



HILLINGDON
LONDON



CABINET

To all Members of the Cabinet:

Date: THURSDAY, 13 OCTOBER
2022

Time: 7.00 PM

Venue: CIVIC CENTRE, HIGH
STREET, UXBRIDGE

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

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

Ian Edwards, Leader of the Council
(Chairman)

Jonathan Bianco, Deputy Leader of the
Council & Cabinet Member for Property,
Highways & Transport (Vice-Chairman)

Martin Goddard, Cabinet Member for
Finance

Douglas Mills, Cabinet Member for
Corporate Services

Susan O'Brien, Cabinet Member for
Children, Families & Education

Jane Palmer, Cabinet Member for Health
& Social Care

Eddie Lavery, Cabinet Member for
Residents' Services

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



Published:

Wednesday, 5 October 2022

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Putting our residents first

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

Useful information for residents and visitors

Watching & recording this meeting

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

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

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



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

Travel and parking

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

Please enter via main reception and visit the security desk to sign-in and collect a visitors pass. You will then be directed to the Committee Room.

Accessibility

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

Emergency procedures

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

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



Notice

Notice of meeting and any private business

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

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

13 October 2022 at 7pm in Committee Room 6, Civic Centre, Uxbridge

will be held partly in private and that 28 clear days public notice of this meeting has been given. The reason for this is because the private (Part 2) reports listed on the agenda for the meeting will contain exempt information under Part 1 of Schedule 12A to the Local Government Act 1972 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. An online and a hard copy notice at the Civic Centre in Uxbridge indicates a number associated with each report with the reason why a particular decision will be taken in private under the categories set out below:

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

Notice of any urgent business

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

Notice of any representations received

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

Date notice issued and of agenda publication

5 October 2022
London Borough of Hillingdon

Agenda

- 1 Apologies for Absence
- 2 Declarations of Interest in matters before this meeting
- 3 To approve the minutes of the last Cabinet meeting 1 - 16
- 4 To confirm that the items of business marked Part 1 will be considered in public and that the items of business marked Part 2 in private

Cabinet Reports - Part 1 (Public)

- 5 Council Strategy 2022-2026 (Cllr Ian Edwards) 17 - 46
- 6 Hillingdon Safeguarding Partnership Annual Report 2021-22 (Cllr Susan O'Brien & Cllr Jane Palmer) 47 - 92
- 7 Consultation on changes to School Admissions Arrangements (Cllr Susan O'Brien) 93 - 102
- 8 Local List of Buildings of Architectural and Historic Importance (Cllr Eddie Lavery) 103 - 120
- 9 School Capital Programme Update (Cllr Jonathan Bianco & Cllr Susan O'Brien) 121 - 130
- 10 Consideration of setting a licensed deficit budget in 2022/23 for three schools in the Borough (Cllr Susan O'Brien & Cllr Martin Goddard) -
REPORT TO FOLLOW
- 11 Monthly Council Budget Monitoring Report: Month 4 (Cllr Goddard) -
REPORT TO FOLLOW
- 12 Public Preview of matters to be considered in private (All Cabinet Members) 131 - 136

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

- | | | |
|-----------|--|-----------|
| 13 | The Provision of a Roofing Repair Service to Housing and Corporate Properties (Cllr Jonathan Bianco) | 137 - 146 |
| 14 | Future of the Council's Financial Systems (Cllr Martin Goddard) | 147 - 156 |
| 15 | Disposal of Land/Garage sites (Cllr Jonathan Bianco) * | 157 - 168 |

The reports in Part 2 of this agenda are not for publication because they involve the disclosure of information in accordance with Section 100(A) and Part 1 of Schedule 12 (A) to the Local Government Act 1972 (as amended), in that they contain exempt information and that the public interest in withholding the information outweighs the public interest in disclosing it.

- 16** Any other items the Chairman agrees are relevant or urgent

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Minutes & Decisions

CABINET

Thursday, 1 September 2022

Meeting held at Committee Room 6 - Civic Centre,
High Street, Uxbridge UB8 1UW



Published on: 2 September 2022

Decisions come into effect from: 5pm, 9 September 2022 or as otherwise stated

Cabinet Members Present:

Ian Edwards (Chairman)
Jonathan Bianco (Vice-Chairman)
Martin Goddard
Douglas Mills
Susan O'Brien
Jane Palmer
Eddie Lavery

1. APOLOGIES FOR ABSENCE

All Cabinet Members were present.

2. DECLARATIONS OF INTEREST IN MATTERS BEFORE THIS MEETING

No interests were declared by Members present.

3. TO APPROVE THE MINUTES OF THE LAST CABINET MEETING

The minutes and decisions of the Cabinet meeting held on 7 July 2022 were agreed as a correct record.

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

It was confirmed items to be considered in public and private were as set out on the agenda.

5. STRATEGIC CLIMATE ACTION PLAN PROGRESS UPDATE & CLIMATE COMMITMENT CHARTER

RESOLVED:

That the Cabinet:

- 1. Notes the progress made in the Strategic Climate Action Plan Progress Report in Appendix 1;**
- 2. Approves the priorities identified in this report and;**
- 3. Agrees to the Council being a signatory to the Climate Commitment Charter for procurement purposes in Appendix 2.**

Reasons for decision

Cabinet received its annual update on the objectives set out in the Strategic Climate Action Plan adopted in 2021, which also set out the priorities for the next year on electricity and gas usage and the Council's fleet to ensure sufficient progress was being made to achieving carbon neutrality across Council operations by 2030. Furthermore, Cabinet agreed to sign up to a low carbon procurement charter in collaboration with West London partners.

The Cabinet Member for Residents' Services noted the good progress made to-date, in particular on electricity consumption. However, it was also noted that gas consumption remained a concern, as usage had changed to actual readings, rather than estimated, but that this would at the very least provide an accurate baseline going forward.

The Leader of the Council welcomed the report and, despite the current economic climate, re-affirmed the Council's commitment to climate change and explained how the Council's actions would benefit residents, such as through improved housing insulation.

Alternative options considered and rejected

None.

Relevant Select Committee	Residents' Services
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	Decisions no. 2 and 3 above may be called-in by 5pm, Friday 9 September 2022
Officer(s) to action	Ian Thynne
Directorate	Place Directorate
Classification	Public - <i>The report and any background papers relating to this decision by the Cabinet are available to view on the Council's website or by visiting the Civic Centre, Uxbridge.</i>

6. OUTCOME OF THE CONSULTATION ON THE SUCCESSFUL, SUSTAINABLE, VIABLE SCHOOLS: INFANT & JUNIOR AMALGAMATION POLICY

RESOLVED:

That Cabinet consider the responses to the consultation received on the draft Successful, Sustainable, Viable Schools: Infant & Junior Amalgamation Policy and approve it as Council policy.

Reasons for decision

Cabinet approved an updated Infant and Junior School Amalgamation Policy, following due consideration of the responses to the consultation. Cabinet considered that amalgamation was a positive way to develop and progress a school organisation, particularly given financial pressures.

The Cabinet Member for Children, Families & Education outlined the potential for separate school arrangements to be unsustainable going forward and expressed the Council's aspiration for all schools to be successful and how this could be met, therefore, through a one-school approach.

Alternative options considered and rejected

Cabinet could have decided not to progress an updated policy on amalgamation.

Relevant Select Committee	Children, Families & Education
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	5pm, Friday 9 September 2022
Officer(s) to action	Nav Minhas
Directorate	Education & SEND Directorate
Classification	Public - <i>The report and any background papers relating to this decision by the Cabinet are available to view on the Council's website or by visiting the Civic Centre, Uxbridge.</i>

7. POLICY FRAMEWORK: REVIEW OF STATEMENT OF GAMBLING POLICY

RESOLVED:

That the Cabinet:

1. Agrees to a public consultation for the draft Statement of Gambling Policy to take place between 12th September 2022 and 24th October 2022.
2. Notes that a further report will be submitted to Cabinet, post consultation, highlighting any consultation responses for Cabinet to consider for inclusion in the final Policy
3. Notes that the Statement of Gambling Policy is then required to be referred to the full Council for adoption as a policy framework document.

Reasons for decision

Cabinet noted the review of the Statement of Gambling Policy which would continue to ensure the Council provides effective and efficient licensing functions. Cabinet agreed to consult on this Policy Framework document, noting that the minor technical changes proposed which sought to make the policy more consistent and customer friendly.

The Cabinet Member for Residents' Services explained the process for the Policy's consideration going forward, which would include consultation.

Alternative options considered and rejected

None, as there is a legal requirement to review this Policy every three years.

Relevant Select Committee	Residents' Services
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	This cannot be called-in. As a policy framework document it will be considered by Select Committees before any final decision.
Officer(s) to action	Daniel Ferrer
Directorate	Place Directorate
Classification	Public - <i>The report and any background papers relating to this decision by the Cabinet are available to view on the Council's website or by visiting the Civic Centre, Uxbridge.</i>

8. **STATUTORY PROPOSAL FOR A SPECIALIST NURSERY ASSESSMENT BASE AND AUTISTIC SPECTRUM DISORDER PROVISION AT RUISLIP GARDENS PRIMARY SCHOOL**

RESOLVED:

That Cabinet consider the responses to the statutory consultation as set out in the report and Appendix 3 and approve the proposal to establish a specialist assessment base and Autistic Spectrum Disorder (ASD) Specialist Resource Provision (SRP) at Ruislip Gardens Primary School.

Reasons for decision

The Cabinet Member for Children, Families and Education noted the rising demand for special education needs in the Borough and how this would be met through a programme of additional capital works linked to the DSG safety valve agreement. Cabinet, therefore approved a specialist assessment base and Autistic Spectrum Disorder Specialist Resource Provision at Ruislip Gardens Primary school following consideration of the consultation responses.

The Cabinet Member welcomed the benefit of establishing locally based support in a mainstream school setting that would reduce the cost of out of Borough placements and future proof local schools for residents.

Alternative options considered and rejected

Cabinet could have decided not to progress the proposal to expand specialist support at the school site.

Relevant Select Committee	Children, Families & Education
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	5pm, Friday 9 September 2022
Officer(s) to action	Babatunde Balogun
Directorate	Education & SEND
Classification	Public - <i>The report and any background papers relating to this decision by the Cabinet are available to view on the Council's website or by visiting the Civic Centre, Uxbridge.</i>

9. MONTHLY COUNCIL BUDGET MONITORING REPORT: MONTH 3

RESOLVED:

That the Cabinet:

1. Note the budget monitoring position and treasury management update as at June 2022 (Month 3) as outlined in Part A of this report.
2. Approve the financial recommendations set out in Part B of this report below:
 - a. Approves a virement of £220k from the General Capital Contingency budget to the Corporate Technology and Innovation Programme to support the Network and Telephony project.
 - b. Accept a grant award of £703k from the Market Sustainability and Fair Cost of Care Fund to prepare Social Care markets for reform.
 - c. Approve acceptance of £100k grant funding from the Department for Environment, Food, and Rural Affairs (DEFRA) for costs associated with the delivery of new post-Brexit port health authority functions at the Heathrow Imported Food Office.
 - d. Approve acceptance of £9k grant funding from the Department for Environment, Food, and Rural Affairs (DEFRA) for the implementation of legislation relating to allergen labelling changes for prepacked direct for sale food.
 - e. Approve an increase in the fee charged to funeral directors for storage costs to £30 per day starting 48 hours after the coroner has released the body.
 - f. Approve acceptance of gift funding in relation to a Planning Performance Agreement in accordance with the provisions of Section 93 of the Local Government Act 2003 for;
 - i. NCP Car Park - £17,500
 - ii. Denville Hall - £17,500
 - iii. Crown Trading - £32,000
 - iv. Nestle Block - £17,500
 - g. Ratify an urgent decision taken by the Leader of the Council, in consultation with the Cabinet Member for Children, Families & Education, to implement updated fees for the Music Service for 2022/23, due to the necessity to notify parents before the start of the September 2022 academic term.

Reasons for decisions

Cabinet was updated on the forecast revenue, capital and treasury position for the current year 2022/23 in order to ensure the Council achieved its budgetary and service objectives.

The Cabinet Member for Finance outlined the challenge of inflation and informed Members that the Government's funding for Covid-19 related pressures had now come to an end, which the Council was now having to absorb going forward. It was noted that earmarked reserves had been used to support the Council in meeting such pressures, whilst the Council's savings programme was also generally on track.

In respect of the capital programme, an underspend of £26.3m was noted due to project slippage and in respect the Dedicated Schools Grant, it was welcomed that the balance on this would be reduced soon, due to the Safety Valve agreement the Council had entered into with the Department for Education.

A number of financial recommendations were moved by the Cabinet Member and agreed by Cabinet, including the acceptance of Government grants, an increase in funeral director fees, gift funding for key planning developments and ratification of an urgent decision taken in respect of introducing more sustainable fee levels for the Music Service.

The Leader of the Council welcomed the report, noted the challenging times and thanked Council officers for their work in managing budgets.

Alternative options considered and rejected

None.

Relevant Select Committee	Finance & Corporate
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	Cabinet's decisions 2 (a-f) may be called in by 5pm, Friday 9 September 2022
Officer(s) to action	Andy Evans
Directorate	Resources
Classification	Public - <i>The report and any background papers relating to this decision by the Cabinet are available to view on the Council's website or by visiting the Civic Centre, Uxbridge.</i>
	Urgency provisions – <i>this report was issued less than 5 clear days before the Cabinet meeting and agreed by the Chairman to be considered under urgency provisions.</i>

10. PUBLIC PREVIEW OF MATTERS TO BE CONSIDERED IN PRIVATE

RESOLVED:

That Cabinet note the reports to be considered later in private and Part 2 of the Cabinet agenda and comment on them as appropriate for public information purposes.

Reasons for decision

The Leader of the Council introduced the report which provided a public summary of the matters to be discussed in the private part of the Cabinet meeting later.

Alternative options considered and rejected

These were set out in the public Cabinet report.

Relevant Select Committee	Various
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	This matter is not for call-in, as noting only.
Officer(s) to action	Mark Braddock
Directorate	Central Services
Classification	Public - <i>The report and any background papers relating to this decision by the Cabinet are available to view on the Council's website or by visiting the Civic Centre, Uxbridge.</i>

11. FRAMEWORK FOR HOME CARE AND OUTREACH SERVICES

RESOLVED:

That the Cabinet:

1. Accept the tender from the Domiciliary care providers shown in Appendix 1 for admission to the London Borough of Hillingdon framework of Home Care and Outreach Services for Adults and Children. The tenders are for a four-year period from 24th October 2022 to 23 October 2026 and at the value of £23,612,000.
2. Furthermore, agree to extend the existing DPS [Dynamic Purchasing System] for a 3-month period from 27th October 2022 to 26th January 2023 to continue to host providers until the mobilisation of the new framework and the safe and effective transfer of care packages and the TUPE of staff if required, noting that Appendix 2 references a list of these providers.

Reasons for decision

Cabinet agreed a new Framework for Home Care and Outreach Support Services for Adults and Children which would work alongside and complement the existing two lead provider contracts that operate in the Borough and ensure that there were good choices of support for those in need of care.

Cabinet also agreed to extend the dynamic purchasing system for a temporary period to enable the transition to the new framework.

Alternative options considered and rejected

Cabinet could have decided to remain with the two lead providers and a larger number of spot providers for additional services required, which Cabinet considered would be detrimental to quality and compliance.

Relevant Select Committees	Health and Social Care Children, Families & Education
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	5pm, Friday 9 September 2022
Officer(s) to action	Jan Major
Directorate	Adult Services & Health
Classification	Private - <i>Whilst the Cabinet's decisions above are always made public, the officer report relating to this matter is not because it was considered in the private part of the meeting and contained information relating to the financial or business affairs of any particular person (including the Authority holding that information) and the public interest in withholding the information outweighed the public interest in disclosing it in accordance with Section 100(A) and paragraph 3 of Part 1 of Schedule 12 (A) to the Local Government Act 1972 (as amended).</i>

12. CHILDREN'S ADVOCACY AND INDEPENDENT VISITOR SERVICE

RESOLVED:

That the Cabinet:

1. **Accept the tender from Coram Voice for the provision of Advocacy Services and an Independent Visitor Scheme to the London Borough of Hillingdon for a five-year period from 1st October 2022 to 30th September 2027 at the value of £445,320.**
2. **Furthermore, agrees that this includes the provision to extend the contract for a two-year period (seven years in total), delegating approval of any extension to the Leader of the Council and Cabinet Member for Children, Families & Education, in consultation with the Executive Director of Children and Young People's Service.**

Reasons for decisions

Following a competitive tender exercise, Cabinet approved the award a contract for the provision of advocacy services and an Independent Visitor Scheme so the Council could continue to meet its statutory obligations when supporting children and young people.

It was noted that good quality advocacy services help transform vulnerable children's lives, enabling them to have an independent voice, break down communication barriers, and promote better outcomes, whilst the Independent Visitor Service provided a reliable, consistent, constant and independent friend to a looked after child.

Alternative options considered and rejected

Cabinet could have decided to bring the service in-house or consolidated all advocacy services, but considered this not suitable or independent enough to provide for the specific needs of children.

Relevant Select Committee	Children, Families & Education
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	5pm, Friday 9 September 2022
Officer(s) to action	Tehseen Kauser
Directorate	Children & Young People's Directorate
Classification	Private - <i>Whilst the Cabinet's decisions above are always made public, the officer report relating to this matter is not because it was considered in the private part of the meeting and contained information relating to the financial or business affairs of any particular person (including the Authority holding that information) and the public interest in withholding the information outweighed the public interest in disclosing it in accordance with Section 100(A) and paragraph 3 of Part 1 of Schedule 12 (A) to the Local Government Act 1972 (as amended).</i>

13. PROVISION OF A TREE MAINTENANCE SERVICE

RESOLVED:

That the Cabinet:

1. Accept the tender of RSK Hi-Line Ltd for the provision of Tree Maintenance Services to the London Borough of Hillingdon for a three-year period from 8th October 2022 to 7th October 2025 and at the value of £1,602,379.00 (annual cost £534,126.33).
2. Furthermore, agrees that this includes the provision to extend the contract for a two-year period (five years in total), delegating approval of any extension to the Leader of the Council and Cabinet Member for Residents' Services, in consultation with the Corporate Director of Place.

Reasons for decision

Cabinet agreed a contract for the Council's tree maintenance service, following a competitive tender exercise and selected a company approved by the Arboricultural Association. It was noted how the contract would support the Council's climate action plan.

Alternative options considered and rejected

None as Cabinet considered the competitive tender outcome as the best value for money.

Relevant Select Committee	Residents' Services
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	5pm, Friday 9 September 2022
Officer(s) to action	Sophie Coughlan Allison Mayo
Directorate	Place Resources
Classification	Private - <i>Whilst the Cabinet's decisions above are always made public, the officer report relating to this matter is not because it was considered in the private part of the meeting and contained information relating to the financial or business affairs of any particular person (including the Authority holding that information) and the public interest in withholding the information outweighed the public interest in disclosing it in accordance with Section 100(A) and paragraph 3 of Part 1 of Schedule 12 (A) to the Local Government Act 1972 (as amended).</i>

14. BED-BASED INTERMEDIATE CARE SERVICE CONTRACTS

RESOLVED:

That the Cabinet:

1. Accept the tender from HC-ONE Limited for the provision of a Bed-Based Intermediate Care Lot 1 to the London Borough of Hillingdon for a 4-year period from 3rd October 2022 date to 4th October 2026 and at the value of £875,952 (£218,988pa).
2. Accept the tender from HC-ONE Limited for the provision of a Bed-Based Intermediate Care Lot 2 to the London Borough of Hillingdon for a 4-year period from 3rd October 2022 date to 4th October 2026 and at the value of £641,322 (£160,331pa).
3. Accept the tender from Bondcare London Limited for the provision of Bed-Based Intermediate Care Lot 3 to the London Borough of Hillingdon for a 4-year period from 3rd October 2022 date to 4th October 2026 and at the value of £481,774 (£120,443pa).
4. Accept the tender from Bondcare London Limited for the provision of Bed-Based Intermediate Care Lot 4 to the London Borough of Hillingdon for a 4-year period from 3rd October 2022 date to 4th October 2026 and at the value of £481,774 (£120,443pa).

Reasons for decision

Cabinet agreed to contracts for the delivery of short-term bed based services to enable residents to return home more quickly after a hospital stay or avoid going into hospital unnecessarily, which would in turn release hospital beds for other people who are acutely unwell. Cabinet noted the partnership approach to this service and how it was fully funded by the NHS.

Alternative options considered and rejected

To not accept the tenders, but Cabinet noted this would lead to increased length of stay in hospital for residents.

Relevant Select Committee	Health & Social Care
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	5pm, Friday 9 September 2022
Officer(s) to action	Gary Collier Sally Offin
Directorate	Adult Services and Health Resources
Classification	Private - Whilst the Cabinet's decisions above are always made public, the officer report relating to this matter is not because it was considered in the private part of the meeting and contained information relating to the financial

or business affairs of any particular person (including the Authority holding that information) and the public interest in withholding the information outweighed the public interest in disclosing it in accordance with Section 100(A) and paragraph 3 of Part 1 of Schedule 12 (A) to the Local Government Act 1972 (as amended).

15. THE COUNCIL'S WORKFLOW AND DOCUMENT MANAGEMENT SYSTEM

RESOLVED:

That the Cabinet agree a direct award to Civica UK Limited for the provision of Civica Digital 360 Workflow and Document Management System to the London Borough of Hillingdon for a five-year period from 1 September 2022 to 31 August 2027 and at the cost of £653,060 for the period, and notes that this includes the migration and upgrade of Civica Digital 360 to the supplier's cloud infrastructure to become a fully hosted and browser-based system (at a one-off cost of £99,990).

Reasons for decision

Cabinet awarded a contract to the incumbent provider for the provision of continued support and maintenance of the Council's Workflow and Document Management System, including its migration and upgrade to the supplier's cloud infrastructure. It was noted that this would enable resident-facing and back-end processes to be more resilient and work efficiently and in an automated way. Cabinet further noted that savings would be delivered as a result.

Alternative options considered and rejected

Cabinet could have decided to re-tender, but considered this not possible within the current time-frame.

Relevant Select Committee	Finance & Corporate
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	5pm, Friday 9 September 2022
Officer(s) to action	Julie Prior Jo Allen
Directorate	Central Services Resources
Classification	Private - <i>Whilst the Cabinet's decisions above are always made public, the officer report relating to this matter is not because it was considered in the private part of the meeting and contained information relating to the financial or business affairs of any particular person (including the Authority holding that information) and the public interest in withholding the information outweighed the public interest in disclosing it in accordance with Section 100(A) and paragraph 3 of Part 1 of Schedule 12 (A) to the Local Government Act 1972 (as amended).</i>

16. WATER QUALITY SERVICES CONTRACT

RESOLVED:

That the Cabinet:

1. Accept the tender from Life Environmental Services Ltd. for the provision of the Water Quality Services Contract to the London Borough of Hillingdon for a period of 3 years at the estimated value of £261k per annum and;
2. Furthermore, agrees that this includes the provision to extend the contract for a period of 2 years, subject to the approval of the Leader of the Council and Cabinet Member for Property, Highways and Transport, in consultation with the Corporate Director for Place.

Reasons for decision

Following a competitive tender exercise, Cabinet approved a contractor to carry out appropriate measures to minimise the risk of Legionella Bacteria in the water systems of council properties, ensuring safe and healthy water to residents, businesses, schools, corporate properties and other service users within the Borough.

Alternative options considered and rejected

None, as this was statutory requirement

Relevant Select Committee	Finance & Corporate
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	5pm, Friday 9 September 2022
Officer(s) to action	Gary Penticost
Directorate	Place
Classification	Private - <i>Whilst the Cabinet's decisions above are always made public, the officer report relating to this matter is not because it was considered in the private part of the meeting and contained information relating to the financial or business affairs of any particular person (including the Authority holding that information) and the public interest in withholding the information outweighed the public interest in disclosing it in accordance with Section 100(A) and paragraph 3 of Part 1 of Schedule 12 (A) to the Local Government Act 1972 (as amended).</i>

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

No additional items were considered by the Cabinet.

The meeting closed at 7.22pm

When can these decisions be implemented by officers?

Officers can implement Cabinet's decisions in these minutes only from the expiry of the scrutiny call-in period which is:

5pm, Friday 9 September 2022

However, this is subject to the decision not being called in by Councillors on the relevant Select Committee. Upon receipt of a valid call-in request, Democratic Services will immediately advise the relevant officer(s) and the Cabinet decision must then be put on hold.

Councillor scrutiny call-in of these decisions

Councillors on the relevant Select Committee shown in these minutes for the relevant decision made may request to call-in that decision. The call-in request must be before the expiry of the scrutiny call-in period above.

Councillors should use the Scrutiny Call-in App (link below) on their devices to initiate any call-in request. Further advice can be sought from Democratic Services if required:

[Scrutiny Call-In - Power Apps](#) (secure)

Notice

These decisions have been taken under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

This Cabinet meeting was also broadcast live on the Council's YouTube channel [here](#) for wider resident engagement.

Please note that these minutes and decisions are the definitive record of proceedings by the Council of this meeting.

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

democratic@hillington.gov.uk

Democratic Services: 01895 250636

Media enquiries: 01895 250403

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COUNCIL STRATEGY 2022-2026

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

HEADLINES

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

RECOMMENDATIONS

That the Cabinet:

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

Reasons for recommendation

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

Alternative options considered / risk management

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

Democratic compliance

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

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

Select Committee Comments

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

SUPPORTING INFORMATION

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

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

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

Vision

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

Ambition for residents

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

Five commitments to residents

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

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

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

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

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

*number of responses in brackets

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Financial Implications

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

RESIDENT BENEFIT & CONSULTATION

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

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

Consultation carried out or required

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

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

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

Website

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

Press Release

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

Social Media

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

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

This was also shared on Instagram on 8 July.

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

E-Newsletter

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

Proactive Promotion to Partner Organisations and Residents' Associations

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

Internal Staff

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

Select Committees

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

CORPORATE CONSIDERATIONS

Corporate Finance

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

Legal

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

BACKGROUND PAPERS

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

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

Appendix 1 – Council Strategy 2022-2026

Hillingdon Council

Our Borough

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

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

Our Vision

Putting Our Residents First

Our Ambition for Residents

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

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

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

Our Ambition for the Council

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

Our Commitments to Residents

1. Safe and Strong Communities

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

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

2. Thriving, Healthy Households

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

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

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

3. A Green and Sustainable Borough

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

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

4. A Thriving Economy

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

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

areas of the Borough.

- Target support to help residents out of financial hardship.

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

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

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

Appendix 2 – Comments from Select Committees

Finance & Corporate Services Select Committee – 13 July 2022

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

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

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

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

Property, Highways & Transport Select Committee – 13 July 2022

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

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

Health & Social Care Select Committee – 19 July 2022

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

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

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

Children, Families & Education Select Committee – 20 July 2022

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

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

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

Residents’ Services Select Committee – 21 July 2022

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

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

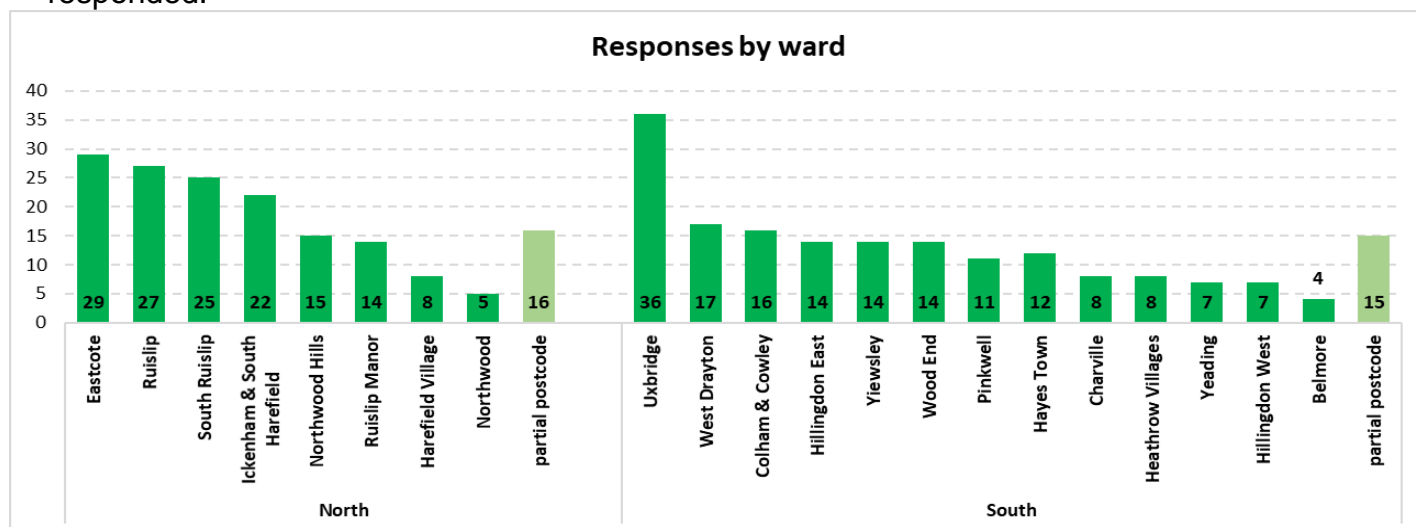
Appendix 3 – Consultation findings

Who Responded?

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

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

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



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

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

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

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

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

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

Slightly more females than males responded to the survey.

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

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

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

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

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

Responding to the Commitments

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

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

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

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

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

*number of responses in brackets

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

Vision – Putting Our Residents First	<p>I believe you always had and just want you to continue on doing more of the same as you have over the past 15 years.</p> <p>It is a good vision for a local council to look after its residents.</p> <p>It's an excellent vision, and your current policies seem to support it very well.</p> <p>There are no real targets in the strategy, which means there are no metrics against which we can assess, as residents and voters, whether the Council has performed well according to its own standards.</p>
--------------------------------------	--

	<p>The strategy needs to be clearer on how it will be delivered, measured and monitored especially in the current economic climate</p> <p>The Council's forward thinking and decision to base your vision on residents is commendable, and it's a vision many if not all residents will welcome. My comments are that mechanisms are in place to ensure that your operational leadership teams are behind and supportive of this vision. This ensures that every layer within the organization talks consistently about the promised vision to the tenants and is not afraid to hide any failures.</p>
<p>Commitment 1 - Safe and Strong Communities</p>	<p>Not enough houses being built in north of Hillingdon, (Ruislip, Eastcote, Northwood area) not flats but houses for families</p> <p>I would like to know what is considered to be affordable housing, and who it is aimed at, surely more social housing would benefit the local people both young and vulnerable more.</p> <p>All excellent proposals, but how can we ensure that existing properties are not blighted by overdevelopment of existing estates, unsuitable extensions and overbuilding on existing properties?</p> <p>I think crime needs to be addressed quickly and seriously.</p>
<p>Commitment 2 - Thriving, Healthy Households</p>	<p>Low income families need more support</p> <p>If putting our residents first is the agenda then you should be investing in the structure of healthcare in the borough.</p> <p>It would also be a good idea to do some levelling up in this borough as well.</p>
<p>Commitment 3 - A Green and Sustainable Borough</p>	<p>Climate change is not taken sufficiently seriously. We may only have less than 10 years to deal with climate change before we reach serious tipping points</p> <p>My comment is regarding the net zero Borough plans. It is important you take into consideration that we need cars for a variety of reasons...Please continue to support the rejection of extending the ULEZ as it will</p>

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

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

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

Appendix 4 – Consultation questions

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

Introduction

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

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

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

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

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

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

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

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

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

4. Our Ambition for Residents

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

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

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

5. Your Views on our Commitments

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

Commitment 1 - Safe and Strong Communities

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

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

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

Commitment 2 - Thriving, Healthy Households

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

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

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

Commitment 3 - A Green and Sustainable Borough

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

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

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

Commitment 4 - A Thriving Economy

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

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

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

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

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

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

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

6. Our Commitments to Residents

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

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

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

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

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

Age

What is your age?

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

Disability

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

- Yes
- No

Ethnic background

Which group best describes your ethnic background?

- Asian or Asian British ethnic group or background
- Indian

Pakistani
Bangladeshi
Chinese
Any other Asian background

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

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

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

Other ethnic group or background
Arab
Any other ethnic group

Religion or belief*
What is your religion?

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

Sex
What is your sex?

Female
Male

Gender identity*

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

Yes
No
Self-describe

Sexual orientation*

Which of the following best describes your sexual orientation?

Bisexual
Gay
Lesbian
Straight/heterosexual
Other

* Voluntary questions

Survey End Message

Thank you for taking the time to complete our survey.

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

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HILLINGDON SAFEGUARDING PARTNERSHIP ANNUAL REPORT 2021-2022

Cabinet Member(s)	Cllr Susan O'Brien Cllr Jane Palmer
Cabinet Portfolio(s)	Cabinet Member for Children, Education & Families Cabinet Member for Health and Social Care
Officer Contact(s)	Suzi Gladish, Safeguarding Partnership and Quality Assurance
Papers with report	Hillingdon Safeguarding Partnership Annual Report

HEADLINES

Summary	<p>The Safeguarding Annual Report summarises the work undertaken by Hillingdon Safeguarding Partnership to support and safeguard Hillingdon's residents: adults with support and care needs and vulnerable children and their families.</p> <p>The report provides assurance that the actions taken across the local partnership to prevent abuse, neglect and self-neglect have been effective in the year 2021-2022 and that we have discharged our statutory duties to ensure that we learn from serious incidents and provide strategic leadership for safeguarding.</p>
Putting our Residents First	This report supports the following Council objectives of: <i>Our People</i> ;
Financial Cost	There are no direct financial implications arising from this report.
Relevant Select Committees	Children, Families & Education Health and Social Care
Relevant Ward(s)	All

RECOMMENDATIONS

That the Cabinet:

1. Notes the Annual Report and is assured that the partnership continues to provide leadership and scrutiny of the safeguarding arrangements for Hillingdon residents.
2. Notes the way in which the partnership has responded to the challenges posed by changing local, national and international contexts.
3. Notes the strategic priorities for safeguarding for 2022-23.

Reasons for recommendation

To inform the Cabinet of the way in which safeguarding partnership performed the year before and which are the safeguarding priorities for the year ahead.

Alternative options considered / risk management

None.

Select Committee comments

Members of the Children, Families and Education Select Committee considered the report at their meeting on 21 September 2022 and made the following comments:

“The Committee congratulated officers on their in-depth and focused report and were reassured to hear that the partnership and multiagency approach was working well to safeguard adults with support and care needs and vulnerable children and their families in Hillingdon. The Committee endorsed the actions in place to prevent abuse and neglect and were pleased to hear how the Partnership had adapted to meet the challenges of Covid and inflation. The Committee urged the Partnership to continue to share its learning and development work to support Hillingdon residents.”

The Health and Social Care Select Committee will consider the Annual Report and the adult safeguarding aspects at its meeting on 12 October 2022. Any comments will be circulated to the Cabinet prior or at their meeting on 13 October.

SUPPORTING INFORMATION

1. In September 2019 the Hillingdon Safeguarding Partnership arrangements were launched in line with the statutory requirements set out in the Children and Social Work Act 2017 and Working Together to Safeguard Children 2018. The Local Authority now shares equal responsibility with our statutory partners, the NHS Hillingdon Clinical Commissioning Group and Metropolitan Police, to safeguard children and young people.
2. The Care Act 2014 placed a statutory duty on each Safeguarding Adults Board to produce an Annual Report, outlining the work undertaken to achieve its strategic objectives, the work of each member to implement the Safeguarding Adults Boards' strategy and detailing the findings of any Safeguarding Adult Reviews and subsequent required actions.
3. In promoting this joint approach, both boards are now scrutinised and held to account through the multiagency Executive Leadership Group. The group is chaired by the Local Authority's Chief Executive and attended by the senior representatives of the safeguarding partners (Police and Clinical Commissioning Group).
4. The joint approach to safeguarding children and adults has been reinforced by the implementation of shared chairing arrangements across the three strategic Boards. The Executive Leadership Group has been led by the Borough Commander of the Metropolitan Police Service, the Children's Partnership by the Director of Safeguarding, Partnership and

Quality Assurance for the Local Authority, and the Adult's Board by the Chief Nurse of North West London CCG. This highlights our meaningful commitment to shared and equal responsibility for safeguarding adults and children.

5. The Partnership has responded effectively to safeguard residents during a challenging year that began with public health restrictions still in place due to the pandemic.
6. The pandemic impacted on all Hillingdon's residents' resilience and in many cases on their economic independence. This has led to an increased dependence on the services available, including the availability of skilled workforce from both the social care and health perspective meaning there have been significant challenges in maintaining the quality of care available.
7. Our Partnership focused through the year on fostering a culture of empowerment, independence, and early intervention for residents of Hillingdon, encouraging children, families, adults and their carers to address difficulties before they become entrenched, and to do so in a way that promotes independence, resilience, choice and control that minimises dependency.
8. The Partnership has maintained effective working arrangements and relationships that facilitate a nuanced, and dynamic response to changing local, national, and international contexts. This has included the need to support and safeguard increasing numbers of asylum-seeking children, adults, and families and those seeking refuge from conflict in Ukraine.
9. The report evidences a continued focus on the importance of learning and development work for frontline professionals, with the successful implementation of a scaffolded approach to professional development. This includes the publication of briefings, newsletters, and the implementation of webinars to inform, support and develop practice.

Strategic priorities for safeguarding for 2022-23

The Safeguarding Children Partnership has identified the following priority areas for 2022-23:

- Stronger Families
- Child Sexual Abuse
- Contextual Safeguarding

The Safeguarding Adult Board has identified the following priority areas:

- Recognising and addressing self-neglect and related capacity decisions
- Making Safeguarding Personal and embedding relationship-based practice
- Mental Health and Safeguarding

Shared strategic priorities amongst the Council and partners are:

- Practice Development Forum,
- Joint Strategic Safeguarding and Trafficking
- Domestic Abuse
- Self-neglect and capacity

Financial Implications

This report details the work being undertaken by the Hillingdon Safeguarding Partnership and has no direct financial implications. The costs of the Safeguarding function delivering the work are contained within existing resources.

RESIDENT BENEFIT & CONSULTATION

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

Hillingdon adults with care and support needs, vulnerable children and their families and carers remain safe and the safeguarding partnership continues to respond effectively and efficiently to the needs of residents.

Consultation carried out or required

The Annual Report has been agreed at the Safeguarding Children Partnership Board, The Safeguarding Adults Board, and the Executive Leadership Group.

CORPORATE CONSIDERATIONS

Corporate Finance

Corporate Finance has reviewed this report and concurs that there are no direct financial implications contained in the recommendations.

Legal

Legal Services confirms that there are no specific legal implications arising from this report.

Comments from other relevant service areas

Comments and updates from various agencies with a role in safeguarding residents are included in the appended report.

BACKGROUND PAPERS

- The Care and Support Statutory Guidance, Department of Health and Social Care, October 2018 <https://www.gov.uk/government/publications/care-act-statutory-guidance/care-and-support-statutory-guidance>
- The Care Act 2014 - <http://www.legislation.gov.uk/ukpga/2014/23/section/43/enacted>
- Working together to safeguard children, Department of Education, 2018 <https://www.gov.uk/government/publications/working-together-to-safeguard-children--2>
- The Children and Social Work Act 2017 <https://www.legislation.gov.uk/ukpga/2017/16/contents/enacted>

Hillingdon Safeguarding Partnership Annual Report 2021-2022



**Hillingdon Safeguarding
Partnership**



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1 Impact Statement

Hillingdon Safeguarding Partnership has continued to drive innovative, responsive and considered safeguarding practice for children, adults, their families and carers. The network of subgroups and ongoing commitment and engagement of partner agencies enables the Safeguarding Children Partnership Board and Safeguarding Adults Board to raise awareness of abuse and neglect, to promote good practice and to ensure that we meet our statutory duties to learn from serious incidents. The complexity of safeguarding necessitates that all agencies work together effectively, including coordinating approaches and interventions and, where required, constructive challenge.

This year has seen significant changes internationally, nationally and locally. At the start of the year the country remained under public health restrictions due to the COVID pandemic. As restrictions eased, we have seen an increase in safeguarding activity as 'hidden harms' came to light. This resulted in an increase in demand on the statutory safeguarding services and on all agencies. The pandemic had impacted on all Hillingdon's residents' resilience and in many cases on their economic independence. This has led to an increased dependence on the services available, including the availability of skilled workforce from both the social care and health perspective meaning there have been significant challenges in maintaining the quality of care available. Our Partnership focused through the year on fostering a culture of empowerment, independence, and early intervention for residents of Hillingdon, encouraging children, families, adults and their carers to address difficulties before they become entrenched, and to do so in a way that promotes independence, resilience, choice and control that minimises dependency. This continued and built on the work completed by Public Health looking at areas of health engagement in the borough but also focussed on models for strengthening resilience of families, for instance through the implementation of multiagency initiatives like Stronger Families and locality teams.

The Safeguarding partnership cannot and should not work in isolation and the same principle as described above informs the work we undertake with other strategic Boards, ensuring coherence of services offered and a joined-up approach to preventative work and supporting residents towards self-sufficiency and independence. Key members of the Safeguarding Partnership Boards attend the Health and Wellbeing Board, the Domestic Abuse Steering

Executive, the Youth Justice Partnership Board, Safer Hillingdon Partnership, and the Mental Health Transformation Board and are key to coordinating priorities. The network of subgroups reporting into the Safeguarding boards is structured according to the need of the subject, for example our work around contextual safeguarding looks very different to the work around self-neglect. However, all subgroups share the same underpinning framework of identification, prevention, and response. This joint approach ensures that we are consistently focussed across the partnership on learning from evidence, intervening early and reducing the risk and escalation of harm.

Where there have been serious incidents these have been systematically reviewed and areas of learning identified. Learning was distributed in the partnership via briefings, webinars, and publication on website. Partners have provided assurance about the dissemination of this learning within their respective organisations and feedback from frontline practitioners highlights the usefulness of learning to practice. Where required, we have also introduced new policies and updated procedures to support better working together. For example, the Escalation: Resolving Professional Differences Policy provides a framework for the timely resolution of differences between agencies and enables focus on safeguarding children and adults.

Our awareness raising activities are reaching a wider audience of professionals and the community. We have led focused awareness campaigns for Safeguarding Adults Week, and around Child Exploitation. The Partnership Newsletter provides a regular summary of key information, new initiatives and learning and promotes continuous professional development. We have developed a Communication and Engagement Strategy that sets out how we ensure that the views of those with lived experience are central to strategic safeguarding and added new community sections to our websites that celebrate the diverse population of Hillingdon.

'Social services have helped me along the journey, and I cannot stress this enough how important it is to have people who you can rely on and trust with the up and downs that life gives you.'

'The support is good, I appreciate everything you have done for me it's a lot, always pushing me and on the ball, you are harder on me to get things done and keep me on my feet and I like that.'

'I could not thank you enough for all you have done for me and keep doing, so 'tea' is absolutely nothing compared to your support and what you have done for me for years and continue doing for me. I wish there was more I could do to thank you.'

'Feedback through advocacy: She reports that she is happy and feels safe and wants to continue living in her current placement.'

'Being in care has had a really positive impact and helped me reached my goals. It wasn't always easy to try and cope with the massive change. Like everyone I was trying to figure out my life however being considered as a vulnerable young person it can make it more difficult to try to fit in. I wasn't always this confident to be able to talk in front of many bright students, but as we tell kids or teenagers it all passes and you grow into those insecurities and you will laugh at them later.'

2 Hillingdon Safeguarding Partnership: Safeguarding Arrangements

This report provides an overview of the activity of Hillingdon's Safeguarding Children Partnership and Safeguarding Adults Board. The report seeks to provide assurance around the effectiveness of our local safeguarding arrangements, and to evidence the impact of these arrangements in ensuring the safety of Hillingdon residents irrespective of age.

The vision of the Safeguarding Children Partnership is for every child and young person to be and feel safe, enjoy good physical, emotional and mental health, have pride in their unique identities, feel that they belong and have opportunities to thrive. The three statutory partners work alongside other relevant agencies in achieving this goal.

The Safeguarding Adult arrangements set out how the Safeguarding Adult Board will discharge the council's duty to work collaboratively to optimise the safety, wellbeing, and quality of life of adults with care and support needs, their carers and families. In order to achieve this the Board must raise awareness, minimise the risk of abuse, neglect or self-neglect occurring, and ensure our response is timely, proportionate, effective, and underpinned by the key principles of safeguarding adults when it does occur. The Safeguarding Adult Board's vision is for Hillingdon citizens, irrespective of age, race, gender, culture, religion, disability or sexual orientation to be able to live with their rights protected, in safety, free from abuse and the fear of abuse.

To ensure the success of the shared arrangements we have a joint Executive Leadership Group (ELG) that provides governance, leadership, oversight and challenge to both Boards. The ELG consists of the Local Authority's Chief Executive, the Chief Nurse of Hillingdon NHS Clinical Commissioning Group and the Metropolitan Police Service Borough Commander. This group has joint and equal responsibility for safeguarding in Hillingdon. Each partner is subject to internal scrutiny in accordance with their internal governance structures. In addition to this, the ELG has commissioned independent scrutiny of the Hillingdon Safeguarding Partnership arrangements for both children and adults to provide independent critical challenge and appraisal that will support future developments.

The main engine of the safeguarding arrangements for children is the Safeguarding Children Partnership Board and, for adults, the Safeguarding Adults Board. The Boards have oversight of safeguarding practice and performance, resolving issues as they arise. Where this is not possible, the issue will be escalated to the relevant organisation(s) via the Implementation Unit and if the individual organisation(s) still cannot resolve the matter, it is escalated to the Executive Leadership Group to resolve.

To reflect the vision of joint and equal responsibility the Boards are chaired on a yearly rotating basis by a representative of the three statutory partners. In the third year of the arrangements the Executive Leadership Group has been chaired by a representative of the Metropolitan Police Service, the Children's Partnership Board by a representative of the Local Authority, and Safeguarding Adults Board by the Clinical Commissioning Group. The Boards steer learning and development for the safeguarding environment across the London Borough of Hillingdon, and are informed by subgroups, as well as task and finish groups, as required.

The Safeguarding Partnership Implementation Unit provides support and drive to both the Adult and Children's Partnerships. The unit consists of a Quality and Implementation Manager, a Project Support Officer and three Advanced Social Work Practitioners. A key focus of the team is to facilitate, develop and reinforce links between the Safeguarding Children Partnership and The Safeguarding Adults Board. The team also seeks to develop links and coordinate activity and delivery with the other strategic boards across the council and in the Pan-London Safeguarding context.

3 Progress against Safeguarding Priorities

Over the year 2021-2022 Hillingdon Safeguarding Partnership has focussed work on the key priority areas agreed by the Safeguarding Children Partnership Board and Safeguarding Adult Board. In consequence of the continued challenge posed by the pandemic, and significant global events, there has continued to be a need for flexible and responsive service change to meet the demands placed on key partners.

Throughout the pandemic agencies have been alert to the impact of isolation on children, families, adults, and their carers. Awareness raising activity has been undertaken in recognition of the increased risk of abuse and neglect on children, and the impact of isolation on mental health and domestic abuse. Parallel working with other strategic groups including the Community Safety Partnership and Health and Wellbeing Board has further supported the effective coordination of safeguarding across a wide range of services and need.

To reflect our ethos of shared and equal responsibility for safeguarding the children's subgroups are chaired by a diverse range of partner agencies, with support provided by the implementation unit. This approach carries the additional benefit of ensuring that each subgroup is chaired by a strategic safeguarding lead with the most applicable professional expertise. Subgroups are well attended across all aspects of partnership work, statutory partners are represented in all, with relevant agencies attending according to the focus of the subgroup. It is recognised that there is an opportunity for more diverse chairing arrangements for the subgroups focussed on safeguarding adults.

Safeguarding Children Partnership Priorities:

- Contextual Safeguarding
- Child Sexual Abuse
- Stronger Families

Safeguarding Adults Board Priorities:

- Mental Health and Safeguarding
- Making Safeguarding Personal
- Self-Neglect

Shared Priorities

- Domestic Abuse
- Joint Strategic Safeguarding and Trafficking
- Practice Development

In the last year the following subgroups have concluded workstreams:

- Safeguarding Children with Complex Needs and Disabilities
- Child Neglect
- Financial and Material Abuse

3.1 Safeguarding Children Partnership Priorities

In the last year two child focussed subgroups have concluded with all identified goals achieved. The Safeguarding Children with Complex needs and Disabilities Subgroup undertook a comprehensive multiagency audit of practice, with contributions from all key agencies. The audit considered four areas of practice: the voice of the child, multiagency working, safeguarding practice, overall support and protection. The audit evidenced good practice in understanding the lived experience of children, and in the effectiveness of safeguarding, with no previously unidentified safeguarding concerns found. The learning from the audit was incorporated into multiagency practice guidance.

The Neglect Subgroup concluded all areas of the agreed plan, undertaking an audit to benchmark existing practice, and coordinating the development and delivery of resources and training to develop safeguarding work in this area. Graded Care Profile training was delivered to over 100 participants across the partnership. A successful application to be part of the NSPCC pilot of GCP2 Antenatal training was made but did not progress due to the need to prioritise frontline services considering the pandemic. The final product of the subgroup was the development of the Safeguarding Partnership Neglect Strategy 2021-24, this sets out the strategic plan to support and protect children and their families through the early recognition of and response to indicators of neglect.

The Strategic High-Risk Panel is co-chaired by the Metropolitan Police and Children's Social Care. It is mandated to develop a collaborative strategic response to children at risk of contextual risk factors outside of the family home. The overarching objectives are to prevent, intervene and disrupt child exploitation. The panel collates and scrutinises information from a variety of sources and partners to identify trends and themes. This facilitates multiagency solution-focussed discussions to determine the best way to strategically address the identified needs and priorities. The Panel have produced a Serious Youth Violence briefing in response to improving safeguarding practice and responding to victims of exploitation. The contextual safeguarding approach was successfully launched through delivering workshops to raise awareness. This included a webinar for statutory, community and third sector organisations which focussed on the Local Authorities early response to contextual safeguarding. A multi-agency review regarding the early identification of children at risk of extra-familiar harm is currently underway. The Panel is also assisting partners in education and health services with the final refinement of a toolkit to support schools to identify indicators of unmet health needs, access support for children, and reduce the risk of permanent exclusion.

In August 2021 the Local Authority launched the Stronger Families approach to early help services in Hillingdon. This is a locality-based approach with three hubs, each developing networks to support children and families in the local community. The Stronger Families subgroup led on the provision of webinars to inform practitioners of the changes, and the introduction of the Stronger Families Portal as the route to access support and protection services for children in Hillingdon. Targeted webinars were provided to GPs and Schools. The Subgroup has continued to provide scrutiny and strategic vision for the approach, enabling direct feedback from partners to identify and address any implementation issues, and to share information and updates about the progression of services. The subgroup is undertaking a multiagency review of the service highlighting strengths and opportunities for further development. As with any significant system change there were some teething difficulties in the early stages, however partners report that the referral system is now embedded.

The Children Sexual Abuse subgroup formed in December 2021. The remit is to raise awareness of child sexual abuse in the community and across the partnership, develop

strategies to improve practitioner capacity to identify sexual abuse through increased knowledge and confidence; and improve the partnership response where a child sexual abuse concern is identified. The subgroup is chaired by a Head Teacher from a local school and includes consideration of all forms of child sexual abuse including in the family environment, peer on peer, and online. The subgroup considers issues of equality and diversity, including the additional risks and vulnerabilities faced by children with disabilities. The subgroup is informed through the application of learning and recommendations within relevant reviews, inspection reports and knowledge of best practice and local serviced needs. The subgroup is currently working with The Centre of Expertise on Child Sexual Abuse to develop and pilot a safety planning resource that can be used in schools, residential settings and community centres to guide safeguarding practice and decision making when an incident of harmful sexual behaviour occurs involving peers. The response to the child sexual abuse training and briefing has supported practitioners across the partnership to respond effectively to CSA and understand the local services available for children and families.

3.2 Safeguarding Adults Priorities

The Making Safeguarding Personal (MSP) subgroup has completed a qualitative audit of the lived experience of adults at risk and identified a range of good practice and positive outcomes for some adults. In addition, the audit identified opportunities for development of local practice around partnership working, use of statutory advocacy, and relationship building with adults at risk. An executive summary has been shared via the partnership newsletter and webinar is being delivered to disseminate the audit findings and promote an understanding of how to apply MSP in practice. Partners are also working on improving take up of statutory advocacy. Resources to support practitioners in identifying and responding appropriately to criminal allegations are being developed in order to achieve more positive outcomes for adults at risk. To support the meaningful involvement of adults at risk in safeguarding enquiries the group has also produced guidance to support best practice in working with interpreters.

Mental Health and Safeguarding – The subgroup has been meeting quarterly with wide representation across the local network to address a range of issues that have arisen from

relevant local serious cases. The group has identified a range of structural issues affecting adults with mental health problems and has escalated these issues to the Mental Health Transformation Board. The group has worked to ensure learning from local serious cases is woven into reviews of local policies and standard operating procedures of relevant services locally. There is a resource guide in development to support practitioners identify appropriate pathways, within the new Community Mental Health Framework, to identify and address safeguarding concerns. A webinar was commissioned to address the particular complexities around safeguarding adults with mental health needs. This was well attended and is available in recorded format for others to watch.

The Financial and Material Abuse subgroup concluded in December 2021. The subgroup developed and worked through a comprehensive plan to raise awareness of issues, prevent financial or material abuse from taking place where possible, develop a framework for individuals to seek support, and to ensure that services respond appropriately where abuse is taking place. Resources have been developed and shared within the subgroup and together with information about local pathways added to the SAB website.

Self-Neglect – this is a reoccurring theme in Safeguarding Adult Reviews and has been made a priority of the Hillingdon SAB. The Self-Neglect subgroup is mandated to raise awareness of self-neglect in the community and across the partnership, develop strategies to improve practitioner capacity to identify self-neglect through increased knowledge and confidence; and improve the partnership response where a concern is identified. This is being progressed through a detailed action plan.

3.3 Shared Priorities

The Domestic Abuse Subgroup reports to the Domestic Abuse Steering Executive in addition to the Safeguarding Adults Board and Safeguarding Children Partnership. The development of a shared subgroup has enabled consistency of vision and action across all three strategic Boards. The purpose of the subgroup is to ensure the effective integration of services and support provided to children, and to adults with care and support needs. To this end the membership crosses all strands of the partnership work. In the last year the subgroup has sought assurance from all partners around the provision of training and services in relation to domestic abuse. Good practice has been shared, particularly by the Central and North West

London NHS Foundation Trust within their comprehensive and active network of Domestic Abuse Champions. The subgroup identified the need for the White Ribbon Event to include awareness raising around older adults and domestic abuse, this was well received. Specific briefings have been provided to Local Authority staff to support good practice in completing the Domestic Abuse Stalking and Harassment (DASH) tool. The subgroup has concluded an assurance process to ensure that the learning from the Domestic Homicide Review 'O' has been shared and addressed within agencies. One area where there has been limited progress is in the development of a shared dataset, the collation of compatible data that does not duplicate is proving to be a challenge.

The Joint Strategic Safeguarding and Trafficking subgroup is chaired by Border Force. The subgroup works to improve practice around the prevention, identification, and response to trafficking and safeguarding issues concerning children and adults at Heathrow Airport. Due to operational pressures within the airport this subgroup has not met regularly in the last financial year. In consequence a review of the remit and purpose of the subgroup has been held with the Chairs of the SAB and Children's Partnership and a plan made to reinvigorate this work in the coming year.

4 Learning from Practice

Learning and embedding change into practice is one of the key principles of the two partnerships. We acknowledge that learning can be gained from recognising good practice but also from those circumstances where we, as a partnership, could have responded differently to a child or adult's circumstances. Systemic learning and practice improvement is not only based on local experience but includes that which stems from regional and national research, policy and practice. This approach seeks to ensure that safeguarding practice in Hillingdon is research informed and evidence based and that our residents receive services that are of a high standard delivered by a partnership that strives to continuously improve.

A fundamental duty of both the Safeguarding Children Partnership and Safeguarding Adults Board is to review those cases that may meet the criteria for a statutory review of practice. This review process is undertaken in line with the statutory guidance set out in Working Together to Safeguard Children 2018, and the Care and Support Statutory Guidance 2014.

In the last year the Partnership has developed separate adult and child specific Learning from Practice Framework, in addition to developing tools that have refined the decision-making process for Safeguarding Adults Reviews.

4.1 Serious Cases: Children

A notification to the Child Safeguarding Practice Review Panel (the National Panel) is made when a child has suffered serious harm, and that abuse or neglect is known or suspected. For each serious incident notification, a multiagency Rapid Review is convened to bring together and consider information known about the child by all agencies involved and to identify any areas of learning. The Rapid Review is held within 15 working days of the notification, with a report detailing the circumstances of the child, the actions of involved agencies, any learning identified and a decision around Local or National Child Safeguarding Practice Review. The full information about the case, the notes of the meeting and the Rapid Review decisions are shared with the National Panel which has the function to review and scrutinise and ratify the decisions made by the Rapid Review.

In 2021-22 five Rapid Reviews were convened, these considered the circumstances of six children that had suffered serious harm. Of the five rapid reviews two were in relation to serious youth violence, one due to non-recent physical abuse, one in relation to harmful practices, and one in relation to a concealed pregnancy. Of these five reviews one met the criteria for a Local Child Safeguarding Practice Review. This is being commissioned and will report in the next fiscal year.

4.2 Serious Cases: Adults

The Hillingdon Serious Case Panel is chaired by a Metropolitan Police Detective Superintendent with responsibility for safeguarding. It has a core membership of senior representatives from key agencies, with others mandated to attend according to the specific requirement of the case. The purpose of the Panel is to review those serious cases that may meet the criteria for a Safeguarding Adult Review (SAR) as specified in the Care Act 2014.

The Serious Case Panel has considered eleven cases during 2021-22. Following consideration, a Thematic Safeguarding Adults Review was commissioned to explore practice in relation to Self-Neglect. This Review focussed upon the wider applicability of learning from the care and

support provided to two adults, both of whom had complex mental health conditions and where self-neglect contributed to their tragic deaths. The Safeguarding Adults Board also contributed to a SAR undertaken by Richmond Safeguarding Partnership. The learning from both Reviews will be disseminated to practitioners in a Safeguarding Learning Event.

4.3 Practice Development Forum

The focus of the Practice Development Forum (PDF) is to ensure that learning from any statutory or non-statutory review, local or national, is disseminated across the safeguarding partnerships as required. The Practice Development Forum also considers learning from audits and other statutory reviews. The group has a core membership across both partnerships, in recognition that learning from serious cases usually has applicability across both sectors. There are two affiliated Task & Finish groups, one for child focussed cases, and one for adults. These groups complete learning reviews, and ensure the implementation of recommendations, and progression of actions arising from Rapid Reviews and the Serious Case Panel.

During the last year the PDF has coordinated audits to understand multiagency adult safeguarding practice and the effectiveness of safeguarding arrangements for adults and children within the Channel Panel. Findings have included the need to raise awareness of the Making Safeguarding Personal agenda within agencies that are less traditionally associated with safeguarding, and to ensure that raising awareness of Prevent and risks associated with radicalisation remains a priority.

This year has also seen the development and launch of the Safeguarding Partnership Communication and Engagement Strategy. This strategy sets out how we engage with the wider community, and with children, adults, their carers and families. A new section has been added to the websites to celebrate the diversity of the Hillingdon community and highlight issues of equality and anti-discrimination. In conjunction with Healthwatch Hillingdon now has a representative on the Pan London Safeguarding Voices project, this is a broad focussed consultation and engagement group for adults with lived experience of safeguarding. Links with the existing consultation groups within the Local Authority have been strengthened; our children and young people have rewritten the relevant sections on our website, and adults with learning disabilities and autism have assisted with quality assuring easy read guidance.

For 2022-23 we have developed a Safeguarding Awareness Campaigns Calendar, this has been widely circulated and provides links to relevant resources and materials. In the last year we participated in Safeguarding Adults Week, raising awareness of a range of issues that affect adults with care and support needs, including domestic abuse. A coordinated campaign was delivered in March 2022, as part of Child Exploitation Awareness Day, with evidence of direct impact on safeguarding.

The Partnership Newsletter provides professionals with an accessible and practical overview of key practice developments, resources and learning from practice. Focussed sessions about the role of the Safeguarding Partnership and learning from serious cases have been delivered to children's social care, adult's social care, GPs, Designated Safeguarding Leads, and the voluntary sector.

A further function of the PDF is to develop and coordinate new policies and strategies as required. In 2021 the Escalation: Resolving Professional Differences policy was agreed. The purpose of the policy is to facilitate the appropriate escalation and resolution of safeguarding concerns. This policy has been used on several occasions since launch and there is demonstrable evidence of a positive impact on practice. Also launched this year was the Adult Local Authority Designated Officer policy, this provides a framework for responding to concerns about people in positions of trust, thereby promoting safe care for adults.

Learning from Practice Frameworks have been implemented to promote the continuous improvement of safeguarding practice in both adult and child services. The Task and Finish Groups have a broad remit that includes undertaking non-statutory learning reviews, progressing actions and identifying any thematic barriers to good practice. In the last year six learning reviews have been completed, these provide an opportunity to proactively analyse and reflect on practice. Safeguarding is complex work, and Hillingdon shares the same challenges to good practice that are often reported in reviews of practice. Challenges have included safeguarding children and adults who move between areas; information sharing and information seeking; capturing the lived experience of the adult or child; and dynamic risk assessments.

5 Safeguarding Training Programme

The purpose of the Safeguarding Partnership training programme is to ensure that practitioners have the most relevant and up to date opportunities for ongoing professional development. Over the last year we have broadened the range and reach of safeguarding training, generating interest and attracting delegates from local universities, and the military safeguarding services.

Generic:

- Initial Working Together to Safeguard Children (and Refresher)
- Adult Safeguarding
- Core Groups and Child Protection Plans
- Trauma Informed Practice

Lived Experience:

- True Honour: Female Genital Mutilation
- True Honour: Modern Slavery
- True Honour: Forced Marriage
- Walking in Our Shoes Training

Priority Areas:

- Domestic Abuse: Awareness and Impact on Children and Young People
- Domestic Abuse: Intimate Partner Violence
- Child Sexual Exploitation: Boys and Young Men
- Traffic Light Tool: Harmful Sexual Behaviour
- Preparing for Mandatory Relationship and Sex Education
- Sex Pressures and social media
- Recognising and Working with Child Neglect
- Graded Care Profile
- Responding to Child Sexual Abuse concerns
- Self-Neglect and Hoarding
- Safeguarding Disabled Children

In response to feedback around improved accessibility training has continued to be delivered remotely for most sessions. Training delivered by young people is completed face-to-face. In the last year 1191 professionals attended formal training. It is acknowledged that online training is not the preference for all delegates, however it does meet the needs of the majority in terms of ease of access.

The effectiveness and content of training has continued to be subject to ongoing analysis and review. In analysis of training attendance was completed, with changes made to the frequency of courses that were not well used. This allowed for the diversification of the training offer to meet identified gaps. In the last year the Safeguarding Partnership has commissioned additional training to address learning from serious cases, and from audits. Three new courses were commissioned: Self-Neglect and Hoarding, Responding to Child Sexual Abuse and Safeguarding Disabled Children.

In recognition of the pressures faced by frontline practitioners the Safeguarding Partnership has also implemented a programme of webinars. These are short, focussed briefings, lasting around 90 minutes and focus on a specific area of practice. The webinar approach was trialled in 2021 and has been extended into the next financial year.

Training Impact:

- 100% of delegates rated their understanding of the topic after training as very good to excellent
- 99.7% rated the quality of the training as very good to excellent
- 99.6% of delegates agreed or strongly agreed that they could apply learning from the training to their practice area
- 99.6% of delegates reported that their confidence in the subject area was improved

Sample of Qualitative Feedback – How do you think the training will help in your role?

Health Visitor: *'Helping to guide my observations when looking for signs of neglect'*

Head Teacher: *'Will give me confidence to lead in this area and to be able to signpost others. It will help me provide my students with a safer environment and spotting signs earlier'*

Social Worker: *'In my role I am likely to come across children who have been sexually abused. The training will help me be more confident to follow up on signs and to respond appropriately to any disclosure if this should happen.'*

Nursery Manager: *'I will be more confident in being able to spot signs of abuse or neglect. I know the correct way to record notes and how to ensure I don't ask leading questions, and the process of what to do if a disclosure is made.'*

Social Worker: *'We deal with a lot of clients that self-neglect and of course hoarding as well so it has given me more information and pathways to use to support our clients in the community'*

School Nurse: *'I understand and feel equipped to be able to support children and young people I see if any safeguarding concerns'*

Community Nurse: *'It helps me to remember my important role in (adult) safeguarding'*

6 London Borough of Hillingdon – Children's Services

Contextual Safeguarding

In Hillingdon we are committed to promoting an approach that considers and tackles a range of environments and people that children encounter outside of the family home, environments in which they may experience risk, abuse and exploitation. We aim to work in partnership with families, professionals and communities to create a safer environment for our children within these external contexts.

We work towards this ambition during the year in both statutory services (Adolescents Team, Youth Justice, etc) and in the preventative ones. One of our colleagues in the Youth Justice service was supported to become a local Contextual Safeguarding Champion as part of the Contextual Safeguarding Network and join a network of champions across the country to support and develop the application of this approach in practice. In addition to this, the role provides access to research.

Hillingdon Youth Justice Service was inspected by Her Majesty's Inspectorate of Probation (HMIP) in September 2021. The inspection rated the delivery of partnerships and services as outstanding and noted the innovative, relational based interventions delivered. The overall

rating was requires improvement. The Youth Justice Service and Management Board continue to work with partners at a local and national level including the Youth Justice Board to support the development and delivery of high-quality services to children in Hillingdon. The final inspection was considered at the Hillingdon Youth Justice Strategic Partnership Board and informed the Youth Justice Board annual plan for 22/23.

The number of new Child Protection (CP) plans in the service increased in the second quarter of the year after the Covid restrictions have been lifted. At the end of the year there were 290 active CP plans compared to 270 the year before. The work we are doing with adolescents through the Adolescents Team, and wider in the service, continues to have a positive impact and in recognising the impact on safeguarding by factors that are external to the family home, very few of our adolescents are subject to CP plans as this is often not the most effective way to safeguard against contextual risk factors.

Operational and Strategic High-Risk panels have the function of disrupting and preventing all forms of child exploitation and harm through coordinating information sharing and multi-agency intervention, understand locations of concern, the context, identify persons of concern as well as develop plans across the Partnership to address these issues (Bigger Picture approach). The two panels have replaced MACE in Hillingdon since 2018, and they continued to provide a comprehensive multiagency approach and mechanism to tackling issues of extra-familial harm/abuse (county lines, child criminal exploitation, child sexual exploitation, serious youth violence and trafficking).

The process of conducting the RHI (Return Home Interview) has been in place since April 2020 and no longer relies on an externally commissioned organisation to undertake the interviews with the young person able to choose to have the interview with their allocated worker or an independent person. It is testimony to the impact of our relationship-based practice that most of the children who accept their RHI are choosing to have them with their allocated worker. All feedback from the RHI is considered in supervision between social worker and manager, feeds into LAC reviews and is analysed via Axis to improve individual and overall service delivery for vulnerable young people.

The Axis service is now an established service with Hillingdon both in the council and with safeguarding partners. The service continues to develop a live database and to map data that

informs local partnership activities focussed on prevention, intervention, and disruption in areas of CSE, SYV, PWIT, Missing and exploitation.

In promoting an early intervention approach to contextual safeguarding, Hillingdon has outlined implementing awareness raising and training activities through three distinct phases:

1. The 4 domains of the contextual safeguarding strategy (target the contexts of abuse)
2. Values underpinning the approach
3. Build on activities to create and sustain safe spaces

The focus of the activity to date has been centred on the first distinct phase of the approach which is to raise awareness of Contextual Safeguarding - target the contexts. There have been 4 information workshops with delivery completed to two DSL Cluster Groups, Community Hate Crime Upstanders (HCU's) and Stronger Families Hub (MASH and Early Help). The purpose of the information workshops has been to raise awareness of Contextual Safeguarding and to support the understanding of community safeguarding. Post workshop evaluation has supported the need for increased awareness raising across all disciplines, particularly in terms of the signs and indicators of Contextual Safeguarding.

Alongside the above, a community awareness raising exercise across key geographical areas was undertaken in Hayes and West Drayton. The community awareness raising exercise included contact with local mosques, local businesses; coffee shops, restaurants, newsagents, phone shops, Hayes and Harlington train station and the YMCA, to name a few. This engagement was supported by a learning video, posters and discussion. Initial feedback and evaluation were positive and has already led to an increase in contact and communication with the Anti-Social Behaviour Team further to reports from these businesses. Similar sessions are planned for the next year alongside reviewing and finalising Hillingdon's Contextual Safeguarding Strategy.

Stronger Families

During the year, in Children's Services we implemented Stronger Families, our Early Help offer in Hillingdon. The new Stronger Families Service ensures we focus our resources on keeping families together – via the Stronger Families Hub, the 24 hour Triage, the locality based key

working teams plus our holistic and integrated partnership working across all services working with children and families

There is now one pathway to access help for any child or young person with an additional need and that is through the Stronger Families Hub and portal, via the completion of an Early Help Assessment which also serves as the referral form. The Portal ensures partners are enabled to co-produce family friendly early help assessments alongside parents and carers whilst serving the dual purpose of identifying children with additional needs requiring targeted support and facilitating a referral for statutory support and protection services for children with complex needs and children who may be at risk.

The 24-hour triage team ensures that the referral goes to the 'right person at the right time to lead the right intervention for the child or young person and their family'. The latest data shows that in the first 10 months the Hub has received over 19,000 contacts with more than 8,500 of them being submitted via the new online referral portal. The Hub initiated intervention and support for over 1400 families through Stronger Families.

Early intervention and diversion activities with children through AXIS and the Mobile and Detached Youth Work Team have prevented young people escalating to more serious, violent offences. The project continues to grow and provide robust analysis of information that enables the swift identification of young people at risk of Child Criminal Exploitation (CCE). This led to number of first-time entrants into the Youth Justice to be 114 which is substantially lower than both the London (203) and National (156) figures. There have been no custodial sentences in the last half of the year and the total number in the year has halved compared to 2020/21. The continued reduction in the use of custody is positive, representing robust sentencing alternatives combined with high quality reports which identify the diverse needs of children.

The Stronger Families Partnership Group exists as a subgroup of the broader Safeguarding Partnership Board. The Head of Service for Early Help, Prevention and Permanence co-chairs the bimonthly meeting with the Assistant Director for Safeguarding, North West London (NWL) Clinical Commissioning Group (CCG) who is also the Designated Nurse, Safeguarding Children and Looked After Children/Care Leavers. The group includes a comprehensive

multiagency representation and serves as a mechanism to hear any operational issues as well as drive the Stronger Families Strategy and action plan.

Neglect

We recognise at Children's Services level and at Safeguarding Partnership level the impact of the neglect in the life of our children, and we know that Neglect continues to be the main Abuse Category in our Child Protection Plans. In order to support practitioners in identifying and addressing neglect, we have invested in a new round of training in NSPCC's Graded Care Profile 2. In recognising the impact and the prevalence of Neglect we trained additional colleagues during this financial year to increase the use of the tool and to support new colleagues joining the service.

We signed up to the new Neglect Strategy developed through the Safeguarding Partnership and the implementation and impact will be reviewed at in the second half of the next year through a targeted audit exercise.

Safeguarding Children with Complex Needs and Disabilities

Children with disabilities (CWD) receive services from a dedicated team within Children's Social Care. This is a specialist long term service, supporting children with most severe and complex needs; although majority of the children are supported under a Child In Need plan, social workers in the team also carry out all other statutory children social work tasks and interventions under Child Protection, Public Law Outline, Care Proceedings and Looked After Children's procedures thus ensuring that the children who required the specialised support of the team continue to receive them from professionals they know and trust.

Children's transition to Adult Social Care is managed through a Transition Panel, chaired by Head of Service for Court, CWD and Specialist Assessment.

Our Personal Budgets Policy has been finalised and forms part of our Local Offer for Children with Disabilities. It provides self-directed support that is aimed at giving families more choice, flexibility and independence. We are also working on establishing a centrally coordinated pool of Direct Payment carers that can be accessible to families alongside a new online system that will serve as a single point of information for service provision to children with disabilities and additional needs.

Domestic Abuse and Safeguarding

Project Encompass has continued and despite the pandemic there has been an increase in the number of schools who signed up from 53 the previous year to more than 90. DA Training for schools has also continued online during the pandemic and the feedback continues to remain very positive and it is now being provided face to face again to ensure the schools recognise signs of DA and know how to respond and where to ask for more information.

IDVA service remains a high performing service that addresses all referrals received within 24 hours. In recognition of the impact of the Covid pandemic, especially on the complexity of needs presented, an extra IDVA was recruited to response to the demand. We are progressing with the plans to consolidate the response to Domestic Abuse and looking at combining the IDVA provision with the Domestic Abuse floating support which will provide a more flexible and comprehensive response to victims of abuse.

Joint Strategic Safeguarding and Trafficking

Hillingdon continued to be dedicated to meeting the needs of those seeking asylum in the borough. During the pandemic period we advocated for children traveling into the UK via Heathrow who were required to isolate in quarantine hotels. Hillingdon were one of the first Local Authorities to advocate for the needs of our children and to be clear that children should not isolate in hotels on their own. This led to a national change in practice and policy. Later in the year we were at the forefront of the collaborative response to the Afghan Relocations and Assistance Policy to help ensure the safe passage of over 5500 evacuees including families and unaccompanied children as part of the Operation Warm Welcome.

We have supported, and we continue to support, a large number of asylum-seeking families and children who reside in local contingency hotels. The Home Office use of local hotels to house people seeking asylum has led to many guests in Hillingdon hotels. This, in turn, led to a significant increase in the number of unaccompanied asylum-seeking children (from 23% of the LAC population to 34% of lac population when the national average is 6%).

This year has seen Heathrow airport reopening and the number of young people arriving through the airport has increased compared with the pandemic years. We retained effective and well-established working relationship with colleagues in UK Border Force to tackle and

address issues of trafficking and exploitation and to ensure that children arriving in the country receive prompt and proportionate support.

We work in partnership with other first responders as part of Operation Limelight this is a joint operation with Police and UK Border Force that has the clear aim of raising awareness of Female Genital Mutilation. We also lead a pan London project to increase awareness of FGM and to enable all professionals to recognise the signs and impact and to respond in an appropriate way to cases of FGM and those instances where FGM is a risk.

Child Sexual Abuse

In recognition of the harm caused to children and young people through all forms of child sexual abuse we have committed to work proactively with partners in the related subgroup. Over the next year we will provide training for professionals in the AIM3 assessment tool, this is a specialist assessment that enables the development of evidence based and research informed safety and intervention plans.

7 London Borough of Hillingdon Adult's Services

There has been a significant increase in the number of Safeguarding Adult referrals, including Police Merlin reports sent to Adult Social Care. From April 2021 to April 2022, the number of referrals sent to Adult MASH increased by 13% (1682), considering there was an increase of 48% the previous year. The total number of safeguarding referrals that progressed to a Safeguarding enquiry decreased by 25% (from 4828 (2021) to 3594 (2022)).

Despite the increase in safeguarding referrals the number of concerns that progressed to s42 has significantly dropped because of preventative work from MASH.

There has been an increase in referrals related to Domestic Abuse, Self-Neglect, Mental Health problems, Self-Harm and Suicidal Ideation. Adult MASH activity, including a daily multiagency high-risk meeting, enabled partners to focus on risks, to minimise the risk of abuse occurring and ensure our responses to concerns were timely, robust, and effective. To support the staff during the pandemic specific guidance was shared relating to Domestic Abuse and Self-Neglect.

It is recognised that there are positive and negative aspects to using video calls and going forward this is an area of practice we will retain as an option as it facilitates collaboration and enabled participants to convene quickly to share information and agree actions.

Our skilled and caring workforce continues to show dedication, flexibility, and resilience during the year to optimise the safety, wellbeing, and quality of life of our residents.

We continue to remind Staff to review safeguarding protection plans and we are creative and flexible in minimising the risk of abuse, neglect, and self-neglect to respond to this unique situation.

Domestic Abuse

Representatives of Adult Social Care are core members of each of the subgroups linked to SAB priorities. Responding to the harm caused through Domestic Abuse has continued to be a focussed areas of practice in the last year. The manager of the Independent Domestic Violence Advocacy Service attends the daily high-risk meetings within the Adult MASH, where appropriate to do so. We are core members of the Multi Agency Risk Assessment Conference (MARAC) and strive to raise awareness of the risks to victims with care and support needs, both in the complexity for practitioners in recognising the signs and indicators of Domestic Abuse and in the additional barriers faced by victims when seeking help, support and protection.

Making Safeguarding Personal (MSP)

Adult Social Care are the lead agency in relation to ensuring the outcome(s) the adult wishes to achieve are established/recorded and achieved (where possible). In 2021-22 83% of adults were asked what they wanted to achieve. When the individual's view was established, 95% of outcomes were either fully achieved or partially achieved. The updating of our Adult Social Care case recording system was delayed during the pandemic; however, this work is near completion and the key principles related to MSP are enhanced throughout. Work is being undertaken to increase referrals for statutory advocacy in safeguarding enquiries in the aftermath of the pandemic. The safeguarding enquiry audit tool was reviewed, and changes made in the audit schedule to improve quality assurance and use audit findings to improve

practice. A monthly Safeguarding Adult Manager forum has been introduced to promote reflective practice, peer to peer support and identify barriers to best practice.

Financial and Material Abuse

Establishing how an adult manages their finances and minimising the risk of financial or material abuse occurring in the first place will always be a key priority for Adult Social Care.

Adult Social Care have promoted the timely identification and recording of the details of Donees of Lasting Power of Attorney, and seeking evidence of this, to ensure clarity around financial management. This helps with both preventing and identifying financial abuse. The training delivered to staff around the Mental Capacity Act 2005 is being reviewed to support practitioner awareness of when to set aside the presumption of mental capacity. This will promote more timely intervention to support people in their financial decisions when they may need support to make decisions or may lack mental capacity to do so.

Mental Health & Safeguarding

Adult Social Care have developed the Approved Mental Health Professional (AMHP) workflow on the internal database to enable more efficient information sharing internally between AMHPs and the locality and specialist social work teams. This, in turn improves risk assessment and management in crisis situations, can prevent safeguarding concerns and facilitate more effective responses when concerns are identified. The AMHP workflow also includes prompts to consider adult safeguarding concerns and child safeguarding concerns to promote identification and timely response to abuse and neglect. An AMHP audit schedule has been developed to quality assure AMHP practice, including timely recognition and response to safeguarding concerns by AMHPs. This audit schedule involves direct feedback to improve practice. Safeguarding adults is a standing agenda item in the AMHP forum too so that learning from local cases and incidents can be disseminated.

Mental Health social work hospital discharge processes have been revised in response to learning from local serious cases.

The Adult Social Care led Multi-Agency Safeguarding Hub (MASH) processes have been revised to ensure that adults with mental health problems with the appearance of care and

support needs are more efficiently identified and offered care act assessments when they are referred in to MASH.

Self-Neglect

Adult Social Care has taken the chairing role in the Self-Neglect subgroup. Issues with implementing the Mental Capacity Act 2005 have been recognised and so training delivered to staff is under review, with a particular focus on how effectively it supports practitioners to identify when to set aside the presumption of capacity. The mechanisms for quality assuring mental capacity assessments are also subject to review at present.

The Adult Social Care led Multi Agency Safeguarding Hub has developed clear processes which support improved identification, assessment and risk mitigation of self-neglect concerns.

8 Hillingdon Clinical Commissioning Group (CCG)

Northwest London Clinical Commissioning Group (NWL CCG) formed as a single clinically led statutory NHS body on 1st April 2021, supporting the transition to an Integrated Care System in July 2022. The CCG's Designated Professionals for Safeguarding Children and Adults take on a strategic role across all healthcare settings within the NWL footprint. The team are responsible for providing expert advice and support to ensure robust safeguarding standards are integrated into all service provision.

Designated Professionals attend and contribute to all sub-groups, compliment multi-agency training, auditing, reviews and identify emerging themes or needs assessments to inform service improvement and practice.

Following the launch of a new referral system into Children's Social Care in August 2021, the Stronger Families Sub-Group, co-chaired by the Designated Nurse, offers an opportunity for all partner agencies to discuss, evaluate and review the new initiative as well as build collaborative working practices.

An audit, to seek assurance regarding safeguarding practices, was completed as part of the actions of The Safeguarding Children with Complex Needs and Disabilities sub-group. The audit provided a detailed account of multi-agency safeguarding practice for disabled children

in Hillingdon and demonstrated positive findings regarding recognition and capture of the child's voice, collaborative working practices and service provision. Multiagency training requirements were recommended and progressed.

This year the reconfigured safeguarding adults team designed and delivered a webinar series which (in total) reached an audience of several hundred primary care professionals, i.e. GPs and other practice staff. These priorities featured heavily as part of this work; the series garnered excellent feedback from those who attended. The CCG has also made additional efforts to engage with the wider primary care network in order to enhance practice's capacity to deal with Safeguarding related issues. In this regard the adult designate has arranged for the CCG and Adult MASH service to attend the Hillingdon Practice Managers Forum on a quarterly basis as part of efforts to develop a dialogue and enhance interoperability between services.

Furthermore, in collaboration with colleagues in the local authority learning disability service the CCG has co-created a pilot project designed to improve the uptake, quality and effectiveness of annual health checks for people with learning disabilities. This project has been driven by learning derived from LeDeR outcomes and has been positioned as forming part of the wider mental health transformation work.

9 Metropolitan Police Service

Public Protection manage investigations into allegations of domestic abuse and stalking, sexual abuse and child abuse. The portfolio also has a team of Police Conference Liaison Officers, who work with children who are being supported through child protection plans. The strand also manages referrals into the BCU and external referrals to partners through the Multi Agency Safeguarding Hub (MASH) and CAIT referrals desk. In addition, the Public Protection Teams have strand ownership of mental health and missing people as well as Child Sexual Exploitation (CSE) and online images of children, as well as hate crime.

In March 2022, the Metropolitan Police were part of HMICFRS Peel Assessment. WA BCU was one of four BCU's chosen to take part and each strand lead (Public Protection, Local Investigations, HQ, Emergency Response and Neighbourhoods) was interviewed. Team members were interviewed as part of focus groups. The focus of the assessment was to

assess the effectiveness, efficiency and legitimacy of the Metropolitan Police. The outcome of that assessment has not yet been published.

Throughout the year, Public Protection have several internal audits (centrally delivered and locally delivered). These focus on several different areas; missing, harmful practices, domestic abuse, child abuse, mental health, rape, stalking, harassment, CSE and cases involving indecent images of children. Findings are considered by a local panel and learning taken forward.

SAB: Making Safeguarding Personal, Financial and Material Abuse, Mental Health & Safeguarding, Self-Neglect

WA BCU continue to support the MSP principles in day-to-day activity, with the core elements included in training, supervision and continuous professional development. In almost every interaction police officers have with the public, there is a focus on engagement, inclusion, choice and control, with the individual's views sought as to what they would like the outcome to be. Whilst this cannot always be achieved, the individual is asked, their voice heard. Police have a variety of mechanisms to ensure MSP is at the forefront of our work; provision for video recorded interviews for those in the community who may be eligible to give their accounts in this way, rather than by written statement; provision of wider special measures within the court arena; use of intermediaries for vulnerable and intimidated witnesses, use of advocates, including IDVA's, ISVA's and appropriate adults. Police follow the Victim's Code of Practice, which aims to empower victims, by providing support and information they need, setting out services and information that victims are entitled to. It also sets out the level of contact they can expect from police, their entitlements and choices and gives entitlements to specialist support.

The MASH plays a key role in MSP, identifying people's views and outcomes from an early stage, achieving a clear understanding of risk and promoting a joined-up approach. Within WA, around 18,000 notifications concerning vulnerable adults are managed by the MASH.

Police training includes Mental Capacity Act and officers are encouraged to understand how to support people's understanding of their choices and whether they can understand these and weigh them up.

Referrals to MARAC also play an important role in MSP and within WA, MARAC referrals average around 1500 per year. MARAC is another mechanism to ensure the safety of vulnerable victims of abuse and importantly, their voice can be represented by an IDVA, who represents the victim's views and wishes and ensures the victim's safety remains the focus of the meeting.

Mental Health Team

WA are regarded as one of leading mental health teams in London, in terms of assessing and managing risks relating to MH vulnerability. 2021 saw the introduction of the 'Risk Management and Demand Reduction' (RMDR) protocol. This protocol allows the team to capture all risk/demand information that comes into the MH team; assess the risks and collaborate with internal and external partners to ensure there is an approved and proportionate joint response. In Hillingdon alone, over 270 individuals have entered the RMDR assessment process, 12 of which were considered at highest risk of causing harm to themselves or others.

In 2021, data held by the MH team shows that in Hillingdon there were 23 suicides, 17 near suicides and more than 320 people were detained under s136 Mental Health Act, compared to around 170 in 2019. In addition, 259 people were voluntarily taken to the Emergency Department by police for MH care. Police used the Mental Capacity Act in over 45 cases. This is reflective of the increase in assessments and demand for services associated with national lockdowns, shielding and other economic effects and impact of a 2 year Global pandemic.

HSCP: Contextual Safeguarding, Child Sexual Abuse, Stronger Families, Neglect, Safeguarding Children with Complex Needs and Disabilities

CAIT

Our CAIT team continue to be one of the busiest teams in the Met, with the fourth highest volume across London. In 2021, the team dealt with over 1600 offences, all of which would have been initially reviewed by our Referrals Team. Of this number, around 900 were then allocated to the Investigation team. About a third of all investigations concern allegations of neglect and child cruelty and around 44% concerns allegations of assault, with the remainder largely comprising of allegations of sexual abuse. This breakdown is consistent with other

BCU's across the Met. Victims of child abuse are more concentrated in older children with those aged 12-17 accounting for 42% of cases, followed by those aged 6-11, who accounted for 33% of all cases. Those children aged 0-5 year accounted for 17% of cases, and the remaining cases concerned adults who had reported non-recent abuse.

CAIT officers undertake the Specialist Child Abuse Investigation Development Programme, which is an accredited course focussing on child development in the context of abuse, understanding sexual offending behaviour, investigating child abuse, multi-agency working, attachment and development, trauma and offences. In addition to this mandated training, there continues to be an investment in CPD, with training masterclasses offered for CAIT and CAIT referrals to undertake. This features topics such as NAI.

Child Sexual Exploitation/Child Criminal Exploitation

In March 2021, the MPS jointly launched the London Child Exploitation Protocol. This followed on from the London CSE protocol but expanded the focus from just sexual exploitation to all forms of child exploitation. In doing so it opened the door for local authorities and partners to refer in concerns about children at risk of and being exploited in a range of ways. In WA, the Child Exploitation Team work alongside other policing teams, including WA's Gangs Unit and Missing Persons, as well as working closely with external partners. The team engage with partners at the Multi-Agency Sexual Exploitation (MASE) panel which provides tactical oversight of child exploitation across the borough and all key stakeholders, such as Police, Children's Social Care, Health, Education, Youth Offending Services and non-governmental organisations such as Safer London, NSPCC & Barnardo's are represented. Support for victims and families is an intrinsic part of every investigation strategy. In 2021 the team investigated 130 reports of exploitation of which Hillingdon made up about a third of those. Referral pathways for reporting child exploitation are varied and include a referral rate of about 30% from Children's Services, 41% generated from calls made to police or through police directly coming across cases of exploitation, with the remaining referrals coming from colleagues in education and online reporting or third-party reports.

Online Child Sexual Abuse and Exploitation team (OCSAE)

2021 has continued to be a busy year from our OCSAE team (Online Child Sexual Abuse and Exploitation), which saw nearly 400 crimes being referred into WA, with 105 relating to

Hillingdon. (Crimes which involve online indecent images of children). The demands placed on the investigation team are significant, both in terms of volume, but also in terms of the impact such crime types can have on their own welfare. Despite the challenges, they face, the team have secured some excellent results.

Domestic Abuse

Hillingdon, like many other London boroughs, has seen increases in recorded domestic abuse crime – a crime we know disproportionately affects women. Domestic abuse accounts for a tenth of all crime reports to the Met and WA BCU has continued to see the highest volume of both domestic abuse incidents and domestic abuse offences across the Met, with over 17,800 incidents 10,800 offences over the past year – which equates to 11.5% and 11.2% respectively of the Met’s total overall volume. Calls to domestic abuse incidents and offences accounts for 17% of total I grade and S grade calls responded to by Emergency Response Policing Team (ERPT) colleagues. In 2021 we participated in a pilot, trialling a risk-based approach to standard risk domestic abuse where a complainant did not support police action. This entailed the formation of a Domestic Abuse Assessment Team working alongside Independent Domestic Violence Advocates. The impact of this work is subject to academic review and will report during 2022.

The volume of crime coming into our Community Safety Units (CSU) has brought some real challenges in recent months and we have bolstered team strengths with colleagues from other Units to ensure our operating levels remain satisfactory. The Met has recently undertaken a complete review of Public Protection and it has been recognised that additional permanent resource is required longer term to ensure our teams remain able to deliver high standards of victim care and importantly, bring offenders to justice.

Supporting the work of our ERPT colleagues and CSU investigators, WA also has a strong risk management approach, with an experienced MARAC team and Stalking Protection Order officer.

In 2021, WA BCU secured the most Stalking Protection Orders (SPO) of any other BCU thanks to the efforts of our dedicated SPO officer. We absolutely recognise the importance of these orders in order to keep victims safe, some of whom will have been subjected to unwanted, fixated and obsessive conduct for many months.

WA BCU also participated in the 16 Days of Activism which took place from 25th November to 10th December 2021. This was a great opportunity to amplify what goes on in WA throughout the year; to arrest perpetrators and protect victims of domestic abuse. Surge activity over the 16 days saw collaboration with the Prison Intelligence Unit, Digital Operations, Met Intelligence, and Economic Crime Team to locate and arrest offenders. Within WA BCU, the Met's 'Engagement Bus' was also deployed, allowing officers to speak with women around under-reporting and raise awareness of domestic abuse in the community.

10 Agency Contributions

10.1 Central and Northwest London NHS Foundation Trust (CNWL)

CNWL provides both physical community health services and in-patient and community mental health services in Hillingdon. CNWL Safeguarding Leads attend and participate in all subgroups across the Safeguarding Partnership. Contributing to audits, strategic planning and disseminating learning/driving practice improvement as required.

Safeguarding Adults:

Whenever a Safeguarding Adults (SA) concern is raised by a patient under the care of CNWL services, it is expected that they are asked by the member of staff what they would like to happen and whether they want a SA referral to be sent to LBH. Gaining the patient's consent is a key aspect of Making Safeguarding Personal and therefore it is vital that this is asked on each occasion. If the patient does not give consent, a SA referral will not be made to LBH, unless there are reasons to override this consent e.g. public or vital interest. For any patients lacking the capacity to consent to the SA referral, a best interest decision will be made on their behalf. Family members will be involved in the decision, if the patient is happy with this. The LBH SA referral form asks staff to document that the person has the mental capacity to understand and has given consent for the SA concern to be raised, which ensures staff have asked the question. In addition, if a member of staff rings the Safeguarding Adults & Mental Capacity Assessment Specialist for advice, they are always asked if consent was obtained for raising a SA concern.

The Mental Health and Safeguarding subgroup is chaired by our Interim Borough Director for Mental Health. Self-neglect was the most common type of abuse raised by our physical health services in 2021-22. This evidence demonstrates that these staff can recognise self-neglect. CNWL do not have this information for Mental Health services at present, but there are plans to collect this data in 2022-23.

Safeguarding Children:

Staff in CNWL have continued to access the Safeguarding Children Team for advice, support and supervision. Supervision compliance remains high and an effective tool to promote positive outcomes for children and families. It is a safe and contained environment where the practitioner has the capacity to think and reflect.

The Safeguarding Children Team attend the High-Risk Pre-panel, High Risk panel and Strategic High-Risk Panel. The Hillingdon Safeguarding Children Team carried out an audit to identify the health needs of these children and young people and to see whether earlier intervention may improve outcomes to prevent exclusion. The audit demonstrated that these children and young people had health needs. As a result of these findings, NEET (Not in Education, Employment or Training) School Nurses have been introduced, pathways for Child Development Centre access have been improved. Work is being taken forward on developing a multi-agency health toolkit which will assist all agencies to identify children and young people's health needs to ensure that right care is offered early, which will assist in preventing school exclusions and further risks related to this.

The CSA Subgroup was set up in December 2021. The aim of this sub-group raising awareness across the partnership. CNWL are members of this group and will work with partners in workstreams including prevention, identification and response.

CNWL have reviewed their Female Genital Mutilation (FGM) guidance and documentation. This guidance and documentation are due to be launched shortly. CNWL have joined Hillingdon's FGM task and Finish Group, which has been set up with the National FGM Centre with the aim to increase awareness of FGM, prevent and support to women and children affected by FGM.

Hillingdon Local Authority introduced the Stronger Families Hub in August 2021. CNWL staff use the portal to make social care referrals and access the Stronger Families Hub. Our MASH Health Practitioner had some initial difficulties in accessing this portal, but this issue has now been resolved.

The Neglect Task and Finish Group which ran from February 2020 to December 2021 was chaired by CNWL's Named Nurse. The group's aim was to equip professionals with the training and support. Resources were made available on the partnership's website and 7-minute briefings on neglect were cascaded.

CNWL services attended the Children with Complex Needs and Disabilities Task and Finish Group and contributed to the Safeguarding Children Partnership audit. This audit findings have been shared across CNWL. In response to these findings the Safeguarding Children Team plan to audit the voice of the child in 2022-23.

The vulnerabilities of Children with Complex Needs and Disabilities are also considered / discussed in all training and supervision.

Shared Priorities

CNWL has a Trust-wide Domestic Abuse Lead and a DA Coordinator, there are over 100 members of staff volunteering as DA Ambassadors, with the role of raising awareness and providing support. Guidance for staff affected by domestic abuse has been developed and circulated to Team Leaders across the Trust. We have a designated DA page on CNWL Trustnet, where staff can access information and have launched a new template for Routine Enquiry around domestic abuse, supported by a Trust wide clinical message.

We held our fourth annual Domestic Abuse in November 2021 in line with the White Ribbon Period This conference focused on the impact of Domestic Abuse on staff (both victims/survivors and perpetrators). The conference had good attendance and positive feedback was received from staff. The DA Lead and co-ordinator has also run a section of DA Webinars throughout the year. Domestic abuse is included in the generic mandatory adult and children safeguarding training, which all staff complete every 3 years.

10.2 Local Authority's Designated Officer (LADO) and Education Safeguarding

The team is made up of three staff; the LADO (Local Authority Designated Officer) who manages all allegations against professionals (staff & volunteers) who work with children, the Lead Child Protection Adviser to schools & Deputy LADO and the Domestic Abuse Lead for schools whose main functions are to provide training and support to all schools in Hillingdon (including maintained, academy, independent and faith schools). The DA lead is the single point of contact for schools providing advice and guidance and crisis intervention for families in need, on behalf of the HIDVA service.

From February 2022 the team is also undertaking the child employment, performance, and chaperone licence role of the Local Authority. This includes updating the current processes in the council in ensure they align with best practice regarding safeguarding in these areas.

The team are participating in a research project funded by WWCS (What Works Children's Social Care) involving the secondment of a senior social worker into the team for 2.5 days per week to deliver group supervision to designated safeguarding leads in secondary schools.

In 2021-2022 there were 192 referrals to the LADO. This demonstrates a return to pre-covid rates of referral: in 19-20 there were 191 referrals, whilst in 20-21 there were 131. The largest source of referral is Education, with 42% of referrals originating from schools.

Where appropriate, subgroups are attended by members of the team (CP lead; contextual safeguarding, child sexual abuse, stronger families, FGM, Learning from Practice, High Risk Panel and neglect subgroup. DA lead; domestic abuse sub-groups, sexual abuse sub-group).

A key function of the CP and DA lead is providing an advisory service to all school designated safeguarding leads (DSLs) in Hillingdon. A focus this year has been on supporting DSLs with reflection on decision making. Key themes are monitored, and the CP lead and DA lead keep up to date with research and practice guidance in these areas. Relevant updates and resources are then shared with all schools on a regular basis. The WWCS research project has provided half of Hillingdon secondary schools with group supervision facilitated by a senior social worker to promote best practice.

Any safeguarding complaints received from Ofsted about schools have oversight from the CP lead and LADO. In cases where safeguarding concerns are highlighted these are investigated further with a focus on learning and reflection with the setting. Partner agencies also highlight

any concerns about school safeguarding practices, and these are responded to in the same manner.

The DA and CP lead continue to promote training in the above areas of priority as well as delivering their own training free of charge. The CP Lead updates the level 1 safeguarding training each year in line with statutory requirements and best practice. The CP lead shares this training along with briefing sessions (two in 2021) for the DSLs to support in their own delivery of this to all school staff and delivers this training in schools as required (13 sessions delivered to all school staff this academic year). This training includes an overview of all types of abuse listed as priorities of the HSCP including definition, signs and indicators and how to respond. The CP lead has also delivered termly safeguarding sessions to school governors and trustees recognising their key role in the oversight of schools safeguarding practices (46 governors have attended this academic year). The CP lead has also provided this training to the Hillingdon Music Tutors and the wider Education service in Hillingdon.

The DA lead runs domestic abuse awareness training for schools (all school staff) and this year has run an additional shorter session for those schools who have already had the full training (4 training sessions have been delivered this academic year). The DA has also run training sessions for Governors and trustees on domestic abuse. The DA lead has also facilitated multi-agency training sessions on domestic abuse in the borough. The DA lead is currently creating a training programme for schools in how to recognise and respond to DA abuse in peer relationships, and a further understanding of Domestic Abuse and transferable harm to children.

The DA lead continues to support the IDVA service and provides support directly to staff and families within schools who have been referred to IDVA. This allows for ongoing support to schools around learning and reflection of how to support staff as well as children and parents. Operation Encompass is now rolled out to the majority of schools (90). The DA lead continues to send progress trackers at the end of each school term and work with the police to escalate any issues as well as providing ongoing advice and guidance to schools around the use of Operation Encompass.

The CP lead runs termly DSL cluster groups as a means of providing regular updates to DSLs about key safeguarding themes such as those identified in the sub-groups and learning from

serious cases. The CP lead presents information and facilitates discussion as well as inviting in key speakers from other teams within the Local Authority and external agencies. Key speakers in 2021-22 have included Axis, YGAM (Youth Gaming & Gambling Association), CAMHS, Stronger Families Managers, Safeguarding lead for CNWL, Children's Social Care managers, Safer Schools police and the DA lead. All cluster groups are recorded, and resources shared with all schools. The CP lead also facilitates additional briefing sessions as need arises for example a briefing was co-facilitated by the CP lead and Axis about the role of Axis and contextual safeguarding as well as with Stronger Families to support schools in the new referral process and aims of the service.

The LADO has delivered safer recruitment training to school's senior leaders and governors (71 attendees this academic year). This has a focus on ensuring the right staff are working in schools as well as highlighting the need for ongoing vigilance, management of low level concerns and the role of the LADO. Updated managing allegations training is being rolled out across schools and other services including with support staff and foster carers.

In response to the Everyone's Invited website the cluster groups were used to provide two briefings co-facilitated by the CP lead and safer schools police sergeant: the first providing advice and guidance about responding to peer-on-peer abuse in schools and the other specifically in relation to the findings from Ofsted's report into sexual harassment in schools. Additional resources were then shared with schools including an all staff briefing on how to respond to disclosures and a quiz to test all staff knowledge and facilitate wider discussion regarding peer-on-peer abuse.

From February 2022 the CP lead has established a working relationship with the Centre of Expertise on CSA and has supported in identifying schools who can review their new tool. Three schools have taken part and reviewed a case using the CSA resource with feedback being sought. Other materials that have been finalised recently, such as their guide on how to communicate to children about CSA has been distributed to all schools and is used as tool to provide advice.

10.3 Uxbridge College

Uxbridge College provides further education mainly for 16-18's but also provides services to adults. The designated safeguarding lead for the College is a member of Safeguarding Children Partnership Board and the Strategic High-Risk Panel.

The College was subject to an Ofsted Inspection in February 2022 with an outcome of 'Good'. *The arrangements for safeguarding are effective. Governors and senior leaders have a very clear oversight of safeguarding. The designated safeguarding leads and the safeguarding team are highly trained. They have rigorous safeguarding procedures in place.*

Staff record and deal with safeguarding concerns effectively. They have very strong links with external partners such as the local police, the London 'Prevent' duty coordinator, social services and mental health support charities. They work closely with their partners to keep learners and apprentices safe at the college, at work, and in their local communities.

Staff have a thorough understanding of the local risks that learners and apprentices may face at each of their campuses. They take appropriate actions to help learners stay safe. For example, learners attend focused events, listen to guest speakers and have tutorials on topical issues such as the risks of knife crime and the dangers of illegal drug use.

Learners feel safe and know who to contact if they have concerns. Learners value the presence of the college security team and cameras around the campuses as these measures give them a feeling of security. They understand what appropriate sexual behaviour is and believe that incidents of bullying and harassment will not be tolerated at the college.

The college has had a significant focus on sexual harassment and violence and online sexual abuse between learners who are children or young people this year. This has included: All staff training, Governors' training, Student survey, student conference, focused tutorials, and an action plan. The action plan has all resulted in the college making it easier for students to report and having clearer records of all reports and sharing outcomes with the senior leadership team.

10.4 The Hillingdon Hospital

Hillingdon Hospitals NHS Foundation Trust provides services from both Hillingdon Hospital and Mount Vernon Hospital. The trust has a turnover of around £222 million and employs over 3,300 staff. They deliver healthcare to the residents of the London Borough of Hillingdon,

and increasingly to those living in the surrounding areas of Ealing, Harrow, Buckinghamshire and Hertfordshire, giving them a total catchment population of over 350,000 people.

Hillingdon Hospital is an acute and specialist services provider in North West London, close to Heathrow Airport for which it is the nearest hospital for those receiving emergency treatment. Providing most services from the trust, Hillingdon Hospital is the only acute hospital in Hillingdon with a busy Accident and Emergency, inpatients, day surgery, and outpatient clinics. The trust also provides some services at Mount Vernon Hospital, in cooperation with a neighbouring NHS Trust.

A strengthened safeguarding families structure implemented in October 2020 was finalised in Q1 2021/22 with the development of our Safeguarding Families Team. All vacancies within this structure were recruited to in Q4 2021/22, furthering strengthening the service. The focus of this team remains for safeguarding to be at the forefront of our clinical care. This includes engagement of frontline staff, provision of training, engagement, and representation across local, national, and strategic partnerships. The Trust is a fully engaged member of the Hillingdon Safeguarding Partnership, attending subgroups, Boards and contributing to learning and practice improvement locally.

The Trust continues to observe a notable increase in presentation of young people with mental health needs during the 2021/22 year. This is a continued trend since the pandemic commenced. We have increased the frequency of Trust led multiagency meetings. These are to ensure that we have a broad spectrum of professional expertise available to consider individual cases, and we access the Partnership escalation procedures as required.

The Safeguarding Families finalists for the HSJ patient safety 'NHS Safeguarding Award 2021 in Q2 2021/22 and were awarded the safeguarding stars through NHSEI in Q1 2021/22.

Safeguarding Children:

In Q2 we worked with the stronger families team and other agencies for the launch of the Portal. We are also active members of the stronger families subgroup.

Weekly multi agency meetings occur with CAMHS, social care, Sorted, ARCH, psych liaison, HIDVA and Axis on Mondays. The meetings have been quorate throughout 21/22 and discuss

safeguarding children's cases of the previous 7 days. These meetings have improved collaboration and identify areas for improved partnerships.

Our policy for safeguarding children has been updated and ratified. Our Maternity and Learning Disability pathway created to improve those attending the Trust for antenatal and postnatal care. There is Improved collaboration for our neonates through cohesion between safeguarding children and maternity service.

Safeguarding Adults:

There has been a focus on improving the processes surrounding sec 42s. There is now a clear database. Themes have identified of Hospital Acquired Pressure Ulcers and alleged unsafe discharges. The Trust now has both of these as Trust key priorities for 21/22 and 22/23.

Weekly multiagency meetings were established and implemented with improved partnership working as a result. Attendance to the 12pm MASH meetings when the agenda includes patients known to THH has occurred throughout 21/22.

Prevent training for staff occurred lead by Prevent lead and Police and was well attended.

11 Priorities for 2022-23

In the first year of our Safeguarding Arrangements, we focussed on developing networks and relationships, and implementing the new model for the Safeguarding Children Partnership. In the second year this approach was embedded in our Safeguarding Adults Board, with focus shifting to the development of a framework of multiagency policies, procedures, and strategies that support key areas of safeguarding practice. In the third year we are focussed on seeking assurance around the impact of the work of Safeguarding Partnership.

We will continue to promote a strong and resilient community, where children, adults and their families and carers are thriving independently of services. Where difficulties arise, these should be addressed at the earliest stage, by the most appropriate service, to prevent escalation and reduce the risk of harm. Statutory support is still required, and we are focussing on the timely identification and early intervention. If there is a need for protective intervention this will be both assertive and effective. The principle of prevention, identification, and response as a conceptual framework for the Safeguarding Partnership,

affiliated strategic Boards and groups will continue to underpin our work into the next year as the impact of COVID pandemic remain present and are felt by residents and professionals alike.

At national level, in 2022-23 it is anticipated that there will be system changing developments within safeguarding children. The Review of Children's Social Care and National Child Safeguarding Practice Review into the deaths of Arthur Labinjo-Hughes and Star Hobson will be published. There will also be changes in the world of adult safeguarding, including the commencement of inspection arrangements by the Care Quality Commission and anticipated implementation of the Liberty Protection Safeguards. These are significant changes and will require a coordinated and dynamic response from local safeguarding partners.

The Safeguarding Children Partnership has identified the following priority areas for 2022-23:

- Stronger Families
- Child Sexual Abuse
- Contextual Safeguarding

The Safeguarding Adult Board has identified the following priority areas:

- Recognising and addressing self-neglect and related capacity decisions
- Making Safeguarding Personal and embedding relationship-based practice
- Mental Health and Safeguarding

Shared strategic priorities:

- Practice Development Forum,
- Joint Strategic Safeguarding and Trafficking
- Domestic Abuse
- Self-neglect and capacity

PROPOSED CHANGES TO ADMISSIONS CRITERIA FOR COMMUNITY SCHOOLS

Cabinet Member(s)	Councillor Susan O'Brien
Cabinet Portfolio(s)	Cabinet Member for Children, Families & Education
Officer Contact(s)	Vikram Hansrani – Education and SEND Directorate
Papers with report	N/A

HEADLINES

Summary	<p>Hillingdon Council has a statutory responsibility to secure sufficient early years and school places for children resident in Hillingdon. Over the last eleven years the Council has worked closely with schools in Hillingdon to successfully deliver an ambitious programme of school expansion to ensure every child living in Hillingdon can be offered a school place as close to home as possible.</p> <p>Following review and discussions with the schools, the Council is proposing to reduce the Published Admission Number for Coteford Infant School from 81 to 60. This PAN reduction will come into effect from 2024 and there will be sufficient places to ensure that local residents and siblings can access the school. This reduction in PAN will also reduce the distance priority radius from 1000m to 750m in line with the Council's admissions arrangements.</p> <p>In addition, the Cabinet report details known information on two non-community schools, that are likely to consult to reduce their PAN. The Council will be formally invited to respond, and the Cabinet Member will determine the Council's response.</p> <p>Cabinet is, therefore, asked to consider the proposed change to the PAN for Coteford Infant School to address the findings of the review to provide continuing access for residents to their local school and improve stability of pupil numbers and budgets.</p>
Putting our Residents First	<p>This report supports the council objectives of: <i>Our People and Strong financial management</i>. The recommended changes to the school admissions criteria contained in this report will support the aim that all children in Hillingdon can be offered a local school place as close to home as possible and ensure effective, and best use of the investment the Council has made to expand primary schools across the Borough.</p>

Financial Cost	There are no direct financial implications from the recommendations contained in this report. However, schools with excess places above the local demand can experience part-empty classes which are not financially viable, stretching school budgets to cover the staffing and limiting resources available to all pupils. This can lead to an overall deficit and the school seeking a loan from the council Dedicated Schools Grant for maintained schools (community, foundation, and VA) or to their Academy Trust.
Relevant Select Committee	Children, Families & Education Select Committee
Ward(s) affected	Eastcote / All

RECOMMENDATIONS

That Cabinet:

1. **Considers the proposal to reduce the Published Admission Number for Coteford Infant School from 81 to 60 and authorises officers to undertake a full consultation exercise in relation to it.**
2. **Agrees to receive a further report at its 16th February 2023 meeting for the purpose of considering the consultation responses for a new Published Admissions Number for Coteford Infant School which is set to take effect from 1 September 2024.**
3. **Notes the proposal likely to be submitted to the Authority following formal consultation from the following non-community schools, Grange Park Infant and Nursery School and Grange Park Junior School to reduce their Planned Admissions Numbers by 30; and delegates authority to the Cabinet Member for Children, Families & Education, in consultation with the Executive Director of Education and SEND, to make the final decision as to whether the following proposals should be supported:**
 - **Grange Park Infant and Nursery School from 120 to 90.**
 - **Grange Park Junior School from 120 to 90.**

Reasons for recommendation

4. As an education authority, the Council must plan for a sufficiency of places and efficient use of resources. There has been a slight decline in demand across the primary sector since 2018, with some fluctuations, but the overall level of primary surplus places continues to be too high and is pooling in a few schools. Each year the Council reviews the number of places against pupils rolls and projections and considers changing Published Admission Numbers (PAN) in some schools. Across the Borough, small annual changes are needed to meet parental demand, up and down. This ensures schools and

the authority best meet the needs of all pupils across the Borough and make effective use of resources in schools and between them. The PAN is the 'operating figure', and the physical building remains the same. Academy, Foundation and Voluntary Aided (VA) schools make their own decisions, and they must consult the Council and others on proposed reductions, but their Governors/Trusts can agree temporary or permanent increases. The review has included all primary and secondary schools. The Cabinet is the relevant authority for the community primary schools.

5. The Local Authority now recognise a need to reduce the published admission number in one of our community infant schools, by 21 places. This is due to demographic changes leading to declining pupil rolls and Reception intakes, and into Year 3 into the Junior school, over the past few years which is projected to continue for another few years. There would be no difference for current pupils after the proposed change takes effect from Reception 2024, and there would be sufficient places to meet future demand from their siblings and other local parents.
6. Following a review of school places, it is proposed to consult to reduce the Published Admission Numbers for:
 - Coteford Infant School - from 81 to 60 from 2024. All local residents will still be able to access places there. This reduction will also reduce the distance priority radius from **1000m to 750m** in line with our admissions arrangements.

Alternative options considered / risk management

7. The proposals presented in this report are intended to be reasonable, clear, objective, procedurally fair and comply with all relevant legislation to mitigate the potential future risk that a small number of children living in Hillingdon may not be guaranteed a school place as close to home as possible. Options have been considered to address this risk, some of which are specific to a location in the Borough. Where alternative options have been considered therefore, these are set out in the body of the report.
8. The proposals for a reduction in PAN are to improve schools' ability to efficiently plan their staffing and educational provision and not reducing could lead to schools suffering financial pressures leading to deficits, which in the community schools could then require a loan, further adding to the deficit in the Dedicated Schools Grant.

Select Committee comments

9. The Children, Families & Education Select Committee has scheduled this matter on its multi-year work programme and will consider the proposals as part of the consultation process, before a final report is brought back to Cabinet in 2023 for decision.

SUPPORTING INFORMATION

The Statutory School Admissions Code

10. The purpose of the statutory School Admissions Code is to ensure that all school places for maintained schools (excluding maintained special schools) and academies are allocated in an open and fair way. The Code contains mandatory requirements, such as setting a Published Admissions Number for each school. The admission arrangements to community schools are determined by the Local Authority as the 'admission authority.'
11. In drawing up the admission arrangements to schools, admission authorities must ensure that the practices and the criteria used to decide the allocation of school places are fair, clear and objective. Parents should be able to look at a set of arrangements and understand easily how places for that school will be allocated. All schools must have admission arrangements that clearly set out how children will be admitted. The admission authority for the school must also set out in the arrangements the oversubscription criteria against which places will be allocated at the school when there are more applications than places and the order in which the criteria will be applied.
12. To ensure that the criteria applied in prioritising access to community schools which are oversubscribed remains procedurally fair, objective and clear, a review of the criteria has been undertaken using three four years of Hillingdon admissions data to primary school reception places. The focus of the review sought to identify any residual risk that the Council would not fulfil its statutory duty to ensure every child is offered a school place.
13. The review considered the following area:
 - Ensure there are sufficient school places in Hillingdon and eliminate financial constraints where evidence shows a continued and sustained reduction in admissions.

Reduction of Published Admissions Numbers

14. All community schools have a Published Admissions Number (PAN) in accordance with the School Admissions Code 2021. This is the number of school places that the admission authority must offer in each relevant age group (Reception, Year 3 for Junior and Year 7 for secondary) of a school for which it is the admission authority. Admission numbers are part of a school's admission arrangements.
15. As an education authority the Borough must plan for a sufficiency of places and efficient use of resources. The demand and capacity across the primary sector have been variable from year to year since 2012. Currently there are unusually high levels of movement in, out and around the Borough following the Pandemic and Brexit and new arrivals into accommodation near Heathrow airport. However, it is clear that the level of overall surplus places in the primary sector continues to be too high and is concentrated in a few schools. To ensure schools and the authority best meet the needs of all pupils across the Borough and make effective use of resources in schools and between them, this reduction in a Community school PAN is proposed.

16. Currently there are 16% of vacant places across all primary schools (May Census 2022). Pupil numbers will always fluctuate but the aim is to have around 8% vacancies which will ensure there will be places to meet parental demand in each area and for those moving in mid-year, and secure stability for all schools. Having any schools with a PAN over 30 pupils above the level of their local demand, (21 in the case for Coteford Infant school) means some schools attract a few pupils from further away requiring more classes to be run, but they are not economic, with a risk that if pupils join or leave, a class may need to be opened or closed. This disrupts education for all the pupils in the year group. To balance school budgets, classes need to include 25 or more pupils. Schools with declining or volatile rolls face big changes in their annual budget, and consequent cuts in staff and risk financial deficit. The aim of PAN reductions is to match the operational level of schools to local demand and improve the focus of resources in each school on their pupils and reduce the risk of deficits. Meanwhile the physical capacity will remain available if demand rises, when it is possible to increase the PAN immediately, without consultation. It is considered prudent that in future PANs should be increased temporarily a year at a time, whilst parental demand is kept under review.
17. Coteford Infant School is concerned about changes in their local demand and the governing body supports the reduction since it will enable the school to focus their budget and resources better for pupils, so supporting school improvement. The governing body will agree an increase should local demand for places rise. Importantly, though the process to reduce PAN requires considerable data and consultation, it is easy to reverse, so admissions authorities can quickly respond to a rise in demand and decide to admit over PAN on a temporary or permanent basis.
18. Separately, two Foundation schools may also propose to consult on a reduction of 1 Form Entry (FE); Grange Park Infant and Nursery School and Grange Park Junior School from 120 to 90. This has been discussed with officers and would not impact on residents' access to their local schools and proposals reflect that the schools are already operating in most year groups at 1FE under their current PAN. If a consultation is carried out by Grange Park Infant School and Grange Park Junior School in this period and is approved by the governing body as the admissions authority the school will be able to reduce their PAN effective September 2024.
19. Hillingdon has one of the largest pupil populations in London with growth in some areas and 52,873 pupils in the May 2022 census. The past few years of roll volatility now require annual review and regular changes in PAN, up and down, to adjust the 'operating capacity' of the schools since school finances are so challenging. Most London local authorities have agreed or are planning reductions in primary capacity and increases in secondary places. As the birth rate has slowed, reception numbers have plateaued since 2016 and new pupil roll growth will be from new housing and migration into various year groups, not just to reception. Over half of primary schools are full to capacity but the pockets of surplus places in a few schools continue to grow. The demographic changes in the Borough, short and long-term effects of Brexit, Covid and employment and affordability of housing are all factors being monitored.

20. The Headteacher has updated parents over the summer term in newsletters that a reduction in PAN was being considered, referencing that the school already have many year groups operating at the proposed lower PAN and this proposal would give stability to classes and benefit pupils, and that siblings and other local parents would still be able to access the school. No parents expressed concerns. This was in advance of the formal consultation now being proposed.

Next Steps

Proposals to reduce Planned Admission Numbers in 1 community school.

a. Coteford Infant School from 81 to 60. Primary Planning Area 3 – Eastcote

The proposal for consultation is to reduce the Published Admission Number for Coteford Infant School from 81 to 60 from 2024. The school is located close to the boundary with Harrow and there are many primary schools within one and two miles walk. Rolls have fallen over the past few years with several year groups below the existing PAN and the September Reception number is 59. It is clear the school should have a PAN of 60, until local demand rises. Coteford Junior school converted to an academy within Vanguard Trust in September 2021 and currently has higher year groups. Officers will discuss the current projections and future demand for Year 3 places with the Trust as they will be directly impacted by the pupil numbers coming through Coteford Infant School.

PRIMARY PLANNING AREA 3		CENSUS MAY 2022 ROLL										CONFIRMED RECEPTION/ YR3 NUMBERS IN SEPTEMBER 2022
SCHOOL	PAN	R	Y1	Y2	Y3	Y4	Y5	Y6	TOTAL	IF FULL	% vacant	
Coteford Infant School	81	57	64	65					186	243	23.5%	59
Coteford Junior School	81				76	71	69	80	296	324	8.6%	64
Bishop Winnington Ingram CofE Primary School	30	22	22	30	28	33	29	35	199	210	5.2%	26
Whiteheath Infant and Nursery School	90	89	80	90					259	270	4.1%	72
Whiteheath Junior School	90				80	75	85	86	326	360	9.4%	90
Warrender Primary School	60	60	55	60	60	29	30	30	324	330	1.8%	60
Planning Area 3 Total	432	228	221	244	244	208	213	231	1590	1737	8.5%	371

Process For PAN Reduction

21. The process is statutory and must follow the Admissions Code, as amended in September 2021. It requires a six-week consultation between October and January. The Local Authority has reviewed the demand for the school within their local context and discussed with the

school and meetings of their Full Governing Bodies will formally resolve they support the proposals.

22. Full Cabinet has to consider the proposal to reduce PAN in the community school as it affects residents access to local schools.
23. If Cabinet approves the consultation, it will then take place from 24th October 2022 until 19th December 2022, a total of 8 weeks. Consultees will be invited to respond via a dedicated email address and online questionnaire. The statutory requirement for consultation in this case is a minimum of 6 weeks and must take place between 1st October 2022 and 31st January 2023 for a reduction in the PAN to be published in March 2023 for applications for pupils to start in September 2024 in Reception (or Year 3 in Junior schools and Year 7 in secondary). The outcome of the consultations will be reported to Cabinet in February 2023 to take the final decision. Separately the Council will be a formal consultee of formal consultations carried out by non-community schools.

Likely proposals from non-community schools

24. It is likely that two non-community schools will consult in the same timeframe on proposals to reduce PAN by 1 form entry. This has been discussed with officers and would still enable places for all local parents seeking them and reflect that they are already operating in most year groups at 1FE under their PAN, with intakes for September 2022 also 1 FE, or more, lower. The relevant Foundation Board would run their consultation and then decide on proposals. They must formally consult with the local authority and the Cabinet Member would then agree to support their proposal or oppose it, as provided through delegated authority in recommendation 3. In these cases, if no serious issues or objections are raised, officers would recommend agreeing the reductions, as they will support overall school improvement, stability and effectiveness:

a. Grange Park Infant and Nursery School (Foundation) from 120 to 90. Planning Area 8 - Belmore

Intakes for at least one year group have been around 90 for the last couple of years increasing to all three year groups in September 2022. Both schools would increase to 90 if local demand significantly rises to fill that.

b. Grange Park Junior School (Foundation) from 120 to 90. Planning Area 8 - Belmore

Intakes for at least one year group have been around 90 for the last couple of years and the Grange Park Junior School will be requesting to reduce their PAN as the school will be directly impacted by the pupil numbers coming through Grange Park Infant School

25. The table overleaf shows Primary Planning Area 8 indicating current school place numbers in the area:

PRIMARY PLANNING AREA 8		CENSUS MAY 2022 ROLL										CONFIRMED RECEPTION/YR3 NUMBERS IN SEPTEMBER 2022
SCHOOL	PAN	R	Y1	Y2	Y3	Y4	Y5	Y6	TOTAL	IF FULL	% vacant	
Charville Academy	90	46	53	49	70	55	61	68	402	630	36.1%	43
Grange Park Infants	120	88	87	109					284	360	21.1%	85
Grange Park Junior School	120				106	88	108	99	401	480	16.5%	111
Hayes Park	90	80	86	90	89	91	91	91	618	630	1.9%	72
Hewens Primary	60	58	56	47	56	55	60	60	392	420	6.7%	56
Planning Area 8 Total	480	272	282	295	321	289	320	318	2097	2520	16.8%	367

Financial Implications

26. There are no direct financial implications arising from this report. However, it will help reduce the financial pressure on this individual school and the risk of this school running into deficit. Additionally, it will also reduce the risk of maintained schools requesting contributions from the council to meet redundancy costs in relation to staffing restructures. The spare physical space can be used in future if rolls rise in the relevant areas, and will be used by the schools meanwhile, or kept empty.

RESIDENT BENEFIT & CONSULTATION

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

27. The proposals set out in this report will help to mitigate the residual risk of Hillingdon children not securing access to a place at a local school close to where they live. Local families can access primary places nearby. The rising vacancies in a few schools reflect residents are currently not choosing to fill the school to the level of the current PAN, so the places are not needed. The schools now risk a few more pupils turning up, from further away, requiring an additional teacher which destabilises school budget and staffing and affects all the pupils. The proposals will enable better targeting of resources to priorities to help pupils, in line with the Council's vision to put our residents first.

Consultation Carried Out or Required

28. The statutory School Admissions Code sets out that admission authorities must set ('determine') admission arrangements annually. Where changes are proposed to admission arrangements, the admission authority must first publicly consult on those arrangements. If no changes are made to admission arrangements, they must be consulted on at least once

every 7 years. For admission arrangements for entry to school in September 2024, consultation must be for a minimum of 6 weeks and must take place between 1st October 2022 and 31st January 2023. The Code states that this consultation period will allow parents, other schools, religious authorities and the local community to raise any concerns about proposed admission arrangements.

29. To ensure compliance with the Code, the Local Authority will consult with:

- a) Parents of children between the ages of two and eighteen:
- b) Other persons in the relevant area who in the opinion of the admission authority have an interest in the proposed admissions:
- c) All other admission authorities within the relevant area (except that primary schools need not consult secondary schools):
- d) Any adjoining neighbouring local authorities where the admission authority is the local authority:

30. Subject to agreement from the Cabinet, the proposals will be available through the Council's established communication channels for comment. It is proposed that the consultation will last from 24th October 2022 until 19th December 2022.

CORPORATE CONSIDERATIONS

Corporate Finance

Corporate Finance has reviewed this report and confirms that there are no direct financial implications arising from the recommended amendments to the school admissions criteria. Broader financial implications associated with the Council's strategic education function are managed through the wider Medium-Term Financial Forecast.

Legal

If an admission authority of a mainstream school wishes to increase or decrease PAN, without increasing the overall physical capacity of the buildings, this would be classed as an admissions change. Admissions authorities must follow the processes set out within the School Admissions Code in order to make an admissions change. Details of the processes that must be followed are summarised within the body of this report. There are no other legal implications arising from the recommendations set out at the beginning of the report.

BACKGROUND PAPERS

[School Admissions Code 2021](#)

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RESULTS OF THE PUBLIC CONSULTATION ON TWO PROPOSED ENTRIES TO THE COUNCIL’S LOCAL LIST OF BUILDINGS OF ARCHITECTURAL OR HISTORIC INTEREST

Cabinet Member(s)	Councillor Eddie Lavery
Cabinet Portfolio(s)	Cabinet Member for Residents’ Services
Officer Contact(s)	Mark Butler & Ian Thynne – Planning, Regeneration and Public Realm, Place Directorate
Papers with report	Appendix 1: One proposed list entry on the Council’s Local List of Buildings of Architectural or Historic Interest Appendix 2: Updated photograph of Paddington Packet Boat Public House showing current condition of building. Appendix 3: Consultation Responses

HEADLINES

Summary	To seek approval from Cabinet to add one new entry (Nos. 305-315 and 317-327 Long Lane to the Council’s Local List of Buildings of Architectural or Historic Importance following a positive response to the Council’s Public Consultation. The proposed local listing of the Paddington Packet Boat Public House is recommended for re-evaluation due to its deteriorating condition.
Putting our Residents First	This report supports the following Council objectives of: <i>Our Built Environment; Our Heritage and Civic Pride.</i>
Financial Cost	There are no direct financial implications associated with the recommendations to this report.
Relevant Select Committee	Residents’ Services
Wards	Yiewsley and Hillingdon East

RECOMMENDATIONS

That the Cabinet:

1. **Considers the responses to the proposed two new entries to the local list as attached in Appendix 3 following the public consultation;**
2. **Approves the addition of one new entry to the Local List of Buildings of Architectural or Historic Importance as attached in Appendix 1, following the positive response to the public consultation:**
 - **Nos. 305-315 and 317-327 Long Lane, Hillingdon**
3. **Agrees that the entry for The Paddington Packet Boat Public House be re-evaluated for local listing status to allow consideration of the building's deteriorated condition as shown in Appendix 2.**

Reasons for recommendation

1. The Local List of Buildings of Architectural or Historic Importance recognises buildings that are considered to be of local architectural and historic importance that contribute significantly to the unique character and sense of local distinctiveness of the Borough. The two buildings proposed to be added to the list had been assessed against the Council's Eligibility Criteria and scoring for Locally Listed Buildings (2009) and at the time of the surveys both buildings merited inclusion on the list. The proposed buildings to be added to the list received a generally positive response during the public consultation.
2. The six-week public consultation has been completed and the responses reviewed. During the process it became apparent that The Paddington Packet Boat had deteriorated in condition since it was surveyed and the local listing entry compiled. This building would benefit from being re-evaluated to see if it still meets the requisite score against the Council's Eligibility Criteria and scoring for Locally Listed Buildings (2009) and to determine if it still warrants inclusion on the list.

Alternative options considered / risk management

1. Not to agree to nos. 305-315 and 317-327 Long Lane, Hillingdon being added to the Local List of Buildings of Architectural or Historic Importance leaving a building worthy of local designation unrecognised and vulnerable to insensitive development, and the concerns of Members and residents unaddressed.
2. To continue with the listing of the Paddington Packet Boat without re-evaluation. The Council wishes to ensure that a robust process is followed and only buildings that meet the requisite criteria are added to the Local List.
3. Not to agree to the re-evaluation of The Paddington Packet Boat against the Council's Eligibility Criteria and scoring for Locally Listed Buildings (2009) and leaving a

potential building worthy of local designation unrecognised and vulnerable to insensitive development, and the concerns of Members and residents unaddressed.

4. Not to comply with the Statement of Community Involvement, setting out how the Council consults on planning matters.

Select Committee comments

None at this stage.

SUPPORTING INFORMATION

1. On the 6th January 2022 the Cabinet approved consultation on two new entries to the Local List of Buildings of Architectural or Historic Importance:
 - i. Nos. 305-315 and 317-327 Long Lane, Hillingdon
 - ii. The Paddington Packet Boat Public House, Packet Boat Lane, Cowley
2. Cabinet authorised officers to undertake public consultation, for six weeks, with all the owners/occupiers of the buildings.
3. The public consultation took place over a six-week period from Wednesday 4th May 2022 until Wednesday 15th June 2022. The consultation was undertaken online, informing local residents about the proposed 2 locally listed buildings providing details of where hard copies of the documents could be found and inviting them to make comments on its content. Copies were also made available at Uxbridge Library, the Resident Services Planning Reception Area and also on the Council's website. An advertisement was also placed in the Uxbridge Leader and notifications were sent out through the Council's Facebook Page and Twitter accounts.
4. A total of 12 responses were received, the vast majority of which were positive and supported the 2 new entries to the Council's Local List of Buildings of Architectural Importance. A response was received from one of the affected landowners (The Paddington Packet Boat Public House which is owned by Paddington Packet Boat Developments Ltd) who provided very detailed comments objecting to its inclusion on the list.
5. The responses have been collated and have all been reviewed. A table format has been used containing a summary of each consultation response along with an officer response and is attached in Appendix 3. Key comments/corrections include:
 - Following the original assessment of the Paddington Packet Boat it is noted that it has deteriorated in appearance with the decorative pierced elements of the barge boards having been removed along with a number of roof slates creating holes within the roof. The current condition of the building can be observed in Appendix 2.
 - Detailed concerns have been raised by the owner of The Paddington Packet Boat Public House which is owned by Paddington Packet Boat Developments Ltd). They currently have a planning application with the Council to redevelop the site for the

demolition of the public house and its redevelopment for student accommodation (76795/APP/2021/3704). They view the current application for local listing as an unfortunate attempt to hinder the current planning application for the redevelopment of the site and is not good planning practice.

Whilst the request for Local Listing sits outside the planning approval process, it is recognised that there has been a deterioration in the fabric of the Paddington Packet Boat since the assessment that informed the public consultation. Therefore, a re-evaluation of a building against the local listing criteria is required. However, it should also be noted that the building is already considered meritorious in terms of local heritage and the planning determination will need to factor in the non-designated heritage status regardless of the listing.

Financial Implications

There are no direct financial implications associated with the recommendations to this report. The administration of adding new entries to the local list will be managed by existing resources within the Planning Specialist Service.

RESIDENT BENEFIT & CONSULTATION

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

The local list additions will provide a degree of protection of the Borough's heritage assets and will be a material factor in considering any new planning proposals.

Consultation carried out or required

As explained in the report, the consultation on the new addition to the local list was undertaken online. Copies were also made available at Uxbridge Library, the Resident Services Planning Reception Area at the Civic Centre and also on the Council's website. An advertisement was also placed in the Uxbridge Leader and social media.

CORPORATE CONSIDERATIONS

Corporate Finance

Corporate Finance has reviewed this report and confirms that there are no direct financial implications associated with the recommendations within this report.

Legal

As explained in the report, the owner of the Paddington Packet Boat Public House has raised strong objections to the local listing of this building. The Council is required to conscientiously take the outcome of the consultation into account and also in accordance with paragraph 203 of the National Planning Policy Framework, the Council must "reach a balanced judgement having regard to the scale of any harm or loss [to the owner] and the significance of the heritage asset.

BACKGROUND PAPERS

[Cabinet report and decision – 6 January 2022](#)

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Building Name/No:	Nos. 305-315 and 317-327 Long Lane	Serial No:	
Address:	Nos. 305-315 and 317-327 Long Lane UB10 9JY		
Ward:	Hillingdon East Ward	Use:	Shops / Residential

Photograph**Statement of significance/ Reasons for designation**

Authenticity Shopfronts altered at street level but mock Tudor first floor and gable ends remain largely intact along with many brick pilaster shopfront surrounds to nos. 317-327.

Architectural! Two identical terraces of 6 shops with residential above of late 1920s early 1930s date. The shops are in the mock Tudor style reflective of the Metroland suburban expansion. Primary frontage comprises largely unaltered gables of Tudor style black timbering with white painted infill panels. The terraces have a pleasing gabled rhythm to Long Lane with traditional even pitched roofs with a tiled finish. The shopfronts have been altered extensively, however, the terrace comprising nos. 317-327 still retain many of their brick quoin pilasters with clay tile console brackets.

Townscape: Attractive group of two terraced shops that are prominently located on the approaches to Hillingdon Circus contributing positively to the local character of the area.

Historic

Communal value as a parade of well used shops at the heart of Hillingdon Circus.

Photograph date: August 2021

Location Map

© Crown copyright and database rights 2021 Ordnance Survey 100019283

**Authenticity (I b): 2; Architectural (II d): 1; Townscape (III f); 1; Historic (IV h); 1
Total = 5
Include in the Local List.**

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Appendix 2

Updated Photo of Paddington Packet Boat House (10th August 2022)



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Appendix 3

Public Consultation Responses for the addition of 2 new entries to the Council's Local List of Buildings of Architectural or Historic Importance (Nos. 305-315 and 317-327 Long Lane and The Paddington Packet Boat Public House)

Respondent ID No. and Summary of Consultation response.	Officer Response
<p>Nos. 305-315 and 317-327 Long Lane</p>	
<p>ID1 - Supports the inclusion of nos. 305-315 and 317-327 Long Lane to the Local list of Buildings of Architectural or Historic Importance.</p> <p>The parades are at the centre of the local community and their appearance gives character to the area. Any alteration or even worse demolition would lead to an inexorable decline in the identity of the area.</p>	<p>Noted</p>
<p>ID2 - Supports the inclusion of nos. 305-315 and 317-327 Long Lane to the Local list of Buildings of Architectural or Historic Importance.</p> <p>The terrace of shops add to the rich local history and character of the area. It does save a special place within the community.</p>	<p>Noted</p>
<p>ID3 - The local listing of nos. 305-315 and 317-327 Long Lane is not supported.</p> <p>These shop buildings are not particularly attractive. Given the built-up urban look of the local roads (A40) and station, these shops actually look out of place.</p> <p>The buildings would be better replaced by slightly larger, modern, energy efficient buildings. This would make better use of the urban land. Holding on to unremarkable buildings is limiting our ability to reduce the carbon intensity of the borough's buildings</p>	<p>Nos. 305-315 and 317-327 Long Lane have been assessed against the Council's Eligibility Criteria and scoring for Locally Listed Buildings (2009) and merit inclusion on the list.</p> <p>Any future alterations or redevelopment scheme would be assessed against Policy DMHB 3: Locally Listed buildings should the terrace of shops become locally listed buildings.</p>
<p>ID4 - Supports the inclusion of nos. 305-315 and 317-327 Long Lane to the Local list of Buildings of Architectural or Historic Importance.</p> <p>This parade of shops adds significantly to the character of the local area, with its wide roads of houses, built to a uniform pattern.</p>	<p>Noted</p>

<p>ID5 - Supports the inclusion of nos. 305-315 and 317-327 Long Lane to the Local list of Buildings of Architectural or Historic Importance.</p> <p>They provide a distinctive, positive image of the unique area of North Hillingdon, a contrast to the bland aspect of many local shopping parades.</p> <p>Consideration should also be given to the inclusion of the terrace on the opposite side of the street for inclusion on the register.</p>	<p>An assessment of other local buildings for inclusion on the local list could be undertaken as a separate study subject to approval work streams.</p>
<p>ID6 - Supports the inclusion of nos. 305-315 and 317-327 Long Lane to the Local list of Buildings of Architectural or Historic Importance.</p>	<p>Noted</p>
<p>ID7 – Supports the inclusion of both The Paddington Packet Boat Public House and nos. 305-315 and 317-327 Long Lane to the Local list of Buildings of Architectural or Historic Importance.</p> <p>Respondent thinks both need to be retained for Heritage reasons and should be given such status.</p> <p>The loss of such buildings can often result in a mess of buildings from different eras that have no consistency or cohesion which ruins a built environment. Both have several merits of build quality and having stood for so long.</p>	<p>Noted</p>
<p>ID8 – Supports the inclusion of nos. 305-315 and 317-327 Long Lane to the Local list of Buildings of Architectural or Historic Importance.</p> <p>This parade of shops at Hillingdon Circus and its design contributes significantly to local character of the area and was constructed around the same time as the Oak Farm Estate. Its appearance and scale as forming pleasant two-storey pitched roof design along the run of shops with consistent by varying pattern of mock Tudor frontages, is unaltered since the original build, and reflects local design elements and scale of the surrounding streetscape and area.</p>	<p>Noted</p>

<p>ID9 - Supports the inclusion of both The Paddington Packet Boat Public House and nos. 305-315 and 317-327 Long Lane to the Local list of Buildings of Architectural or Historic Importance.</p> <p>I have lived in the Borough all my life and love the historical buildings. They stand out from the rest and give the area character. They must be preserved.</p>	<p>Noted</p>
<p>ID10 - Supports the inclusion of both The Paddington Packet Boat Public House and nos. 305-315 and 317-327 Long Lane to the Local list of Buildings of Architectural or Historic Importance.</p> <p>Paddington Packet Boat should once again be at the heart of the community.</p> <p>Hillingdon Circus Shopping parade is at the heart of the community and is a well-recognised landmark for people when travelling to and from Hillingdon by road, rail or bus.</p>	<p>Noted</p>
<p>ID11 - As a resident, I would strongly support the local listing of both the Hillingdon shops and the Paddington Packet Boat Public House.</p> <p>The local recognition of these buildings as heritage assets would help preserve Hillingdon heritage.</p>	<p>Noted</p>
<p>ID12 – Does not support the addition of the Paddington Packet Boat to the Local List.</p> <p>The site is currently the subject of a full planning application for its redevelopment to provide much needed student accommodation for Brunel University (Application ref: 76795/APP/2021/3704). The public house, which was formally operated by Fullers, closed its doors in 2018, and the site has subsequently remained vacant and fallen into a state of disrepair. During this period the site has been consistently marketed, however the only genuine interest has been from other developers.</p>	<p>There is currently a planning application for the demolition of the public house and its redevelopment for student accommodation (76795/APP/2021/3704). The application has not yet been determined and is still under consideration.</p>

The Council has previously applied to have the site statutorily listed. Historic England concluded that the Paddington Packet Boat did not come close to warranting statutory listing, assessing that the building had not survived in a way that sufficiently reflected its original character and form, or demonstrated its historical connections. It is therefore difficult to comprehend how the Council has come to a different conclusion.

The current application for local listing is, we consider, an unfortunate attempt to hinder the current planning application for the redevelopment of the site, and is not good planning practice. The listing is clearly not being brought forward at this particular moment for sound reasons based on clear evidence (a view shared by Historic England). Rather it is an attempt to thwart a live planning application which has been subject to lengthy and constructive consultation with the local authority. The unfortunate reality is that were any Local Listing to have any influence on the outcome of the current application, then as well as an opportunity for high quality regeneration of an eye-sore site being lost, the site is likely to continue to sit vacant, falling further into a state of disrepair.

Our case is therefore that the site does not warrant Local Listing once the eligibility criteria are properly considered (see below), and that

This consultation is on locally listing and not on the merits of whether the building should be Statutory Listed. Historic England, as noted, did assess the building under an application from the Council to consider the building for statutory listing in 2019. It was concluded, for the reasons given, that it did meet the criteria for Statutory listing.

Statutory listing is different to local listing. The Local List of Buildings of Architectural or Historic Importance is compiled by the local authority and recognises buildings that are considered to be of local architectural and historic importance that contribute significantly to the unique character and sense of local distinctiveness of the Borough.

Local heritage assets are considered as non designated heritage assets under the NPPF and can include buildings, structures and features of local interest. They are an important element of the rich history of the Borough.

There have been a number of planning and pre-application applications for the site where the planning department has consistently stated that the building is considered to be a non-designated heritage asset.

Historic England in their assessment of the public house, when it was considered for Statutory listing, noted in their assessment report that *The Paddington Packet Boat Public House is acknowledged as a historic building which makes a positive contribution to this part of Cowley, and is a visible reminder of the C19 packet boat trade. The name of the pub clearly references the packet boat service that operated from 1801 to 1830 on the nearby canal, providing a passenger service on horse-drawn barges from Paddington Basin to Uxbridge.*

Local listing ensures that when a planning application is submitted to either alter or redevelop a non-designated heritage asset that

the timing of the proposed Listing does not amount to good planning.

For the reasons set out below, our client does not agree with the Council’s conclusion that the Paddington Packet Boat public house should be added to the Local List.

The historic value of the building has been the subject of multiple studies by heritage experts in recent years, as documented in the following:

- Submission to Historic England re Listing Application, Montague Evans (August 2019);
- Historic England Advice Report Case Number 1465335, The Paddington Packet Boat Public House, Cowley (November 2019);
- Heritage Statement, Corrie Newell Historic Buildings Consultancy (July 2021).

The conclusions of the Historic England Advice Report following the Council’s application for statutory listing provide a useful summary of the architectural and historic interest of the Paddington Packet Boat, as set out at page 3 of their report:

Architectural interest:

- numerous extensions and alterations have compromised the original architectural composition of the public house;
- the historic layout of the interior has not survived the accumulative changes, leaving very little evidence of its original plan form, or how it functioned;
- very little of the Georgian or Victorian fixtures and fittings or decorative schemes remain.

Degree of Historic interest:

- whilst it is acknowledged that there is a connection between the public house and the packet boat service, the building in its current

it is given the correct level of consideration within the planning process and would be assessed under Policy DMHB 3 Locally Listed Buildings.

The Paddington Packet Boat eligibility for local listing was assessed using the Council's Eligibility Criteria and scoring for Locally Listed Buildings (2009) and obtain a score of 6. A score of between 5 and 9 would merit inclusion on in the list (subject to Cabinet/Members approval. However, in the light of the additional information received regarding the deterioration of the building it is proposed a re-evaluation against the Council’s Eligibility Criteria should be undertaken (subject to Cabinet/Member approval.

As previously stated, Statutory listing is different to local listing and are assessed under different criteria. The Local List of Buildings of Architectural or Historic Importance is compiled by the local authority and recognises buildings that are considered to be of local architectural and historic importance that contribute significantly to the unique character and sense of local distinctiveness of the Borough.

The Council notes the alterations that have occurred and that the building has origins ca. 1800. This can be traced back on historic maps. The building although not in its original built form and appearance is still a building that presents an attractive Victorian facade the character of which is of a mid to late-C19 public house that is important element of the rich history of the Borough and reinforces local distinctiveness and sense of place.

The building although not in its original built form and appearance it is still a building that presents an attractive Victorian facade the character of which is of a mid to late-C19 public house. The building is still an important

form does not afford a strong connection with this aspect of history.

These conclusions are at odds with those drawn by the Council in their Statement of Significance / Reasons for Designation document ('the Council's Statement'). We address each of the four criteria in turn below, and reference the Eligibility Criteria document as appropriate.

Authenticity

The Council's Statement recognises that the building is much altered, but that some original features are retained including the barge boards in gables and small paned first floor windows. The criteria has been scored 1-point, for c) 'some features retained'.

We can confirm that actually the barge boards in the gables were removed in 2021 due to serious safety concerns raised by local residents and the Council's Building Control department. At that time, a series of tiles were also removed from the roof. As confirmed in Historic England's Advice Report, 'very little of the Georgian or Victorian fixtures and fittings or decorative schemes remain'. We therefore contend that the building does not meet the threshold of 'some features retained' and that the authenticity criteria should be scored 0-points.

Architectural / Artistic Interest

The Council's Statement scores the building 1-point for criteria d), for being 'an example of a style of building that is unique to the local area or a good surviving example of an historic architectural style'. Given the conclusions drawn by Historic England, Montague Evans and Corrie Newell Historic Buildings Consultancy in their respective reports, we disagree with the score indicated. As described by Historic England, the building has been subjected to numerous extensions and alterations over time that have compromised

element of the rich history of the Borough and reinforces local distinctiveness and sense of place. The Victorian façade is substantial in its survival.

The building is not being put forward for local listing on the basis that it is a surviving early 19th century public house.

It is noted that the decorative barge boards have had the decorative pierced work removed and by this act some character has been lost. It is also noted that since the assessment some slates have been removed from the roof which have led to the building's more rapid deterioration. The photograph on the draft entry is therefore out of date and would require updating.

The survival of the Victorian façade, roof form and windows and decorative window head mouldings remain significant features but it is noted that the current listing makes specific reference to the barge boards and that a re-evaluation in light of their removal should be considered.

The Council's score of 1 is appropriate as the pub is a good surviving example of an historic architectural style within the Borough with a surviving Victorian pub façade and form with gabled cross wings with windows and window head detailing.

As previously stated, the building is not being put forward for local listing on the basis that it is an unaltered early 19th century building. Its alterations have been acknowledged and the building now has a distinctly Victorian character

the original architectural composition both in terms of its external appearance and plan form.

In conclusion, we disagree with the Council's score for architectural / artistic interest, and contend that the criteria should be scored 0-points.

Townscape Significance

The Council's Statement scores the townscape significance criteria 1-point, for its role as a key landmark building. We acknowledge that the building is noticeable on approach from the north, and could be described as having characteristics of a landmark building.

Historic / Archaeological Interest

The final criteria relates to Historic / Archaeological Interest, and the Council have scored the maximum total of 3-points, 2-points for criteria h) strong community or socio-economic development significance, such as schools, institutions or an important part of the Borough's industrial and Military history, and 1-point for association with an important historic figure, local or national; or important local historic events.

As described by Historic England in their Report, it is acknowledged that the building once had a connection to the Packet Boat passenger service that operated along the Grand Union Canal in the early 19th century. However, as they have concluded, the building in its current form does not afford a strong connection with this aspect of history, and therefore we cannot agree with Council's decision to score the building with the maximum total for the historic/archaeological interest criteria. A more suitable, generous score would be 2-points.

In conclusion, it is our view that the building does not meet sufficient criteria to warrant being included on the Local List. Based on our assessment, a revised score is included below:

As stated in the Council's assessment the public house is a landmark corner building set at an angle to the junction and is particularly noticeable when approaching from the north on Cowley Road. This familiar public house contributes to local character and street scene and has done for generations. The score of 1 is justified.

The building is an historically interesting public house first licensed in 1804 to service the Paddington Packet Boat passenger service which docked at the nearby Grand Union Canal and ran between 1801 and the 1830s. Remained of communal value as a public house until recent closure. Has socio-economic development significance and strong community value and is connected to the Borough's industrial history.

The alterations to the building are acknowledged, however, this has not diminished its historic interest and its past associations. The score of 2 for its strong community or socio-economic development significance is justified along with its association with the historic packet boat trade on the Grand Union Canal. A score of 1 is therefore appropriate in this case giving a score of 3.

<p>Authenticity (I c): 0; Architectural (II d): 0; Townscape (III g); 1; Historic (IV h, i); 1+1 Total = 3-points A score of 3 would not meet the Council's internal thresholds for inclusion on the Local List.</p> <p>As concluded by a range of independent heritage experts, including Historic England, the Paddington Packet Boat Public House has not survived in a way that sufficiently reflects its original character and form, or demonstrates its historical connections with the packet boat service. The building therefore does not warrant listing at either statutory or local level. We recommend that the site is withdrawn from consideration.</p>	<p>As outlined above the Council's assessment the scoring was considered appropriate for this non-designated heritage asset. However, in the light of the additional information received regarding the deterioration of the building it is proposed a re-evaluation against the Council's Eligibility Criteria should be undertaken (subject to Cabinet/Member approval).</p>
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SCHOOL CAPITAL PROGRAMME - UPDATE

Cabinet Member(s)	Councillor Susan O'Brien Councillor Jonathan Bianco
Cabinet Portfolio(s)	Children, Families & Education Property, Highways & Transport
Officer Contact(s)	Bobby Finch, Place Directorate
Papers with report	None

HEADLINES

Summary	This bi-annual report provides Cabinet and the public with an update on the primary, secondary and special school expansions, the school condition works programme and other school capital works.
Putting our Residents First	Putting our Residents First, Our Built Environment; Our People; Financial Management Investment in schools to adequately address the impact of the population increase within the London Borough of Hillingdon on existing school places. This project also forms part of the Hillingdon Improvement Programme.
Financial Cost	Continuing investment in mainstream school places provision from 2022-27 amounts to £2,893k. The future SEND programme is estimated to cost £22,199k and will deliver 416 additional places, reducing the DSG deficit.
Relevant Select Committee	Children, Families & Education
Relevant Ward(s)	All Wards

RECOMMENDATION

That Cabinet note the progress made with primary and secondary school expansions, the school condition programme and other school capital projects.

Reasons for recommendation

The proposed works outlined in this report will meet the changing need for school places in the Borough, particularly the increasing demand for special needs places which has led to the

Dedicated Schools Grant (DSG) deficit. These places are crucial to delivering the Council's (DSG) deficit recovery safety valve agreement with Department for Education (DfE).

Progressing the School Condition Programme will allow the necessary remedial or replacement works to be undertaken in the schools to avoid the potential impact on their daily operations due to parts of the building fabric being beyond repair, or equipment which is at the end of its life. Ensuring these works are undertaken will minimise the risk of health and safety related issues or the possibility of a school closure occurring.

Select Committee Comments

None at this stage.

SUPPORTING INFORMATION

1. PRIMARY SCHOOLS

School places forecast

The demand for primary places in Hillingdon rose continuously for over ten years up to 2018, stabilised and has declined since 2020 due to a lower birth rate affecting primary intakes and in addition to the effects of the pandemic leading to movement across the borough and out of the borough which is affecting most schools. In addition, some parents are choosing to change schools when places arise in another school they prefer. This volatility continues across London with increased movement throughout the academic year. Ideally there would be a few places in each school to enable parental choice and cope with new families moving in.

Officers are working closely with schools to meet residents' demands and present options to reduce operational capacity in some instances to respond to changing demand from residents, whilst continuing to monitor the changing demand including movements across the Borough boundary.

2. SECONDARY SCHOOLS

School places forecast

The secondary phase is under pressure from continuing increased demand in Year 7 for the next six years at least. For the 4th year, all but four schools offered 100% of their places for September 2022, and extra temporary places were required to make offers to all parents across the Borough.

The current cohorts in primary are larger than the 2021 intake with higher numbers in primary cohorts than the current total Year 7 PAN of 3,707. One planned secondary expansion (Harlington) is scheduled to be completed for September 2023. The DfE has put the proposed new free secondary school, Bishop Arden, under review. Officers are involved in ongoing discussion about this free school with the DfE.

Secondary rolls are far less linked to locality than primary, and more to parental preferences and perception of the education experience, high standards, faith and their willingness to travel to a school of choice (and away from a nearer school that does not meet these criteria). The popularity of schools is always relative to each other (or to further away choices) and changes each year.

The Council are reviewing cross-borough flows with the 7 neighbouring LAs. Until 2018 these were equal overall or a slight net 'importer' at year 7 intake. Since then, 'imports' have decreased to 10.6% as most schools in the Borough have been popular and recruit from smaller distances, and 'exports' of resident pupils to schools in other LAs have increased to 14.2% of residents, so the LA is a net exporter. In recent years neighbouring LAs have warned they too have rising numbers and their schools are under increasing pressures so distance criteria will mean fewer Hillingdon Pupils will secure places in 2022 onwards. Parental preferences are still low for a few schools, adding pressure on parent choice in some areas of the Borough. As parents cannot be forced to accept a place it means a shortage of actual places residents will take up.

Currently there are two projects to add permanent secondary places to meet demand being progressed that were bids in 2015-16 and are funded and managed by DfE:

- Expanding Harlington School by 1.5 forms of entry – 45 places each year from 2023. This is part of the complete rebuilding of the school and library.
- Reviewing the need for the new Bishop Arden Free school +6FE – 180 places each year with the DfE. It will have no faith admissions criteria, distance will be the main criteria, though it is to be part of a Church of England Trust – their aim is to 'bring together pupils of all faiths and of none'.

Both schools will also have new units for pupils with Autistic Spectrum Disorders (ASD) who will have some integration into mainstream part of the school with specialist teaching and support.

3. SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND)

Special schools are under pressure from rising demand from pupils with Education, Health & Care Plans (EHCPs) who require a special place. This reflects national policy and is creating huge planning and financial pressures in every LA. Currently all seven special schools in the LA are full as demand and new entrants has been continuous throughout the year, not just at the normal ages of transfer. The largest growth is in pupils with autism conditions, many with other complex needs. Temporary extra places have been added to meet demand in most schools.

Additional places have been added each year, where possible and significant growth was agreed in 2016 with the approval of three new free special schools and Special Resource Provision units for pupils with ASD at the proposed new secondary free school and Harlington School. All these projects are funded and delivered by DfE.

These extra 241 places (see table 1) were previously considered sufficient to meet demand, however demand has risen faster than expected in recent years and due to a combination of

factors from Brexit to Covid, the DfE are experiencing delays with two projects (both within the Eden Academy Trust) that are funded directly by them and linked to the deficit recovery plan.

Table 1: DfE agreed projects that include additional SEN provision

Provider	Project	Additional places	Total final places
Orchard Hill Academy Trust	New Free school to replace the Young Peoples Academy	45	110
Eden Academy Trust	New Free school: Grand Union Village	80	80
Eden Academy Trust	New Free school to replace Grangewood: Pinn River	90	180
Harlington School	Designated Unit for pupils with ASD	15	15
Bishop Arden Free school (Veritas Trust)	Designated Unit for pupils with ASD	21	21
Total		241	406

Dedicated Schools Grant (DSG) deficit recovery safety valve agreement

Rising demand and costs have put pressure on the Dedicated Schools Grant (DSG) and the LA has developed a DSG Deficit Recovery Programme with a 'safety valve' agreement with the DfE linked to bids for revenue and capital funding. This is a key strategic priority for the Council, underpinned by sufficient resource and capability to ensure timely and successful delivery.

The purpose recovery plan is to:

- Put mainstream inclusion and high-quality SEND services at the heart of education in Hillingdon.
 - Reduce total costs of special placements
 - Add more specialist places in the Borough
 - Embed financial sustainability
 - Reduce the in-year deficit in 2021/22 as far as possible
 - Eliminate the in-year deficit completely by 2024/25, and no later than 2025/26
- All this reflects the aims and direction set out by the DfE in the March 2022 publications of the White Paper for schools and the Green Paper for SEN.

Extra specialist places are needed in Hillingdon in the next few years to meet the rising demand and gaps in need and to minimise use of independent provision and long travel for residents. The aim is to maximise the use of local education spaces and promote integration of pupils into mainstream where possible. Following discussions, new projects were selected that can be delivered in partnership with schools and academies that have surplus physical capacity and have commitment to inclusion and expertise in managing change. Plans are underway to adapt the largest groups of surplus physical capacity in four primary and one secondary school, to create new extra places for pupils with special needs.

Capital Bid linked to Dedicated Schools Grant (DSG) deficit recovery safety valve agreement

A bid for additional capital grant was made in March 2022 to deliver the projects in the DSG Deficit Recovery Programme which, with exception of the new SEN Free School proposal, have been approved by the DfE.

The proposed new SEN Free School is subject to a separate application process and deadline for submission is 21 October 2022. If the application is approved the project will be delivered directly by the DfE. The table below provides a summary of the proposed projects.

Table 2: DfE funded DSG SEN Projects

Location	Description	Type	Phase of Education	Number of additional places to be created	Project due to open
Meadow High School	Create a satellite unit at the Harefield Academy site and the replacement of the modular units at Meadow. Both open Sept 2024	Community Special	Secondary	98	Sept 2024
Eden Trust: Grangewood Primary & Moorcroft Secondary	The Eden Trust to open a temporary MLD Unit at Pinkwell Primary School for extra Grangewood and Moorcroft pupils from Sep 2022	Academy Special	Grangewood Primary	16	Completed in Sept 2022
			Moorcroft Secondary	24	
Wood End Park Primary Academy	New ASD Unit to open Sept 2023	Academy Primary	Primary	24	Sept 2023
Ruislip Gardens Primary School	Specialist Early Years Assessment Base. Adaptions to remodel primary school from 3FE to 2FE and create the space for the unit. Open Sept 2023	Community Primary School	Primary	16	Sept 2023
Ruislip Gardens Primary School	New ASD SRP integrated into school, working alongside the Early Years Assessment Base. Open Sept 2023.	Community Primary School	Primary	12	Sept 2023
Charville Primary Academy	New ASD SRP. Remodel primary school from 3FE to 2FE to create space for SRP. Open Sept 2023	Academy Primary	Primary	16	Sept 2023
Orchard Hill Special Further Education College - Independent post-19 (Brookfield Adult Education Centre)	Lease of Brookfield Adult Education Centre site to Orchard Hill Special for use as a Further Education College. Open Sept 2022.	Independent Special College multi-site	Post 16	30	Completed in Sept 2022
Pinkwell Primary School	Agree permanent status beyond 2024 of the temporary unit used by Eden Trust 2022-24. Adaption to create unit linked to on-site primary school	Academy	Primary	TBC	Sept 2024
New Special Free School Bid	Proposed new SEN Free School. Application to be submitted to DfE in Oct 2022.	Site to be confirmed	Primary	180	Sept 2025 or later
Total				416	

MLD: Moderate Learning Difficulties

ASD: Autism Spectrum Disorders

SRP: Specialist Resource Provision

Dedicated Schools Grant (DSG) deficit recovery safety valve – Council managed projects

Meadow High School expansion

In summary the proposed school expansion works consist of the following:

- Relocating some pupils from Meadow High School to the unused Harefield Academy boarding block (which is separate and apart from the main Academy building) which will be adapted and extended to become a new satellite unit that is directly managed and run by Meadow High School; and
- Providing a new classroom block at Meadow High School to replace the existing temporary modular classrooms which are currently in poor condition and no longer suitable for use.

A works contractor has been appointed and has commenced enabling works on the Harefield site. The overall completion date across both sites is September 2024.

Charville and Ruislip Gardens adaptation works

To help address the need for additional SEND places the following projects have been proposed:

- Ruislip Gardens Primary School: The school has reduced its intake from 3 forms of entry to 2 forms of entry and it is proposed the unused spaces within the schools is adapted to form a nursery age pupil Assessment Base (AB) and a separate Autism Spectrum Disorder (ASD) Specialist Resource Provision (SRP). The AB will have 16 places and the SRP will have 12 places
- Charville Academy: The school has reduced its intake from 3 forms of entry to 2 forms of entry and it is proposed the unused spaces within the school is adapted to form ASD SRP. The SRP will have 16 places.

Both projects are at the design development stages and are scheduled to be completed for the start of the school year in September 2023.

4. SCHOOLS CONDITION PROGRAMME

The status of agreed projects in the School Condition Programme can be found in the table 3 below.

Table 3: School Condition Works Programme

School	Works	Status
Hillside Infant	Asbestos panel replacement	Onsite
Coteford Infant	Roof replacement works	Onsite
Grange Park Infants	Basement water ingress works	Onsite
Grange Park Junior	Toilet refurbishment & external lighting	Onsite
Frithwood Primary	Roof replacement works	Onsite
Whiteheath Junior	Roof replacement works (section 2)	Pre-construction stage
Yeading Infant/Junior	Canteen building works	Pre-construction stage
Lady Bankes Primary	Refurbishment of modular units	Pre-construction stage
Breakspear	Refurbishment of modular units & upgrade of fire alarms and emergency lighting	Pre-construction stage
Oak Farm	Refurbishment of modular units	Pre-construction stage
Colham Manor	Roof replacement works and asbestos works	Pre-construction stage

Future works

Officers have assessed further requests received from schools for assistance with condition works required on their premises. Proposals will be presented to Members for consideration on potential projects that could be taken forward which will form future phases of the School Condition Programme.

5. OTHER SCHOOL PROJECTS

The DfE is directly managing and funding 5 projects under Priority School Building Programme Phase 2 (PSBP2) and a further 6 projects under the Free Schools Programme. These projects total a significant DfE investment and help ensure the Council as an education authority meets its statutory duty to provide sufficient places, and to promote high standards of education and fair access to education.

Table 4: DfE Free School and PSBP2 Projects

School	Phase	Governance	DfE Fund Route	Planned additional places	Estimated year of completion	Current Status
New school on site of Young People's Academy (YPA) - The Pride	Special Secondary	Orchard Hill College Academy Trust	Free School	Up to 45	2022	Completed
Nanaksar Primary	Primary	Guru Nanak Sikh Academy Trust	Free School	840	2022	Completed
Queensmead	Secondary	QED Trust	PSBP2	0	2022	Completed
Meadow High	Special Secondary	Community	PSBP2	0	2022	Completed
The Skills Hub	Alternative Provision Secondary	Orchard Hill College Academy Trust	Free School (next to YPA)	Up to 4	2022	On site
Harlington rebuild and expand to 8FE and Special ASD Unit	Secondary	Foundation	PSBP2	225 (SEN 15)	2023	On Site
Douay Martyrs	Secondary	London RC Diocesan MAT	PSBP2	0	2023	On site
Minet Infant and Junior	Primary	Community	PSBP2	0	2024	On site
Primary Grand Union Village Special Primary	Special Primary	Eden Academy Trust	Free School	80	2023	Pre-construction
Pinn River Special (on site of current Grangewood School)	Special Primary ages 4-19	Eden Academy Trust	Free School	Up to 80	Jan 2025	Pre-construction
New Secondary Free School north of A40 - Bishop Arden	Secondary	Multi Academy Trust	Free School	1260 (SEN 21)	TBC	Pre-construction

School Rebuilding Programme

In 2020 the Government announced their intention to rebuild 500 schools in the worst condition over a 10 year period, and this programme is called School Rebuilding Programme. The first 100 schools including in the programme were announced in 2021 based on the information held by the Department for Education (DfE) Condition Data Collection surveys carried out in 2017. Rosedale College was approved in 2021 list and officers have joined early discussions with the School and DfE. Feasibility study for the project is due for submission in October 2022 and the estimated completion date for works is December 2026

In February 2022 the DfE opened nominations for the next phase of schools. The criteria for determining which school buildings could be included were “(a) *Structural or safety issues that mean a block is not fit for use or is likely to become unfit for use imminently because it poses a risk to users, (b) severe deterioration in the main building fabric (external walls, roofs, windows or doors). This means that the most efficient way of returning a block to good condition is to rebuild it or carry out a significant refurbishment. (c) Mechanical and electrical*

systems that are close to failure and could cause a school block to close in the near future, but only if there is another need in the building fabric that makes a refurbishment or rebuild most efficient overall.”

A bid has been submitted to DfE to include Hedgewood School in this next phase School Rebuilding Programme. As part of the DfE’s decision making process, a DfE surveyor visited the school in August 2022 to gather more information about the condition of the school. The DfE has not confirmed their decision on this application.

FINANCIAL IMPLICATIONS

The 2022-27 Schools Expansions capital programme revised budget includes £2,893k for continuing investment in mainstream school places provision. Future delivery of increased secondary schools’ places is largely being managed externally by the Department for Education, including the 1.5FE expansion of Harlington School, towards which the Council contributed £6,034k in 2021/22, and a potential 6FE free school in the north of the borough pending confirmation of school places demand. The capital programme budget includes £2,800k for additional temporary classrooms to manage shorter term demand, financed by Council resources.

The Schools SEND/SRP capital programme amounts to £25,331k funding from 2018/19 to 2026/27, financed by confirmed Special Provision Capital Fund and High Needs Provision Capital grants, of which £3,132k has been spent on various projects in prior years. Total funding is inclusive of recent confirmation from the Department for Education (DfE) that the Council’s bid was successful for £6,962k additional High Needs capital funding linked to the DSG deficit recovery safety valve agreement.

Table 2 outlines the various projects the SEND/SRP programme will deliver, creating 416 additional SEND places which will reduce future out-of-borough special placements and transport costs, supporting reduction of the DSG deficit.

The 2022/23-2026/27 revised budget for the Schools Condition Building Programme is £19,229k funded from a combination of Schools Conditions grant and schools’ contributions. The funding is being utilised to deliver various schemes with some works completed and other projects continuing into next financial year.

RESIDENT BENEFIT & CONSULTATION

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

Completion of the school expansion projects will result in the provision of additional school places needed for local children, which the Council has a statutory duty to provide. In addition, the completion of the other school capital projects will result in the provision of quality, fit for purpose school facilities.

Progressing the School Condition Programme allows the necessary repair or replacement works to be progressed in the school’s, avoiding the potential impact on their daily operations due to parts of the building fabric being beyond economic repair, or equipment which is at the end of its

life. Ensuring these works are undertaken will minimise the risk of health and safety related issues or the possibility of a school closure occurring.

Consultation carried out or required

A statutory process is required for expansion of local authority maintained school premises if this will increase the capacity of the school by more than 30 pupils and by 25% or 200, whichever is the lesser. The statutory process includes publication of proposals and a statutory consultation period.

Under the School Admissions Code, the local authority as admissions authority for community schools must consult at least the school governing body on the admission number. Foundation schools and academies are their own admissions authority and set their own admission number, subject to them carrying out their own consultation.

CORPORATE CONSIDERATIONS

Corporate Finance

Corporate Finance have reviewed this report and associated financial implications, noting that budgeted investment in this programme is to be financed through a combination of Department for Education Grant and local resources, for primary and secondary places.

Specific investment in additional SEND capacity through expanding the borough's SRP capacity will contribute towards the Council's broader efforts to manage the significant pressure in High Needs expenditure within the Dedicated Schools Grant arising from the introduction of the 2014 Children's and Families Act. This forms part of the Deficit Recovery Plan jointly agreed by the Council and Schools Forum. The Council has secured a Safety Valve agreement with the DfE which secures Government support for the delivery of the Council's DSG Recovery Programme and financial support towards the elimination of the cumulative deficit. On Thursday 24 March the council's Cabinet ratified the safety valve agreement, following discussions with DfE, which will clear the cumulative deficit by 2025/26.

Legal

The Borough Solicitor confirms that there are no specific legal implications arising from this report. Legal advice is provided whenever necessary, in particular cases, to ensure that the Council's Interests are protected.

Infrastructure / Asset Management

Asset Management authored this report.

BACKGROUND PAPERS

[Previous updates to Cabinet](#)

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PUBLIC PREVIEW:

MATTERS TO BE CONSIDERED LATER IN PRIVATE

Cabinet Member(s)	As appropriate
Cabinet Portfolio(s)	As appropriate
Officer Contact(s)	Mark Braddock – Democratic Services
Papers with report	None

HEADLINES

Summary	<p>A report to Cabinet to provide maximum transparency to residents on the private matters to be considered later in Part 2 of the Cabinet meeting and agenda.</p> <p>This will enable Cabinet Members to openly discuss such matters generally in public, and via the Council’s live broadcast of the meeting, without prejudicing their later consideration in private.</p>
Putting our Residents First	This report supports the following Council objectives of: <i>Our Natural Environment; Our Built Environment; Our Heritage and Civic Pride; Strong financial management</i>
Financial Cost	As set out in the report.
Relevant Select Committee	As set out in this report under each item – however, this item is not for scrutiny call-in as it is information only.
Ward(s)	As set out in the report

RECOMMENDATION

That Cabinet note the reports to be considered later in private and Part 2 of the Cabinet agenda and comment on them as appropriate for public information purposes.

Reasons for recommendation

Why are certain reports considered in private?

As a transparent, democratic organisation, the Council’s Cabinet will consider matters in public on Part 1 of this Cabinet agenda. However, there will inevitably be some reports that will need to be considered in private. These would generally relate to contracts, property transactions or commercially sensitive information, for example, tender bids from commercial organisations,

which if made public, could prejudice the Council's ability secure value-for-money for resident taxpayers.

This information is also called 'exempt' information and is considered in Part 2 of any Cabinet agenda by applying the relevant section of the Part 1 of Schedule 12 (A) to the Local Government Act 1972 (as amended), in that the report contains certain information and that the public interest in withholding that information outweighs the public interest in disclosing it.

How can the public find out more about the private reports?

To ensure maximum transparency when the Cabinet considers such private reports:

- 1) They are first given advance notice on the Cabinet's Forward Plan in summary form setting out the reason why they will be considered in private. The [Forward Plan](#) is a public document setting out all the expected decisions the Cabinet will make over the coming year, except those that are urgent, and is available on the Council's website to view;
- 2) This report provides a fuller public preview of the matters to be discussed in Part 2 of this Cabinet meeting and gives an opportunity for Cabinet Members to highlight issues of significance within and for public information purposes, without prejudicing their later fuller consideration in private. It also sets out the recommendations in general terms that are being proposed for a decision on.
- 3) Consideration of this report will also be broadcast live on the Council's YouTube channel: Hillingdon London, and available for viewing afterwards, for wider democratic engagement.
- 4) After these private reports are considered in Part 2 of this Cabinet meeting, Cabinet's full decisions on them will then be published on the Council's website the day after the Cabinet meeting, along with the decisions on the other matters already considered in public.

Alternative options considered

Cabinet could resolve to release any private report into the public domain in extraordinary or highly exceptional cases, where it considers the public interest in disclosing the information outweighs the public interest in withholding it. However, to ensure greater transparency on all private matters considered, this public preview item is advised as the most suitable way forward.

Legal comments

Such private matters are considered in accordance with Local Government Act 1972 (as amended) Access to Information provisions and also The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. This report enables such matters to be discussed in public as far as is possible under the relevant legislation.

SUPPORTING INFORMATION

<p>Item 13 - The Provision of a Roofing Repair Service to Housing and Corporate Properties</p>	
<p>Relevant Cabinet Member(s)</p>	<p>Relevant Ward Select Committee</p>
<p>Cllr Jonathan Bianco Cabinet Member for Property, Highways & Transport</p>	<p>All Wards Property, Highways & Transport</p>
<p>Information</p>	<p>General recommendations</p>
<p>Cabinet will consider the appointment of a contractor for the Council's Roofing Repairs Service for Housing & Corporate Buildings, following a competitive tender exercise.</p> <p>Such works are actioned on all types of roofs and buildings (low – Medium and Highrise) within residential and corporate boundaries. This includes reactive repairs, part replacement or full replacements where required to remedy leaks affecting properties.</p> <p>The proposed contract will continue to ensure buildings are kept safe and secure and so that the Council complies with statutory obligations as Landlord.</p> <p>The costs of such services is based upon demand.</p>	<p>That Cabinet consider accepting the tender for the provision of the Roofing Repairs Services for Housing & Corporate Buildings to the London Borough of Hillingdon.</p>

Item 14 - Future of Financial Systems	
Relevant Cabinet Member(s)	Relevant Ward Select Committee
Councillor Martin Goddard Cabinet Member for Finance	Wards N/A Finance & Corporate Services
Information	General recommendations
<p>This report asks Cabinet to consider upgrading the Council's financial system to the Cloud.</p> <p>The recommended move will modernise the Council's key financial systems to streamline financial processes across the organisation, promote self-service by both internal users and external suppliers / customers, and enhance reporting and analytical capacity to support effective financial management.</p> <p>By moving to a cloud-based offer, this approach will align with the Council's wider ICT strategy.</p> <p>The selection of provider follows market testing of various financial systems.</p>	<p>That Cabinet consider approving the award of contract(s) relating to the Council's financial systems.</p>

Item 15 – Disposal of Council owned Sites and Garage Sites	
Relevant Cabinet Member(s)	Relevant Wards Select Committee
Cllr Jonathan Bianco Cabinet Member for Property, Highways & Transport	Colham and Cowley, Pinkwell, Wood End, Northwood Hills, South Ruislip, Ruislip Property, Highways & Transport
Information	General recommendations
<p>Cabinet will consider a report in respect of 6 minor sites in the Borough of land owned by the Council:</p> <p>These include garage sites and small parcels of land, which the Council may wish to declare as surplus to its requirements and then sell for residential development with or without planning permission.</p> <p>Some of these sites are currently underutilised and are attracting anti-social behaviour and fly-tipping.</p> <p>The contribution from the sale of the sites to capital receipts will support the effective management of the Council's finances.</p>	<p>That Cabinet consider declaring the sites surplus to requirements and considers authorising their sale.</p>

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STRICTLY NOT FOR PUBLICATION

Exempt information by virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972 (as amended).

Agenda Item 13

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Agenda Item 14

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Agenda Item 15

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