingdon Council and through the provision of support and challenge in a variety of forms. For maintained schools this may include monthly Support and Challenge meetings and/or focussed Scrutiny meetings, and will be supported by relevant senior colleagues. In the case of academies, the School Improvement Team will take steps to ensure that appropriate bodies are aware of any concerns and are able to advise and support the school as required. It should be noted that **any** school judged as 'Requiring Improvement' will automatically be included on the SARR, as will all schools in formal Ofsted categories.

**For schools categorised as 'Requiring Improvement (RI)',** the SIL will work more closely with leaders to ensure that the School Development Plan, associated action plans and the Self-Evaluation Document are appropriately focused and allow the school to provide clear evidence

of improvement. The SIL may link with other partners to support the school in identifying and actioning activities to improve outcomes for pupils and families.

**For schools categorised as ‘Good/Outstanding’ but at risk (GOBAR)**, the SIL will have an initial discussion of risk with the Headteacher to ensure that the reasons that flagged any concern are clearly understood and accepted by all parties. In most cases a ‘Good’ or ‘Outstanding’ school will be identified as at risk based on data decline/underperformance, an issue of data variance or a leadership issue.

### **3.7. School At Risk - Support and Challenge**

In accordance with our commitment to local improvement solutions and effective school-to-school solutions, in most cases, Hillingdon Council will seek to galvanise support for schools facing challenge from within Hillingdon LEAP which includes, but is not limited to, the Teaching Schools, LLE/NLE and Executive Headteacher networks. However, when appropriate school-to-school support is needed particularly rapidly and where capacity within our local and school-led network for school improvement is limited, it may be necessary to deploy additional advice and intervention support quickly. Where this occurs, the aim will usually be to agree local school-to-school support as soon as is practicable for all parties.

### **3.8. Confidentiality and administration**

The SARR is a highly confidential document and is strictly managed according to Hillingdon Council's protocols for sensitive information. The SARR is held and managed by the School Improvement Service and is only accessible to other officers on a need to know basis.

SILs are allocated schools from the SARR and are required to record all contact with their schools using the standard NoV (Note of Visit). Following visits, each NoV is reviewed to ensure that key information is captured and that brokerage requests are actioned quickly. The NoV will be emailed to Headteachers, and Chairs of Governors where appropriate, following the visit.

### **3.9. DfE Schools Causing Concern - Schools eligible for Warning Notices**

Warning notices can be given to schools that are causing concern but are not currently eligible for intervention. Both RSCs and local authorities may issue warning notices but there are differences in the circumstances under which they may be issued.

Local authorities may issue warning notices to their maintained schools under the following circumstances:



1. The standards of performance of pupils at the school are unacceptably low and are likely to remain so.
2. There has been a serious breakdown in the way the school is managed or governed which is prejudicing, or likely to prejudice, such standards of performance.
3. The safety of pupils or staff at the school is threatened (whether by a breakdown of discipline or otherwise).
4. The governing body have failed to comply with a provision of an order under section 122 of the Education Act 2002 (teachers' pay and conditions) that applies to a teacher at the school; or have failed to secure that the head teacher of the school complies with such a provision.

RSCs will only issue a warning notice to maintained schools under the following circumstances:

1. Where there has been a serious breakdown in the way the school is managed or governed, which is prejudicing, or likely to prejudice, such standards of performance.
2. Where the safety of pupils or staff at the school is threatened (whether by a breakdown of discipline or otherwise).

RSCs will only issue warning notices for low standards of educational performance in exceptional circumstances, such as where there are links to poor financial management and/or failures of governance.

Failure to comply with a warning notice will make a maintained school 'eligible for intervention' under Sections 60 and 60A of the 2006 Act. Local authorities and RSCs will use their discretion to decide whether the use of formal powers is necessary.

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## QUARTERLY SCHOOL PLACE PLANNING UPDATE

|                           |   |
|---------------------------|---|
| <b>Committee name</b>     | Residents, Education & Environmental Services Policy Overview Committee |
| <b>Officer reporting</b>  | Dan Kennedy, Residents Services   |
| <b>Papers with report</b> | None  |
| <b>Ward</b>               | All   |

### HEADLINES

The purpose of this report is to provide the Residents, Education & Environmental Services Policy Overview Committee with the Schools October 2019 Census and updated projections for primary and secondary school rolls in Hillingdon. Overall trends are of a plateau in primary rolls and evidence of an increase in the number of pupils on secondary rolls. A small number of primary schools have plans to reduce their surplus of places. Options to meet the growing need for additional Year 7 places over the next five years are being progressed. Demand for school places can change from year to year and area to area, due to changing parental preferences, the geography of the borough and the location of schools.

### RECOMMENDATIONS:

**That the Committee:**

- 1. Note the October 2019 school Census shows current Primary and Secondary school rolls have a combined total roll of 48,538 pupils - over 51,000 including nursery and sixth forms. This is an increase on the previous year.**
- 2. Note that demand for primary places has plateaued and remains high. Where there are surplus places, these are mainly concentrated in a few schools. A small number of schools are working to reduce their surplus places.**
- 3. Note the increasing demand for Year 7 secondary places from 2020 onwards which will remain high for at least the next seven years, as the pupils are already in primary schools.**
- 4. Note that options are being considered by Members to meet the projected increase in secondary school places and proposals will be reported back to the Committee once confirmed by lead Members and due process.**
- 5. Question officers about the update.**

### SUPPORTING INFORMATION

**Updated Forecast 2019/20 - 2026/27**

- 6. The Council has a legal duty to ensure every child is offered a school place (the 'sufficiency' duty'). Analysing trends in pupil numbers on 'roll' and preparing forecasts are important tools**

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Classification: Public

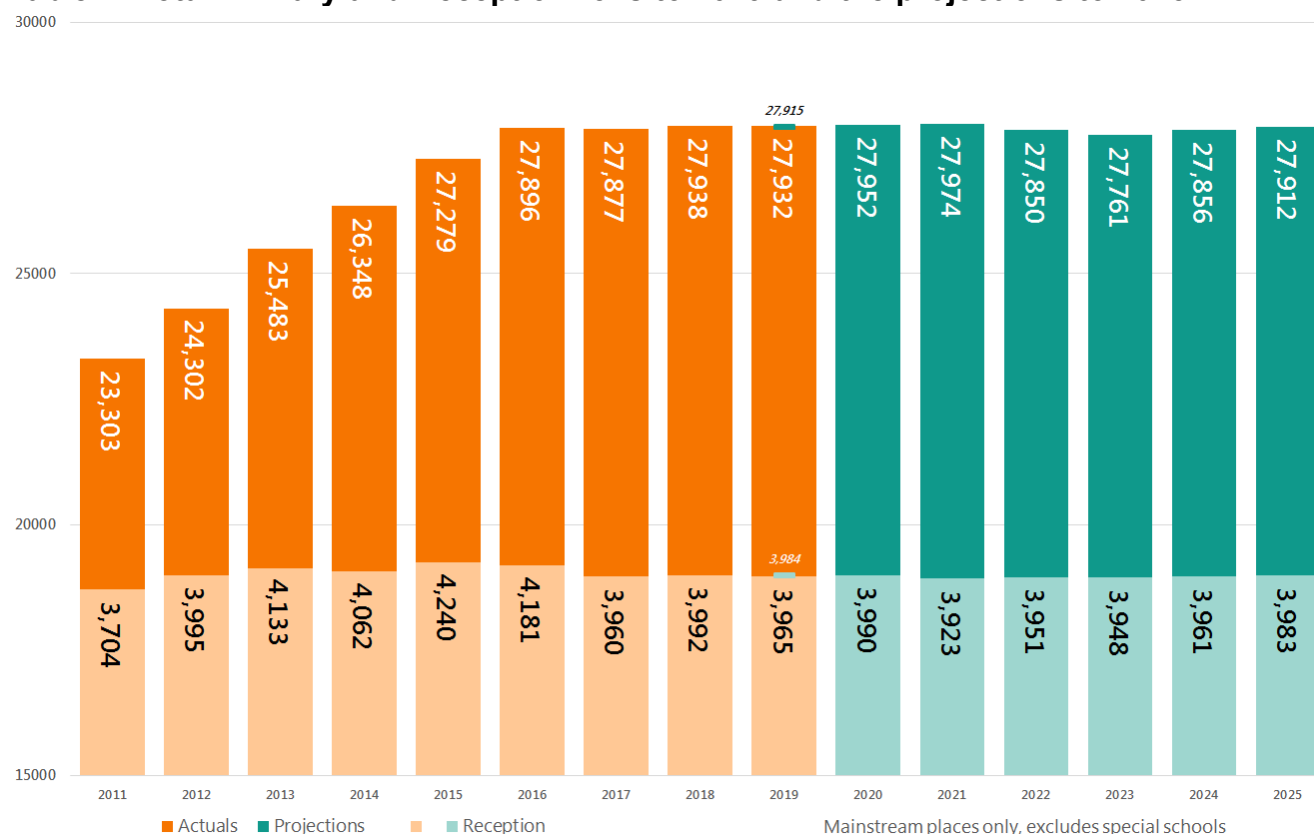
and need to be considered alongside actual rolls in each school which vary due to local context, parental preferences and the relative popularity of schools, including those out of the borough. Forecasts can only be a guideline which requires some judgements.

7. Hillingdon is experiencing volatility in rolls, up and down. 55% of primary and 95% of secondary schools are completely full in their intake year - Reception or Year 7. About half are full in every year group. This follows huge expansion in schools and the opening of new schools since 2010. Large new housing developments are still coming on stream and housing costs are rising, particularly rents, and rising employment of young single adults has led to more renting in HMOs, and so fewer families in some areas. Across London there is some uncertainty in population movements due to major external factors.
8. Considerations for school places planning include:
  - a. Most schools are graded 'good' or 'outstanding' by Ofsted and none are inadequate. Many parents are well informed and aware of the excellence of many of our schools and some are prepared to travel some distance at primary as well as secondary level to secure a school place of choice.
  - b. Sibling links give priority for school admissions, often even if parents have moved house.
  - c. Demand has been affected in some areas by lower levels of house sales and in others by new residential developments, as well as changes to migration influenced by housing costs, employment prospects and currency exchange rates.
  - d. Anecdotally some schools report some families are moving out of the Borough due to rising housing costs. Also there is a small but rising number of pupils from temporary housing mainly in the far south of the Borough, who are new arrivals in the Borough.
  - e. A gradually increasing number of pupils with Education, Health & Care Plans (EHCPs) are taking priority for first preferences in popular mainstream schools.

## **Primary School Rolls**

9. After over a decade of increasing demand, overall primary school rolls reached a plateau in 2016/17 and Reception intakes have since continued to be stable and the projections are for minor rises and falls to 2026. This is shown in Table 1, below.

**Table 1. Total Primary and Reception rolls to 2019 and the projections to 2025.**



10. Capacity rose dramatically to meet the surges in Reception demand over the last decade. It is also worth noting that places need to be available for in-year moves in each area.

11. Overall, currently 12.8% of primary places are available and this would slowly rise if no action is taken. This is the typical pattern across greater London. The vacant places are concentrated, with half of all the vacancies in just six schools. These schools are already operating some or all year groups below the level of their PAN. Therefore discussions with schools, Trusts and lead members have led to proposals that will meet the needs of local parents to access schools whilst ensuring schools have more stable class sizes and can manage their staffing and budgets to best serve pupils and residents.

12. Within the Primary places picture there are noticeable shifts over the past few years:

- Rising rolls are filling primary schools in Uxbridge and down the western side of the borough to West Drayton.
- Declining rolls and fewer pupils in primary schools close to Heathrow both north and south of the M4 and in north Hillingdon, Harefield and Northwood/Pinner.
- These reflect housing costs, fewer sales and fewer families moving in, HMOs in mid and north Hillingdon and lower sales in the north. Uncertainty about the Heathrow airport expansion has led to some local homes being rented as temporary housing to vulnerable families with a few schools experiencing increased mobility of pupils.

13. Annex 1 shows a map of the Borough's 14 Primary Planning Areas (PPA). These defined

areas are used as the basis for primary school places planning.

14. The key issues in each Primary Planning Area are:

PPA 1 Harefield

This is a largely predominantly rural area with two villages served by a federated infant and junior school, which must meet the local fluctuating demand, since other primary schools are over two miles away. A reduction in the number of forms could never be considered. A few pupils are from Hertfordshire, and some travel distances with parents working at the hospital. The PAN is 90 but year groups currently average 69.

PPA 2 Northwood

Demand has fluctuated, since schools are close to residential areas of Harrow and Hertfordshire but overall numbers have declined since 2016, both of new Reception and of parents moving out of the area. Anecdotally schools report the area has had a drop in house sales and of a throughput in new families. Two schools are operating all or some classes below PAN and there are temporary caps on some year groups to ensure an efficient distribution of pupils and to minimise financial and organization problems to the schools whilst continuing to monitor the overall demand in the area.

PPA 3 North Ruislip

Previous demand pressures for additional school places led to the expansion of one school, but another Voluntary Aided school reduced its PAN as its popularity and location were not best meeting local demand, and this was agreed by the Office of the Schools Adjudicator in Autumn 2018. Projections show that surplus places will be just under 10%. There is some pupil movement between PPAs 3, 4 & 5.

PPA 4 Ickenham

The two schools in this PPA are popular and have filled up over the decade and attract applications from outside the immediate area. There are sufficient places to meet the total demand.

PPA 5 Ruislip

Despite large residential development, pupil movement is limited by geographical constraints such as RAF Northolt and major roads, and demand is cross-borough as the two largest schools are close to the border with Harrow. Work is underway to consider options to manage the surplus primary places in this area.

PPA 6 Uxbridge

This area covers the town centre and the major development on the former RAF base which will includes 1,300 new homes, and a new school. The residential completions by private developers has been more gradual than expected which has therefore meant that places at the new school have been taken by children and subsequently their siblings. Other schools have also expanded and filled, clearly with some pupils from outside the PPA, linked to parents working in the town centre. Demand and supply are being closely monitored. There is forecast to be sufficient capacity locally, given the spaces nearby in PPA 7.

PPA 7 Hillingdon

This is a predominantly residential area, just south of the central Uxbridge area. Demand for places has declined in two schools, potentially due to an increase in rented properties leading to fewer families and more working single adults living in the area. After some

years of falling rolls, Ryefield Academy has consulted to reduce its PAN of 90 by 30 from September 2021. Most year groups are below 60. The recent pattern of household moves, and of pupils travelling to schools outside their planning area across PPA 6, 7,8, 9,11 is being carefully monitored.

#### PPA 8 Hayes/ Charville

Demand for Reception places has slowed in the area and families have moved out of the borough, and some local pupils are travelling to schools outside their planning area across PPA 6, 7, 8, 9, 11. This is being monitored. Two schools have experienced falling rolls leaving them with uneven year groups. Caps on specific year groups are being considered by schools to try to stabilise the places across the schools. The option for PAN reductions may be considered.

#### PPA 9 Yeading

Demand fluctuates as this area is next to Ealing and it was affected by the suspension of admissions at Nanaksar Primary (PPA 11) which are planned to restart from September 2020 Reception, and draws pupils from a wider area due to its faith aspect. Brookside Academy serves a distinct residential area, borders Ealing and has had low rolls for some time (one of the six schools with higher surplus places).

#### PPA 10 Yiewsley

The three schools are popular, full and stable. Forecast demand for places is expected to continue over the forecast period, with a small margin of capacity.

#### PPA 11 Hayes & Wood End

This is a diverse area, with more primary places and schools than any other and significant housing developments still continuing, as well as Crossrail. It is the largest concentration of population in the borough and adjacent to PPAs 7,8, 9, 10 and 12 and to Heathrow so could be affected if the expansion plans proceed. There are still external uncertainties in the size and timing of housing developments and their likely child yield. Nanaksar Primary opened with Reception entries in 2013 & 2014 but then had to suspend entries pending a new building and now plans to restart in 2020 but at half its PAN of 120 until the new building is complete (funded by DfE as a Free School). This gap put significant pressure on the availability of places in this and adjoining areas. However, in the past two years demand overall has declined, and though more housing is planned to come on stream it is expected the reopening of Nanaksar will be enough to ensure sufficient places across the area, though its faith admissions criteria and location next to Ealing mean it will serve a wider area than only PPA 11. The size and volatility of this area may mean some schools will have temporary caps on certain year groups to promote stable classes, or even need temporary variations to their PAN.

#### PPA 12 Hayes Cranford Harlington

All three schools, and the communities they serve, have experienced volatility due to changes of housing tenure linked to ongoing uncertainty around the Heathrow airport expansion. Pinkwell has the largest number of surplus places in the borough, having expanded to PAN 150 and has consulted on a reduction of 60 to PAN 90.

All the schools would be very seriously affected by the plans set out for the Heathrow airport expansion. Some housing is now leased by the airport and airlines for their staff, without children, and some is leased by government agencies for temporary rehousing of vulnerable families. Some pupils have been moved several times but travel back to the

same school. Some families move out of London mid-year, creating high mobility in a few schools and disrupting many pupils' education. The situation is being monitored.

#### PPA 13 Harmondsworth (Heathrow area)

Currently the two schools in this PPA serve distinct villages and communities, though there has been some change in the pupil population as more housing has been vacated and taken over by agencies for temporary housing. The Council opposes the plan for Heathrow Airport expansion which includes a proposal to demolish Harmondsworth school in 2022, along with much of its local housing, and to rebuild the school within two miles, but in PPA 14 on a site the airport has identified. Heathrow school had been under threat of demolition for most of the past decade but the proposal now leaves it very close to the runway and a major construction compound, whilst removing most of the local housing and residents and altering local access roads.

In September 2019, Cabinet agreed a response to the consultation by Heathrow Airport on its plans for expansion and changed operations; pointing out these would seriously affect the continued existence of both schools in PPA 13 and the families they currently serve and also raises serious issues for schools and communities in PPA 12 and most of those in PPA 14.

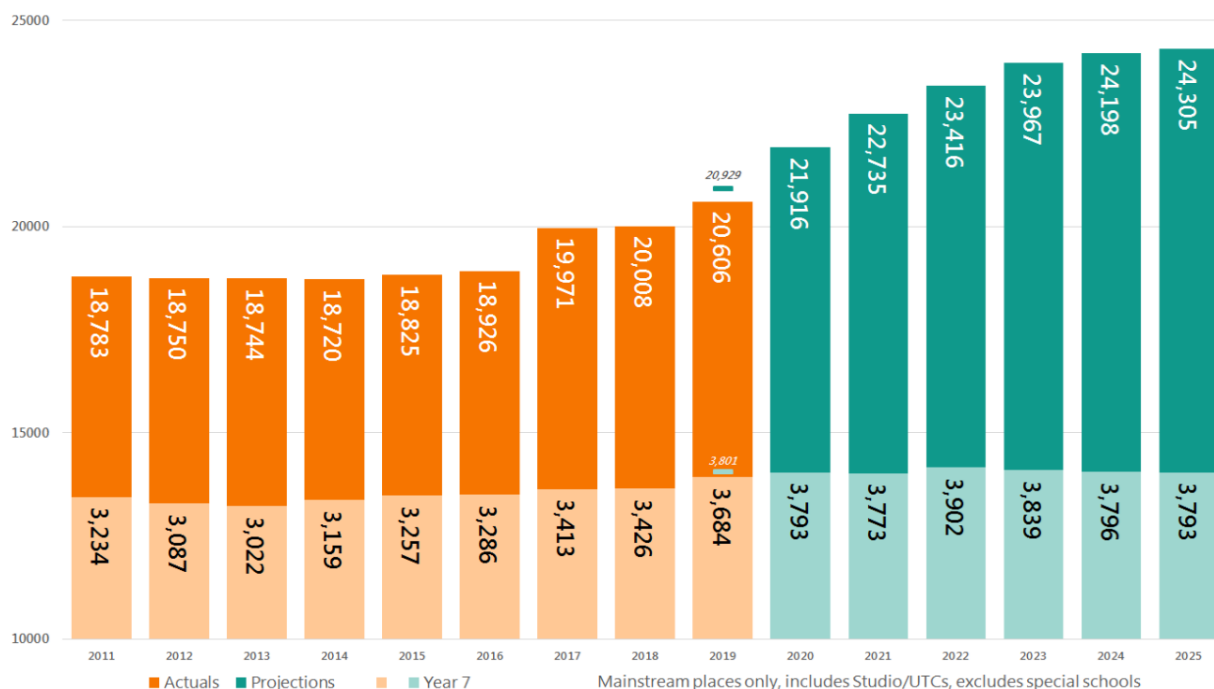
#### PPA 14 West Drayton

Several local schools are full as this PPA contains a Crossrail station and has significant new housing, but two schools have lower rolls.

## Secondary Place Planning

15. Overall secondary rolls started to rise in 2017 and this will continue as shown in Table 2:

**Table 2 - Secondary School Places Demand - Year 7 and Total - Actual Rolls to 2019 & Projections to 2025**



16. There are two secondary planning areas, north and south of the A40. Some pupils from the south attend schools in the north, and two schools in the north have over half their pupils from the south. This is partly due to faith schools and access by the footbridge over the A40



which makes two schools in the north very close and accessible to some living to the south. On the 2019 offer day this movement was 452 pupils; 15 FE, a large rise on previous years.

17. This highlights that the operation of the different admission criteria and parental preferences creates outcomes very different from a direct link of capacity by demand. Also, 15% of all resident secondary pupils go to schools out-of-borough (mainly to the west) and about 15% of pupils in the secondary schools come from out-borough (mainly from the east) - though this ranges from 0% to 58% in individual schools. This fluctuates and requires a margin of spaces both north and south to absorb annual variations, as was possible until 2018 when Year 7 admissions began to rise as high primary numbers moved up year groups. In September 2018, all but three schools offered over 95% of their places. Most vacant places at Year 7 were in one school in the far north.
18. In recent years significant expansion and provision of new facilities has increased capacity and improved facilities at secondary schools across the borough. An extra 3FE opened across two schools for Year 7 in September 2019. Year 7, like Reception, is filled on National Offer Day through the pan-London computer matching the available places with parent preferences prioritised 1-6 (including out-of-borough choices). The aim is to maximise the number of parents receiving a higher preference offer.
19. Some secondary schools are extremely over-subscribed on first preferences each year, (albeit some are unrealistic given the information schools and the local authority provide about the previous years successful entrants). However, it is true that some of the secondary schools, after higher priority preference categories are considered (e.g. ECHPs, LAC) are increasingly offering pupils a school place from distances which are closer to home / school as demand for places increases.
20. The number of pupils offered a school place can fluctuate between national offer day (in March for secondary schools) and the start of the term in September. In 2019, on offer day 3,764 places were offered, 13 more than the total PAN of 3,751, but the number actually on roll at the October 2019 census was 3,684. Of note, this was the first year for a while with a net export of pupils, with a higher number of Hillingdon residents (167) securing places in Slough grammar schools, 81 to just one school. However, all this fluctuates and is challenging to estimate from year to year.
21. For September 2020, the national offer day will be March 2nd. There are more applications than last year and 60 fewer places (at Harefield Academy). 100 extra temporary places are being offered by schools across the borough.
22. As pupil numbers rise towards a peak in 2022/23, and then drop slightly, but remain high, there is a need for additional secondary school places over the next 5 years. A range of options are being actively progressed, including:
  - the provision of a new secondary Free School, which has been approved by the Department of Education;
  - additional places at a secondary school in the south of the Borough;
  - additional temporary bulge year groups to absorb localised, temporary pressures;
  - permanent expansions to existing secondary schools.

## **Financial Implications**

23. The financial implications are being reviewed of the different options for meeting future demand for secondary school places, both capital and revenue, as part of the Council's budget setting process.

### **Implications on related Council policies**

24. A key role of the Policy Overview Committees is to monitor council services and also make recommendations on service changes and improvements to the Cabinet who are responsible for the Council's policy and direction.

### **How this report benefits Hillingdon residents**

25. The report outlines the work taking place by the Council to ensure every child has a place at a quality school.

### **Financial Implications**

26. The report is for information only. There are no direct financial implications associated with this report.

### **Legal Implications**

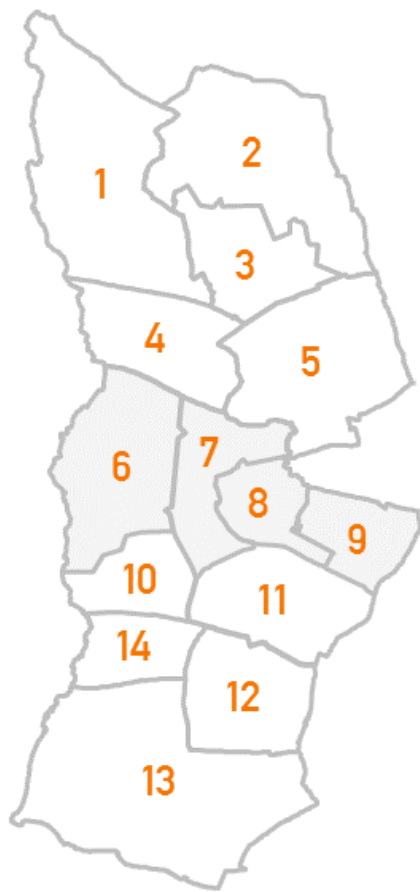
27. None.

### **Background Papers**

28. NIL

# ANNEXES

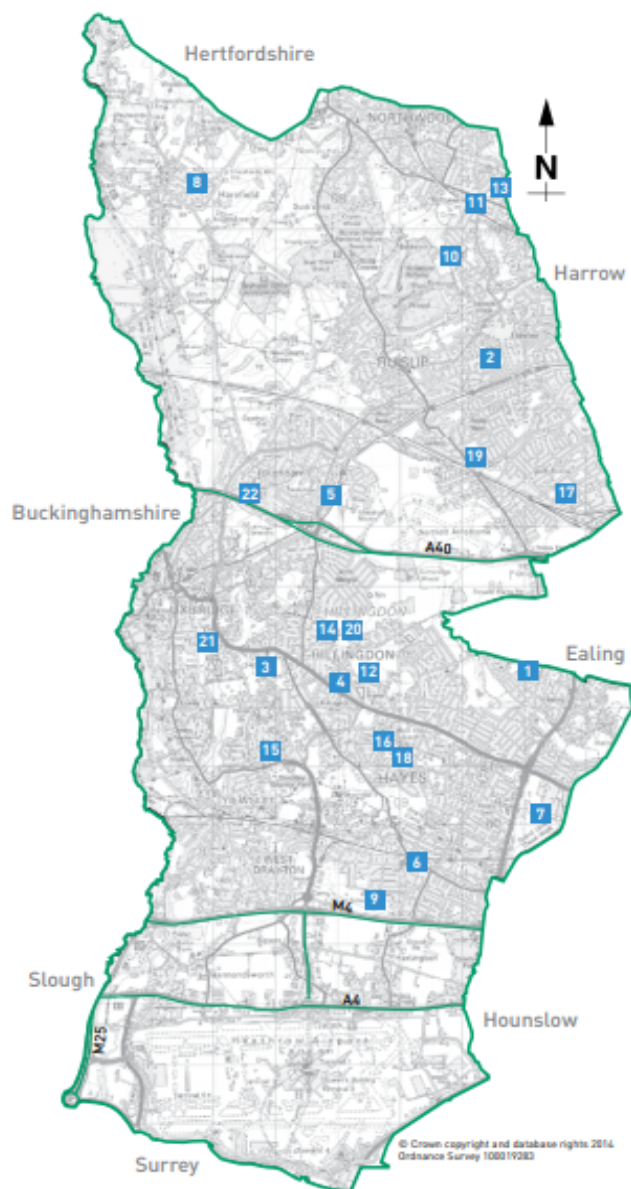
## Annex 1 - Primary Planning Areas (PPA 1-14)



1. Harefield
2. Frithwood, Harlyn, Hillside, Holy Trinity CofE
3. Bishop Winnington Ingram CofE, Coteford, Warrender, Whiteheath
4. Breakspear, Glebe
5. Bourne, Deanesfield, Field End, Lady Bankes, Newnham, Ruislip Gardens, Sacred Heart RC, St Swithun Wells RC
6. Cowley St Laurence, Hermitage, John Locke Academy, St Andrew's CofE, St Andrews Park CofE, St Mary's RC, Whitehall
7. Highfield County, Hillingdon, Oak Farm, Ryefield, St Bernadette's RC
8. Charville, Grange Park, Hayes Park, Hewens
9. Belmore, Brookside, Yeading
10. Colham Manor, Rabbsfarm, St Matthew's CofE
11. Botwell House RC, Dr Triplett's CofE, Guru Nanak Sikh, Lake Farm Park Academy, Minet, Nanaksar Sikh, Rosedale College, Wood End Park
12. Cranford Park, Pinkwell, William Byrd
13. Harmondsworth, Heathrow
14. Cherry Lane, Laurel Lane, St Catherine's RC, St Martin's CofE, West Drayton

## Annex 2 - Map of Hillingdon Secondary Schools

### Where to find secondary schools in Hillingdon



#### Key

- A** Academy
- F** Foundation school
- S** Studio college (14 to 19 year olds only)
- U** University technical college (14 to 19 year olds only)

**Please note:** Each school's status is correct at the time of publication.

- 1** **A** Barnhill Community High School  
Hayes (DfE 5412)
- 2** **A** Bishop Ramsey C of E School  
Ruislip (DfE 4600)
- 3** **A** Bishopshalt School  
Hillingdon (DfE 5400)
- 4** **S** De Salis Studio College  
Hayes (DfE 4009)
- 5** **A** The Douay Martyrs School  
Ickenham (DfE 5408)
- 6** **U** Global Academy  
Hayes (DfE 4014)
- 7** **A** Guru Nanak Sikh Academy  
Hayes (DfE 4654)
- 8** **A** The Harefield Academy  
Harefield (DfE 6906)
- 9** **F** Harlington School  
Hayes (DfE 5411)
- 10** **A** Haydon School  
Eastcote (DfE 5401)
- 11** **U** UTC Heathrow  
Northwood (DfE 4002)
- 12** **A** Hewens College  
Hayes (DfE 5407)
- 13** **A** Northwood School  
Northwood (DfE 5405)
- 14** **F** Oak Wood School  
Hillingdon (DfE 5409)
- 15** **A** Park Academy West London  
Yiewsley (DfE 4021)
- 16** **S** Parkside Studio College  
Hayes (DfE 4000)
- 17** **A** Queensmead School  
South Ruislip (DfE 5403)
- 18** **A** Rosedale College  
Hayes (DfE 5406)
- 19** **A** Ruislip High School  
Ruislip Manor (DfE 4023)
- 20** **A** Swakeleys School for Girls  
Hillingdon (DfE 5410)
- 21** **A** Uxbridge High School  
Uxbridge (DfE 5404)
- 22** **A** Vyners School  
Ickenham (DfE 5402)

## Community Infrastructure Levy (CIL) Reporting

|                           |   |
|---------------------------|---|
| <b>Committee name</b>     | Residents, Education and Environmental Services Policy Overview Committee |
| <b>Officer reporting</b>  | James Rodger, Residents Services  |
| <b>Papers with report</b> | Appendix 1 - Annual HCIL Monitoring Report                                |
| <b>Ward</b>               | All   |

### HEADLINES

This report provides the Committee with information on the Council's current monitoring and reporting arrangements for Hillingdon Community Infrastructure Levy (HCIL) income and expenditure.

### RECOMMENDATIONS:

**That the Residents, Education and Environmental Services Policy Overview Committee notes and comments on the information presented within this report.**

### SUPPORTING INFORMATION

The Community Infrastructure Levy (CIL) is a charge which allows the Council to raise funds from developers undertaking new building projects, which supports financing of infrastructure costs that come from increasing residential and other developments happening across the borough. CIL has largely replaced planning obligations (Section 106 agreements) as a means of funding infrastructure provision in Hillingdon. The Charge was introduced by section 205 of the Planning Act 2008 and the Community Infrastructure Regulations 2010 (as amended) regulate its implementation.

Hillingdon's Community Infrastructure Levy (CIL) Charging Schedule and updated Planning Obligations Supplementary Planning Document (SPD) were adopted by resolution of full Council in July 2014. The provisions of the Charging Schedule and the Planning Obligations SPD have applied to new development in the borough from 1 August 2014.

The processes for budgeting for CIL income and its collection, monitoring and reporting are outlined below. Members should note that the scope of this report covers HCIL and not Mayoral CIL.

### HCIL Budget Setting

The forecast level of future HCIL income and utilisation is incorporated in the capital financing budget within the overall five year General Fund capital programme which is reviewed annually under the Medium Term Financial Forecast (MTFF) budget setting process. The revised five year capital programme expenditure and financing budgets are approved by Cabinet and Council in

February each year.

The draft revised capital programme funding strategy submitted to Cabinet in December 2019 is set out in the table below:

|   | 2019/20       | 2020/21       | 2021/22<br>to<br>2024/25 | Total          |
|---|---------------|---------------|--------------------------|----------------|
|   | £'000         | £'000         | £'000                    | £'000          |
| Capital Expenditure                     | 85,461        | 88,218        | 271,179                  | 444,858        |
| Financed By:                            |               |               |                          |                |
| Prudential Borrowing                    | 45,203        | 60,603        | 140,238                  | 246,044        |
| Capital Receipts                        | 6,581         | 6,413         | 43,389                   | 56,383         |
| Community Infrastructure Levy           | 4,000         | 3,500         | 14,000                   | 21,500         |
| <b>Council Resources</b>                | <b>55,784</b> | <b>70,516</b> | <b>197,627</b>           | <b>323,927</b> |
| Government Grants & Other Contributions | 29,677        | 17,702        | 73,552                   | 120,931        |
| <b>Total Capital Financing</b>          | <b>85,461</b> | <b>88,218</b> | <b>271,179</b>           | <b>444,858</b> |

Community Infrastructure Levy forms one of several sources of funding towards the overall capital programme. Capital expenditure projects and programmes that are not supported by external government grant are budgeted to be financed by Council Resources, which comprise both capital receipts and HCIL generated in year, with the remaining funding gap requiring prudential borrowing.

The level of forecast HCIL income is based on approximate levels that have been received annually since inception of the levy in August 2014. The level of Hillingdon CIL receipts achieved for capital financing each financial year, net of admin fees, has been as follows:

|         |       |
|---------|-------|
| Year    | £'000 |
| 2015/16 | 1,920 |
| 2016/17 | 3,679 |
| 2017/18 | 3,455 |
| 2018/19 | 3,287 |

Future year HCIL income levels are anticipated to be around £3,500k per annum. As at the end of December 2019, a total of £3,961k Community Infrastructure Levy (CIL) receipts (after administration fees) have been invoiced or received this financial year. There will be some annual fluctuation depending on the volume and size of chargeable developments proceeding each year.

Capital expenditure programmes and projects financed by Council Resources that are infrastructure related are significantly higher than the annual level of HCIL income. Eligible expenditure includes the schools expansions programme, highways structural works, library, leisure and community facilities all of which have significant budgeted capital investment in the approved programme.

### Monitoring and Reporting to Cabinet

HCIL monies are monitored on a monthly basis and reported on in the monthly Cabinet budget monitoring report.

Following planning consent for chargeable developments, Planning department issue Liability Notices stating the amount of chargeable HCIL (and MCIL) should the planning permission be implemented. On confirmation from the developer of the implementation, a Demand Notice is issued at which point the HCIL amount becomes payable. Planning also raise an invoice for the total amount payable and there is an instalments policy for payment in stages depending on the size of the amount.

The total amount invoiced is accounted for on the Council's general ledger as actual income and an allowed 5% administration fee is deducted and credited to the Planning department, in accordance with regulations, to cover expenses.

On a monthly basis planning and finance officers review actual income invoiced and received in year and the list of existing HCIL Liability and Demand Notices logged on the Ocella planning system, to assess forecast income for year. Forecast annual CIL income and year to date income received is subsequently reported on briefly to Cabinet in the capital monitoring section of the Budget Monitoring report.

At financial year end total HCIL receipts (net of admin fees) are applied to finance eligible infrastructure capital expenditure incurred during the year. Previously HCIL monies have been utilised to support financing of the Council's Chrysalis Programme, and Highways road improvements across the Borough.

## **Chrysalis**

CIL Regulations stipulate that a minimum of 15% of receipts must be allocated to local neighbourhood projects. Chrysalis meets the criteria for local CIL infrastructure spending as the numerous projects within this programme are driven by requests made by residents and/or local ward councillors. Annual spend on the Chrysalis programme is approximately £1m and has been fully financed by CIL, far exceeding 15% of total CIL receipts.

Chrysalis is the Council's highly successful asset enhancement initiative which funds projects ranging in scale from £5,000 to £100,000 for local initiatives that matter to residents. These can include installing an outdoor gym or new play equipment to improve fitness levels across all age groups, through to improving access and facilities at clubhouses, recreation grounds and community centres. This promotes how all residents can play an active part in decisions that improve where they live and making them proud to live in Hillingdon.

Throughout the year suggestions can be made by residents, ward councillors and officers for projects to receive Chrysalis funding. Information on the programme is online at [www.hillingdon.gov.uk/chrysalis](http://www.hillingdon.gov.uk/chrysalis) including the full eligibility criteria and, an online suggestion form.

Once suggestions are received, Officers in the Community Engagement and Town Centre Improvements team check that the suggestion meets the eligibility criteria and informs the applicant accordingly. Projects are then scoped and estimated costs obtained to confirm that delivery can be achieved within the £100k threshold.

All proposals are presented to the Cabinet Member for Commerce, Community & Regeneration in December of each year who prioritises a range of projects (usually around 20) across the borough to take forward for implementation in the next financial year. Suggestions which are not taken forward remain on the pipeline for future consideration. Applicants and Ward Councillors

are updated on all successful projects and those remaining on the pipeline.

Chrysalis funding also contributes to the popular Alleygating Scheme whereby residents experiencing anti social behaviour can apply for up to 90% funding towards the cost of gating privately owned alleyways [www.hillingdon.gov.uk/alleygatingscheme](http://www.hillingdon.gov.uk/alleygatingscheme)

## **Statutory Annual Report**

In line with regulatory requirements, a more detailed annual report on CIL total income and expenditure is published on the Council's website by 31st December in respect of the previous financial year.

Up to 2018/19 reporting on CIL was governed by Regulation 62 of the CIL regulations 2010 (as amended). This stated the following:

A charging authority must prepare a report for any financial year ("the reported year") in which

- (a) it collects CIL, or CIL is collected on its behalf; or
- (b) an amount of CIL collected by it or by another person on its behalf (whether in the reported year or any other) has not been spent

The report must include—

- (a) the total CIL receipts for the reported year;
- (b) the total CIL expenditure for the reported year;
- (c) summary details of CIL expenditure during the reported year including—
  - (i) the items of infrastructure to which CIL (including land payments) has been applied,
  - (ii) the amount of CIL expenditure on each item,
  - (iii) the amount of CIL applied to repay money borrowed, including any interest, with details of the infrastructure items which that money was used to provide (wholly or in part),
  - (iv) the amount of CIL applied to administrative expenses pursuant to regulation 61, and that amount expressed as a percentage of CIL collected in that year in accordance with that regulation; and
- (d) the total amount of CIL receipts retained at the end of the reported year.

The charging authority must publish the report on its website no later than 31st December following the end of the reported year.

See Appendix 1 for a copy of the 2018/19 annual statement published on the Council's website.

## **Infrastructure Funding Statement**

The CIL regulations were amended in September 2019 and have introduced the requirement in future to produce an Infrastructure Funding Statement. Authorities will no longer be required to



provide Regulation 123 lists which specify the infrastructure that is to be funded by CIL. Instead, they will need to produce annual Infrastructure Funding Statements.

For the financial year 2019/2020 onwards, any local authority that has received developer contributions (section 106 planning obligations or Community Infrastructure Levy) must publish online an infrastructure funding statement by 31 December 2020 and by the 31 December each year thereafter. Infrastructure funding statements must cover the previous financial year from 1 April to 31 March.

The guidance states the following:

Infrastructure funding statements must set out:

- A report relating to the previous financial year on the Community Infrastructure Levy;
- A report relating to the previous financial year on section 106 planning obligations;
- A report on the infrastructure projects or types of infrastructure that the authority intends to fund wholly or partly by the levy (excluding the neighbourhood portion).

The infrastructure funding statement must set out the amount of levy or planning obligation expenditure where funds have been allocated. Allocated means a decision has been made by the local authority to commit funds to a particular item of infrastructure or project.

It is recommended that authorities report on the delivery and provision of infrastructure, where they are able to do so. This will give communities a better understanding of how developer contributions have been used to deliver infrastructure in their area.

The infrastructure funding statement must also set out the amount of levy applied to repay money borrowed, applied to administrative expenses, passed to other bodies, and retained by the local authority. Local authorities will need to choose when to report money passed to other bodies in an infrastructure funding statement, depending on how the date the money was transferred on relates to the date of reporting.

Authorities can also report on contributions (monetary or direct provision) received through section 278 highways agreements in infrastructure funding statements, to further improve transparency for communities.

It is recommended that authorities report on estimated future income from developer contributions, where they are able to do so. This will give communities a better understanding of how infrastructure may be funded in the future.

The infrastructure funding statements are required to set out the infrastructure projects or types of infrastructure that the authority intends to fund, either wholly or partly, by the levy or planning obligations, though this will not dictate how funds must be spent and in turn collected.

Officers from Planning and Finance will work on producing the first Infrastructure Funding Statement for publication by the end of this calendar year.

### **Implications on related Council policies**

A key role of the Policy Overview Committees is to monitor Council services and make

recommendations on service changes and improvements to the Cabinet who are responsible for the Council's policy and direction.

### **How this report benefits Hillingdon residents**

The Community Infrastructure Levy allows the Council to raise funds from developers undertaking new building projects, which supports financing of new and improved local benefiting residents.

### **Financial Implications**

Financial implications have been covered throughout the report.

### **Legal Implications**

The Borough Solicitor confirms that the legal implications are included in the body of the report.

### **BACKGROUND PAPERS**

Further details in relation to the Council's CIL including Regulation 123 List and the Chrysalis Funding Programme are available on the Council's website at;

<https://www.hillingdon.gov.uk/chrysalis>

<https://www.hillingdon.gov.uk/article/24738/Community-Infrastructure-Levy>

<https://www.hillingdon.gov.uk/article/26611/Hillingdons-Community-Infrastructure-Levy>

## **London Borough of Hillingdon Community Infrastructure Levy Annual Report 2018/19**

The Community Infrastructure Levy (CIL) is a mechanism to allow local planning authorities to seek to raise funds from new development, in the form of a levy, in order to contribute to the cost of infrastructure projects that are, or will be, needed to support new development.

Pursuant to Regulation 62 of the Community Infrastructure Regulations 2010 (as amended) a charging authority ('the Council') is required to report on Community Infrastructure Levy (CIL) receipts and expenditure for a reported year.

Hillingdon's CIL Charging Schedule was adopted by resolution of full Council on 10th July 2014. The provisions of the Charging Schedule and the Planning Obligations Supplementary Planning Document apply to new development in the borough from 1st August 2014. The new charges apply in addition to the Mayor of London's CIL which has been applicable to new development since April 2012.

The types of infrastructure that may be funded by Hillingdon's CIL are outlined in Hillingdon's Infrastructure list known as 'Regulation 123 List' which is in Table 1 below:-

**Table 1:-** Regulation 123 list of infrastructure types to be funded through CIL

|   |
|---|
| <b>Education facilities</b>   |
| <b>Transport improvements</b> excluding site specific matters needed to make the development acceptable in planning terms.  |
| <b>Health care facilities</b>   |
| <b>Community care facilities</b> (social care institutions providing for older people and people with mental health or learning disabilities).                                  |
| <b>Library services</b>   |
| <b>Leisure facilities</b> (sports facilities defined as publicly owned leisure centres, gyms and swimming pools).   |
| <b>Open space provision:</b> publicly accessible open space and allotments, excluding site specific matters needed to make the development acceptable in planning terms         |
| <b>Community facilities</b> (community centres and meeting places but excluding places of worship; voluntary sector meeting places and centres and public cultural facilities). |

This report summarises the position in the financial year 1st April 2018 to 31st March 2019 (2018/19). The summary position is in Table 2 below:-

**Table 2:- Summary of Hillingdon CIL Income and Expenditure 2018/19**

| Reg.<br>62                    |   | 2018/19<br>£     |
|-------------------------------|---|------------------|
|                               | Amount of unapplied CIL carried over from previous year(s)  | 0                |
| 4 (a)                         | Total CIL Receipts  | 3,460,274        |
| 4 (b)                         | Total CIL Expenditure   | 3,460,274        |
| 4 (c)                         | Summary Details of CIL Expenditure:   |                  |
| (i)                           | The items of infrastructure to which CIL (including land payments) has been applied and   |                  |
| (ii)                          | The amount of CIL expenditure on each item:   |                  |
| <b>Transport Improvements</b> |   |                  |
|                               | Highways Structural Works   | 2,129,390        |
| <b>Community Facilities</b>   |   |                  |
|                               | Community Facilities Refurbishment  | 13,717           |
|                               | Access Improvements   | 131,349          |
| <b>Education Facilities</b>   |   |                  |
|                               | Education Safety  | 17,890           |
|                               | Education Improvements  | 68,000           |
| <b>Open Space Provision</b>   |   |                  |
|                               | Outdoor Sports and Play Facilities  | 628,342          |
|                               | Access Improvements   | 104,885          |
|                               | Community Facilities Refurbishments   | 46,189           |
|                               | Community Safety Schemes  | 47,498           |
|                               | Town Centre Improvements  | 100,000          |
| (iii)                         | The amount of CIL applied to repay money borrowed, including any interest with details of the infrastructure items which that money was used to provide (wholly or in part)   | 0                |
| (iv)                          | The amount of CIL applied to administrative expenses pursuant to regulation 61, and that amount expressed as a percentage of CIL collected in that year in accordance with that regulation (5% of total CIL receipts) | 173,014          |
| <b>Total CIL Expenditure</b>  |   | <b>3,460,274</b> |
| 4 (d)                         | The total amount of CIL receipts retained at the end of the reported year   | 0                |
| 4 (e)                         | In relation to any infrastructure payments accepted by the charging authority:  |                  |
| (i)                           | The items of infrastructure to which the infrastructure payment relate  | 0                |
| (ii)                          | The amount of CIL to which each item of infrastructure relates  | 0                |

There were zero CIL receipts and expenditure for the financial year 2014/15.

The CIL receipts and expenditure for the financial year 2015/16 was £2,021,483

The CIL receipts and expenditure for the financial year 2016/17 was £3,873,050

The CIL receipts and expenditure for the financial year 2017/18 was £3,636,863

## **NEIGHBOURHOOD CIL PROPORTION**

### **(Regulation 59 and Regulation 62 (ca) and (cb))**

2018/19 saw the payments made towards the delivery of both strategic and neighbourhood CIL projects.

The amount of CIL directed to "neighbourhood expenditure", is set at 15% of receipts subject to a cap of £100 per dwelling (indexed). The amount of neighbourhood CIL allocated within the London Borough of Hillingdon has been capped in accordance with Regulation 59A and 59F.

The allocation of the neighbourhood CIL portion to local projects meets the criteria set out in the Chrysalis Funding Programme, which is a community funding programme designed to support community driven projects since 2009.

The Chrysalis Funding Programme is a project driven funding system available for the provision of or enhancement of facilities on council land / assets whereby genuine proposals for improvements demonstrate a clear benefit to the wider community.

The programme is operated in a manner that seeks to enhance and meet the aims and objectives of CIL Regulations 59 and 62 by apportioning part of the CIL revenues to local based projects since 2015.

The Chrysalis Programme Funds are granted when community proposals demonstrate an improvement or benefit to the local community and support the council's objectives for the target neighbourhood. On the whole, the fund seeks to guide and provide support to proposals which aim to meet local priorities, including maintaining parks and green spaces, helping people to lead healthier, independent lives and, promoting and investing in town centres.

In 2018/19 payments totalling over £1m were made towards the delivery of neighbourhood CIL projects. Costs have been allocated to neighbourhoods in accordance with the criteria set out for the Chrysalis Funding Programme.

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## CABINET FORWARD PLAN

|                           |   |
|---------------------------|---|
| <b>Committee name</b>     | Residents, Education and Environmental Services Policy Overview Committee |
| <b>Officer reporting</b>  | Neil Fraser, Democratic Services Officer                                  |
| <b>Papers with report</b> | Appendix A – Forward Plan   |
| <b>Ward</b>               | All   |

### HEADLINES

The Committee is required by its Terms of Reference to consider the Forward Plan and comment as appropriate to the decision-maker on key decisions which relate to services within its remit (before they are taken by the Cabinet or by the Cabinet Member).

### RECOMMENDATIONS

**That the Residents, Education and Environmental Services Policy Overview Committee notes and comments on items going to Cabinet.**

### SUPPORTING INFORMATION

The latest published Forward Plan is attached.

#### Implications on related Council policies

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

#### How this report benefits Hillingdon residents

Policy Overview Committees directly engage residents in shaping policy and recommendations from the Committees seek to improve the way the Council provides services to residents.

#### Financial Implications

None at this stage.

#### Legal Implications

None at this stage.

### BACKGROUND PAPERS

NIL.

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| <b>Ref</b>   | <b>Upcoming Decisions</b>   | <b>Further details</b>  | <b>Ward(s)</b> | <b>Final decision by Full Council</b> | <b>Cabinet Member(s) Responsible</b>        | <b>Officer Contact for further information</b> | <b>Consultation on the decision</b>                                     | <b>NEW ITEM</b> | <b>Public / Private Decision &amp; reasons</b> |
|--|---|---|----------------|---------------------------------------|---|--|---|-----------------|--|
| <b>SI = Standard Item each month</b><br><b>Council Departments: RS = Residents Services SC = Social Care AD = Administration FD= Finance</b> |   |   |                |                                       |   |  |   |                 |  |
| <b>Cabinet Meeting – 23 April 2020</b>   |   |   |                |                                       |   |  |   |                 |  |
| 289  | <b>Standards and quality of education in Hillingdon during 2018/19</b>                                    | The Annual Report to Cabinet regarding children and young people's educational performance across Hillingdon schools.   | All            |                                       | Cllr David Simmonds CBE                     | RS - Daniel Kennedy                            | Residents, Education & Environmental Services Policy Overview Committee |                 | Public   |
| <b>Cabinet Member Decisions Expected – May 2020</b>  |   |   |                |                                       |   |  |   |                 |  |
| 300  | <b>Accreditation of the Museum, Archives and Local Studies Service &amp; approval of related policies</b> | Member approval is sought to enable the Museum, Archives and Local Studies Service to achieve full accreditation as a museum service by the Arts Council for England. This requires approval of the | All            |                                       | Cllr Ray Puddifoot MBE / Cllr Richard Lewis | RS - Tim Seward / Susan Dalloe                 | Various   | <b>NEW</b>      | Public   |

|                                |  |   |     |  |                       |   |  |  |             |
|--------------------------------|--|---|-----|--|-----------------------|---|--|--|-------------|
|                                |  | Council's updated Collections Development Policy and associated Documentation Policy, Care and Conservation Policy, Access Policy and service Forward Plan. This will enable the service to continue its work to preserve and promote the heritage of Hillingdon for all its residents. |     |  |                       |   |  |  |             |
| Cabinet Meeting – 23 July 2020 |  |   |     |  |                       |   |  |  |             |
| 037                            | <b>The collection and processing of co-mingled dry recycling</b> | This report seeks Cabinet authority to extend the current contract for the collection and processing of co-mingled dry recycling on behalf of the   | All |  | Cllr Philip Corthorne | RS / FD - Nicola Herbert / Melissa Sage |  |  | Private (3) |

|  |  |                                  |  |  |  |  |  |  |  |
|--|--|----------------------------------|--|--|--|--|--|--|--|
|  |  | London Borough<br>of Hillingdon. |  |  |  |  |  |  |  |
|--|--|----------------------------------|--|--|--|--|--|--|--|

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## RESIDENTS, EDUCATION AND ENVIRONMENTAL SERVICES POLICY OVERVIEW COMMITTEE - WORK PROGRAMME

|                           |   |
|---------------------------|---|
| <b>Committee name</b>     | Residents, Education and Environmental Services Policy Overview Committee |
| <b>Officer reporting</b>  | Neil Fraser, Chief Executive's Office                                     |
| <b>Papers with report</b> | Appendix A – Work Programme   |
| <b>Ward</b>               | All   |

### HEADLINES

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

### RECOMMENDATIONS

**That the Residents, Education and Environmental Services Policy Overview Committee considers the report and agrees any amendments.**

### SUPPORTING INFORMATION

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

| Meeting Date     | Room |
|------------------|------|
| 19 March 2020    | CR5  |
| 14 April 2020    | CR5  |
| 25 June 2020     | CR5  |
| 22 July 2020     | CR5  |
| 3 September 2020 | CR6  |
| 15 October 2020  | CR6  |
| 3 November 2020  | CR5  |
| 27 January 2021  | CR5  |
| 23 February 2021 | CR5  |

### Implications on related Council policies

The role of the Policy Overview Committees is to make recommendations on service changes and improvements to the Cabinet, who are responsible for the Council's policy and direction.

### **How this report benefits Hillingdon residents**

Policy Overview Committees directly engage residents in shaping policy and recommendations and the Committees seek to improve the way the Council provides services to residents.

### **Financial Implications**

None at this stage.

### **Legal Implications**

None at this stage.

### **BACKGROUND PAPERS**

NIL.

## Multi year work programme

May 2018 - May 2022

\* Dates provisional

2021

| Residents, Education & Environmental Services<br>Policy Overview Committee | February<br>25 | March<br>19 | April<br>14 | May<br>CABINET | June<br>25     | July<br>22 | September<br>3 | October<br>15 | November<br>3 | December<br>CABINET | January<br>27 |
|--|----------------|-------------|-------------|----------------|----------------|------------|----------------|---------------|---------------|---------------------|---------------|
| <b>REVIEW B: Tackling Littering and Fly Tipping<br/>Within Hillingdon</b>  |                |             |             |                |                |            |                |               |               |                     |               |
| Topic selection / scoping stage  |                |             |             |                | Scoping Report |            |                |               |               |                     |               |
| Witness / evidence / consultation stage                                    |                |             |             |                |                |            |                |               |               |                     |               |
| Findings, conclusions and recommendations                                  |                |             |             |                |                |            |                |               |               |                     |               |
| Final review report agreement  |                |             |             |                |                |            |                |               |               |                     |               |
| Target Cabinet reporting   |                |             |             | CABINET        |                |            |                |               |               |                     |               |
| <b>Regular service &amp; performance monitoring</b>                        |                |             |             |                |                |            |                |               |               |                     |               |
| Quarterly School Places Planning Update                                    |                |             |             |                |                |            |                |               |               |                     |               |
| Annual complaints & service update report                                  |                |             |             |                |                |            |                |               |               |                     |               |
| Standards Attainment report (incl. School Improvements)                    |                |             |             |                |                |            |                |               |               |                     |               |
| CIL Expenditure Monitoring - Annual Report                                 |                |             |             |                |                |            |                |               |               |                     |               |
| Budget Planning Report for Residents Services                              |                |             |             |                |                |            |                |               |               |                     |               |
| Cabinet's budget proposals for next financial year                         |                |             |             |                |                |            |                |               |               |                     |               |
| Cabinet Forward Plan Monthly Monitoring                                    |                |             |             |                |                |            |                |               |               |                     |               |
| <b>One-off service monitoring</b>  |                |             |             |                |                |            |                |               |               |                     |               |
| Information Item on Youth Services   |                |             |             |                |                |            |                |               |               |                     |               |
| Information Item on Home Schooling   |                |             |             |                |                |            |                |               |               |                     |               |
| SEN Service Provision  |                |             |             |                |                |            |                |               |               |                     |               |
| Information Item on Adult Learning   |                |             |             |                |                |            |                |               |               |                     |               |
| Council's Emergency Response procedures (presentation)                     |                |             |             |                |                |            |                |               |               |                     |               |
| Road Safety Around Schools   |                |             |             |                |                |            |                |               |               |                     |               |
| Parking Management Schemes   |                |             |             |                |                |            |                |               |               |                     |               |
| New School Improvement Strategy  |                |             |             |                |                |            |                |               |               |                     |               |
| <b>Past review delivery</b>  |                |             |             |                |                |            |                |               |               |                     |               |
| Air Quality Action Plan  |                |             |             |                |                |            |                |               |               |                     |               |
| Disposal of Charity Shop Waste (tbc)                                       |                |             |             |                |                |            |                |               |               |                     |               |
| Review into Academies and Free Schools                                     |                |             |             |                |                |            |                |               |               |                     |               |
| Payment Modernisation for Key Resident Services                            |                |             |             |                |                |            |                |               |               |                     |               |

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