



HILLINGDON
LONDON



CABINET

To all Members of the Cabinet:

Date: THURSDAY, 14 DECEMBER
2023

Time: 7.00 PM

Venue: COMMITTEE ROOM 6 -
CIVIC CENTRE, HIGH
STREET, UXBRIDGE UB8
1UW

**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
(Chair)

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

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, 6 December 2023

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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.

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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:

14 December 2023 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

6 December 2023
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 - 26
- 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 The Council's Budget - Medium Term Financial Forecast 2024/25 - 2028/29 (Cllr Goddard)
Report on Agenda B – The Budget
- 6 Dynamic Purchasing System for Alternative Provision - Education and SEND (Cllr O'Brien) 27 - 34
- 7 Local Flood Risk Management Strategy (Cllr Lavery) 35 - 40
Appendices circulated separately
- 8 Carers Strategy Update (Cllr Palmer) 41 - 98
- 9 Parking Enforcement Policy (Cllr Lavery) 99 - 110
- 10 Monthly Council Budget Monitoring Report (Cllr Goddard) 111 - 138
- 11 Public Preview of matters to be considered in private (All Cabinet Members) 139 - 142

Cabinet Reports - Part 2 (Private and Not for Publication)

- | | | |
|-----------|--|-----------|
| 12 | Revenues & Benefits Contract Award (Cllr Goddard) | 143 - 154 |
| 13 | Geographical Information Systems Contract Award (Cllr Mills) | 155 - 162 |

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.

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

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Minutes and Decisions

CABINET

Thursday, 9 November 2023

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



Decisions published on: 10 November 2023

Decisions come into effect from: 5pm, 17 November 2023

Cabinet Members Present:

Jonathan Bianco (Vice-Chairman, in the Chair)

Martin Goddard

Douglas Mills

Susan O'Brien

Jane Palmer

Eddie Lavery

Members Also Present:

Wayne Bridges

Heena Makwana

Pete Curling

Stuart Mathers

June Nelson

Scott Farley

1. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Ian Edwards, Chairman of the Cabinet. Councillor Jonathan Bianco, Vice-Chairman of the Cabinet, chaired the meeting.

2. DECLARATIONS OF INTEREST IN MATTERS BEFORE THIS MEETING

No interests were declared by Cabinet Members present.

3. TO APPROVE THE MINUTES OF THE LAST CABINET MEETING

The minutes of the Cabinet meeting held on 12 October 2023 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 that the reports on the agenda, as marked public and private, would be considered as shown, with the addition of an urgent item which the Chairman agreed could be considered.

**5. REVIEW BY THE CHILDREN, FAMILIES & EDUCATION SELECT COMMITTEE:
THE STRONGER FAMILIES HUB - OUR ENGAGEMENT WITH KEY
STAKEHOLDERS / EXPLORING PARTICIPATION AND FEEDBACK TO
IMPROVE SERVICE AND SATISFACTION**

RESOLVED:

That Cabinet welcomes the Select Committee's findings, it's report and approves their recommendations which seek to enhance the Stronger Families Hub to residents:

SELECT COMMITTEE RECOMMENDATIONS:

- 1) To continue to raise the profile of the Stronger Families Hub with all Hillingdon stakeholders, including schools (both in and out of the Borough), community organisations, third sector organisations and elected Members, with a view to improving resident awareness of the Hub and the support available to them;**
- 2) Seeks to maintain the resilience of the 24/7 Hub model by monitoring the staff and triage resourcing covering the out-of-hours service, in light of comments made by witnesses;**
- 3) Review the capacity within the Hub to support increased demand, in light of comments made by witnesses, in particular from unaccompanied asylum-seeking children arriving at Heathrow Airport;**
- 4) To note the Health and Social Care Select Committee's review into the effectiveness of the CAMHS referral pathway, and to review ways to enhance signposting around mental health services via the Hub and to voluntary and private sector services;**
- 5) To continue to raise awareness of the Stronger Families Hub regularly with partners to keep abreast of changes or new developments. This is to include an annual renewal of the membership of the Stronger Families sub-group to ensure it reflects all stakeholders;**
- 6) Ensure the Stronger Families Hub is accessible to a diverse range of communities by investigating advertising and promoting the Stronger Families Hub in additional languages, where feasible; and**
- 7) Investigate adding into the referral form process to explain why consent had not been obtained, where appropriate.**

Reasons for decision

The Chairman of the Children, Families and Education Select Committee, Councillor Makwana, introduced the Committee's review on the Stronger Families Hub. In her presentation, Councillor Makwana highlighted that the Stronger Families Hub, launched in 2021, aimed to provide a 24/7 service to families and professionals in

Hillingdon. The focus of the Committee's review was to assess how the Hub had been functioning in practice and identify areas for improvement. The Committee had engaged in numerous witness sessions with key stakeholders, including young people, parents or carers, officers, and health and educational representatives.

The Committee's findings indicated that the Stronger Families Hub was indeed providing a good service to children and families in Hillingdon. Service users expressed satisfaction with the support and advice received. However, the Committee identified areas for further development, particularly in terms of awareness, accessibility and capacity. Mindful of cost-effective solutions, the Committee presented seven recommendations to the Cabinet.

Councillor O'Brien, Cabinet Member for Children, Families & Education thanked Councillor Makwana and the Select Committee for their thorough review. She noted that the comprehensive report provided by the Committee highlighted the success of the service, evident from the increased demand, whether influenced by the legacy of Covid or global events.

Reflecting on the inception of the Stronger Families Hub, the Cabinet Member noted that the review had come at the right time. She expressed appreciation for the senior management team in children's services, crediting their forethought in turning the concept into a targeted and functional service.

The Cabinet Member acknowledged the ongoing demand and capacity review of the service and highlighted potential extensions to front door services to ensure the service remained aligned with the current needs of residents.

Alternative options considered and rejected

The Cabinet could have decided to reject some, or all, of the Committee's recommendations or have pursued alternative routes by which to progress the objectives of the review.

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| Relevant Select Committee | Children, Families & Education |
| Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in) | These decisions can be called-in by a majority of councillors on the above select committee by 5pm, 17 November 2023. |
| Officer(s) to action | Ryan Dell / Julie Kelly |
| Directorate | Central Services / Children's 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> |

**6. REVIEW BY THE RESIDENTS' SERVICES SELECT COMMITTEE:
ALLEYGATING IN HILLINGDON**

RESOLVED:

That Cabinet welcomes the Committee's report and approves its recommendations, which seek to increase awareness and understanding of the Council's alley gating scheme and improve resident communications:

SELECT COMMITTEE RECOMMENDATIONS

1) Scheme awareness:

That updated signs be installed on all alley gates to include the following information:

- a) that residents must keep the gates clear and closed when not in use;**
- b) that residents are responsible for maintenance of the gates; and**
- c) providing a Council contact email / website address where residents can access further details about the scheme in general.**

2) Scheme awareness:

That the alley gating scheme be promoted in Hillingdon People.

3) Lead resident communications:

That, when sending its annual emails to verify the lead resident of each alley gating scheme, the Council's expands this communication:

- to include a review of any issues with the gates and any ASB which the Council could potentially assist with, and;**
- to arrange to send the lead resident a batch of flyers (after verification) to be dropped through letter boxes informing any new neighbours about the alley gating scheme in their area.**

4) Lead resident communications:

That, in addition to the annual check, for brand new alley gating schemes officers seek feedback from the lead resident six months after the gate has been installed.

Reasons for the decision

The Chairman of the Resident Services' Select Committee, Councillor Bridges, presented a review of the alleygating scheme in Hillingdon by the Committee. He explained that the scheme had been established around 17 years ago to secure privately owned alleyways from crime and disorder. The aim of the major review,

initiated in October 2022, was to suggest improvements to better meet the needs of residents. The Committee heard from various stakeholders, including community safety officers, the police, and residents.

The Chairman explained that the recommendations in the report focused on cost-effective solutions to strengthen communication about the alleygating scheme. The goal was to better assist residents and raise awareness of the scheme and available services. Councillor Bridges expressed gratitude to officers and volunteers who contributed to the review.

In response, Councillor Lavery, Cabinet Member for Residents' Services, commended the thorough work of the Select Committee in reviewing a long-standing service that hadn't been evaluated for several years. He supported the four recommendations aimed at improving scheme awareness and addressing anti-social behaviour.

Alternative options considered and rejected

The Cabinet could have decided to reject some, or all, of the Committee's recommendations or have pursued alternative routes by which to progress the objectives of the review.

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| Relevant Select Committee | Residents' Services |
| Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in) | These decisions can be called-in by a majority of councillors on the above select committee by 5pm, 17 November 2023. |
| Officer(s) to action | Liz Penny / Perry Scott |
| Directorate | Central Services / Place |
| 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. LONDON BOROUGH OF HILLINGDON SMOKE CONTROL ORDER

RESOLVED:

That the Cabinet:

1. Revoke all previous versions of Smoke Control Orders and;
2. Approve a new Smoke Control Order for the whole of the London Borough of Hillingdon and all waterways.

Reasons for decision

Councillor Lavery, Cabinet Member for Residents' Services, presented a report on the Hillingdon Smoke Control Order noting that, under the Environment Act 2021,

councils were granted new powers to enact smoke control orders, including those covering waterways.

The Cabinet Member highlighted the existing arrangements, consisting of various historic orders covering different parts of the Borough and referencing names and places that might not be currently recognised. The proposal was to consolidate these into a new Order, applicable throughout the entire Borough, including waterways.

Alternative options considered and rejected

Cabinet could have decided to not introduce a new Order, allowing parts of the Borough to fall outside of the scope of any actionable regulated enforcement.

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| Relevant Select Committee | Residents' Services |
| Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in) | These decisions can be called-in by a majority of councillors on the above select committee by 5pm, 17 November 2023. |
| Officer(s) to action | Christopher Davis |
| Directorate | Place |
| 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. 2023/25 BETTER CARE FUND SECTION 75 AGREEMENT

RESOLVED:

That Cabinet:

- 1. Agrees to the London Borough of Hillingdon entering into an agreement with North West London Integrated Care Board (NHS North West London) under section 75 of the National Health Service Act 2006 for the delivery of the Better Care Fund plan as described in the report from the 3rd April 2023 to 31st March 2024 at a value of £96,534,618.**
- 2. Agrees that this includes the provision to extend the agreement for up to a further 12 months, delegating approval of any extension to the Leader of the Council and Cabinet Member for Health and Social Care, in consultation with the Corporate Director, Adult Social Care and Health.**
- 3. Delegates to the Corporate Director, Adult Social Care and Health authority to amend the terms of the agreement with NHS North West London during 2023/24, in consultation with the Leader of the Council and the Cabinet Member for Health and Social Care.**

Reasons for decision

Councillor Palmer, Cabinet Member for Health and Social Care presented a report on the Better Care Fund Section 75 agreement for 2023/24, where she noted that the Integrated Care Board was required to enter into an agreement under Section 75 of the National Health Service Act 2006, to allocate money from the Council's and NHS pooled budgets to enhance collaborative efforts in improving care outcomes for residents, aiding them in staying healthy and independent. It was noted that the delay in seeking Cabinet approval was attributed to the Department of Health and Social Care's timetable, beyond the control of the Council or its officers.

Alternative options considered and rejected

Cabinet could have decided not to enter into an agreement, but this would have reduced the availability of funding and support to the local health and care system. Cabinet could have also agreed to enter into a longer agreement time-frame.

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| Relevant Select Committee | Health and Social Care |
| Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in) | These decisions can be called-in by a majority of councillors on the above select committee by 5pm, 17 November 2023. |
| Officer(s) to action | Gary Collier |
| Directorate | Adult Social Care and Health |
| 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. CONSIDERATION OF SETTING A LICENSED DEFICIT BUDGET IN 2023/24 FOR CERTAIN SCHOOLS IN THE BOROUGH

RESOLVED:

That the Cabinet:

- 1) Approves the application for a licensed deficit from Bishop Winnington-Ingram CE Primary School for 2023/24.
- 2) Approves the application for a licensed deficit from Holy Trinity CE Primary School for 2023/24.
- 3) Approves the application for a licensed deficit from Oak Wood School for 2023/24.
- 4) Approves the application for a licensed deficit from St Bernadette Catholic Primary School for 2023/24.
- 5) Approves the application for a licensed deficit from St Swithun Wells Catholic Primary School for 2023/24.

Reasons for decision

Councillor O'Brien, Cabinet Member for Children, Families & Education, introduced a report on licensed deficits for specific schools within the Borough, noting this had increased from three to five schools posting deficits in the 2023-24 financial year.

She noted that maintained schools, as part of their duty, are obligated to provide a balanced budget to their governing body. In exceptional circumstances, where alternative solutions have been explored and a deficit budget is imminent, schools, with the agreement of their governors, must notify the local authority to request a license deficit budget for a specified period, typically one year.

It was explained that the purpose of the license deficit budget was to enable schools to function and reposition themselves for the future, and that the Council was committed to working with the schools to monitor, and support their financial planning and to identify areas for improvement.

The Cabinet Member explained the factors contributing to this challenge, which included under-subscription of pupil numbers, a reduction in pupil place funding, or the need for guidance on expenditure rebalancing. It was emphasised that in agreeing a licensed deficit, it had no bearing on the Council's General Fund.

Alternative options considered and rejected

Cabinet could have decided to write-off the deficits, which would have needed to be agreed by the Schools Forum or withdrawn the School Governors' delegated powers over the schools' budgets.

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| Relevant Select Committee | Children, Families & Education |
| Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in) | These decisions can be called-in by a majority of councillors on the above select committee by 5pm, 17 November 2023. |
| Officer(s) to action | Sheilender Pathak |
| 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> |

10. MONTHLY COUNCIL BUDGET MONITORING REPORT

RESOLVED:

That the Cabinet:

1. Notes the budget monitoring position and treasury management update as at September 2023 (Month 6), noting the actions proposed by officers as outlined in Part A of the report.
2. Approves the financial recommendations set out in Part B of the report below:
 - a) Rephasing of £29,516k 2023/24 General Fund Major Projects expenditure and associated financing budgets into future years.
 - b) Rephasing of £33,678k 2023/24 HRA capital expenditure and financing budgets into future years as set out in the report.

- c) **Revisions to Leisure service Fees and Charges in-year, with effect from 1 December 2023, noting that Leisure Services fees and charges are reviewed annually in-line with existing contract terms and CPI rates.**
- d) **Acceptance of £10k grant funding from the Department for Levelling Up, Housing and Communities for running costs associated with the continuation of temporary pavement licence provisions.**
- e) **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. **Former Morrisons Supermarket, 41-67 High Street, Yiewsley - £25,000**
 - ii. **470 Bath Road - £31,850**
 - iii. **Rosedale College - £25,000**
 - iv. **148-154 High Street, Uxbridge - £70,000**

[Note: an administrative update to this decision was made by Democratic Services to add the precise locations from that published in the report]

- f) **Acceptance of a grant of £750k from Greater London Authority as match funding for the acquisition of three properties for the resettlement of Afghan and Ukrainian refugee families.**
- g) **Acceptance of a grant of £4,428k from Greater London Authority as match funding for the acquisition of fourteen properties to provide accommodation for 21 rough sleepers and 21 care leavers in shared accommodation and to provide associated housing support.**
- h) **Acceptance of a grant of £2,100k from the Department for Levelling Up Housing and Communities as match funding for the acquisition of ten properties for Afghan and Ukrainian refugee families.**

Reasons for decision

Councillor Goddard, Cabinet Member for Finance, introduced the Budget Monitoring report for Month Six, which outlined the Council's projected results for the financial year as of 30 September 2023. Addressing the challenging financial environment for local authorities, the Cabinet Member highlighted specific pressures in Hillingdon, including homelessness, increased demand for social care, and rising energy costs due to global events.

The Council's response to financial challenges was described as realistic and robust, managing costs through budgetary controls and maintaining debt at modest and sustainable levels. The General Fund revenue account showed a small underspend against the budget, with additional costs absorbed for the staff pay settlement. Projections for year-end reserves included earmarked reserves and unallocated general balances totalling just under £41 million. Councillor Goddard emphasised the objective of retaining and building reserves despite economic challenges and the importance of the Council's savings program.

On capital expenditure, there was a projected underspend, attributing this to further slippage to constraints in the construction sector. The Cabinet Member noted

examples such as delays to projects like the West Drayton and Yiewsley Leisure Centre and HOAC. The Dedicated Schools Grant and Housing Revenue Account were discussed, with the latter projecting an underspend against the budget due to delays in the Hayes Regeneration project.

The Cabinet Member moved additional financial recommendations, including the rephrasing of capital expenditure, addressing proposed increases in Leisure Services fees and charges and sought clarification on the exact locations for the planning gift funding acceptances which was recommended for approval, subject to a check and any changes made by Democratic Services.

Alternative options considered and rejected

None.

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| Relevant Select Committee | Finance & Corporate Services |
| Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in) | These decisions can be called-in by a majority of councillors on the above select committee by 5pm, 17 November 2023. |
| 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> |

11. 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

Councillor Bianco, Vice-Chairman (Chairman for this meeting) introduced the report which provided a public summary of the matters to be discussed in the private part of the Cabinet meeting later, increasing the Council's transparency.

Councillor Lavery, Cabinet Member for Residents' Services spoke during this item and drew attention to a forthcoming report on the agenda regarding the two golf courses operated by the Council - Uxbridge and Haste Hill. He noted that the report contemplated the disposal of these courses on a lease, with a restrictive clause stipulating their continued operation as golf courses. It was noted that the golf service required a substantial subsidy, being a non-statutory service. The proposal to be presented to Cabinet aimed to facilitate the continued provision of golf services by experienced contractors, thereby eliminating the subsidy requirement from residents.

Alternative options considered and rejected

These were set out in the public Cabinet report.

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| Relevant Select Committee | As set out in the report |
| Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in) | Not for call-in. |
| 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> |

12. UXBRIDGE GOLF COURSE AND HASTE HILL GOLF COURSE

RESOLVED:

That the Cabinet:

- 1) Declares that Uxbridge Golf Course, The Drive, Ickenham, UB10 8AQ and Haste Hill Golf Course, The Drive, Northwood HA6 1HN, are surplus to requirements: Uxbridge Golf Course is shown edged yellow on plan A and Haste Hill shown edged red on plan B.
- 2) Authorises the sale of the long leasehold interest (999-years) in Uxbridge and Haste Hill Golf Courses, by private treaty, to a party who has experience of owning and operating golf courses in this region of the country and who will continue to employ the Council related staff once the sale has taken place.
- 3) Instructs officers to publish statutory notices pursuant to section 5 of the Green Belt (London & Home Counties) Act 1938 and section 123 of the Local Government Act 1972 inviting objections to the proposals to dispose of both golf courses. Any objections are to be considered by the Cabinet Member for Property, Highways and Transport and Cabinet Member for Residents Services, in conjunction with the Corporate Director of Place.
- 4) Delegates all future decisions regarding this disposal to the Cabinet Member for Property, Highways and Transport and the Cabinet Member for Residents Services, in conjunction with the Corporate Director of Place.

Reasons for decision

Cabinet agreed a report to dispose of Uxbridge Golf Course and Haste Hill Golf Course, each on the basis of a lease with a restrictive user clause for an operative golf course.

Alternative options considered and rejected

Alternative options were considered as set out in the confidential report.

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| Relevant Select Committee | Residents' Services |
| Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in) | These decisions can be called-in by a majority of Members on the Select Committee by 5pm, 17 November 2023 |
| Officer(s) to action | James Raven, Place Directorate |
| 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> |

13. FIRE SAFETY WORKS: PHASE 22 - PURCHASE OF FIRE DOOR SETS

RESOLVED:

That the Cabinet:

- 1) Accept the tender and approve the award of contract for the replacement and installation of fire doors for Phase 22 to Gerda Security Products Limited at a cost of £603,977.16; and
- 2) Agree to the capital release request of £695k from the Fire Safety Workstream within the Housing Revenue Account Works to Stock Programme 2023/24 capital budget for the replacement and installation of fire doors for Phase 22.

Reasons for decision

Cabinet agreed a report to progress the installation of Fire Doors across the housing stock. This being Phase 22 of the rolling programme and ensured that properties benefited from the latest compliant fire doors.

Alternative options considered and rejected

Alternative options were considered as set out in the confidential report.

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| Relevant Select Committee | Property, Highways and Transport |
| Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in) | These decisions can be called-in by a majority of Members on the Select Committee by 5pm, 17 November 2023 |
| Officer(s) to action | Mike Emmett / Alana Martin |
| 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> |

14. STOCK CONDITION SURVEYS FOR THE HOUSING STOCK

RESOLVED:

That the Cabinet:

- 1) Appoint Pellings LLP via a Direct Award from Lot 4 (Building Surveying) of the London Borough of Hillingdon Consultancy Framework to carry out a programme of Stock Condition Surveys of the Council's HRA dwellings and blocks with a contract period of November 2023 to December 2024 at the cost of £1,128,923.
- 2) Delegate authority to the Corporate Director of Place in consultation with the Cabinet Member for Property, Highways & Transport and Cabinet Member for Residents' Services to make any further necessary decisions regarding the programme of Stock Condition Surveys.
- 3) Agree to the capital release request of £1,128,923 from the Structural Works workstream within the Housing Revenue Account Works to Stock Programme 2023/24 - 2024/25 capital budget for the Stock Condition Surveys of HRA Dwellings and blocks to form the future capital planned programme.

Reasons for decision

Cabinet agreed the appointment of a consultant – and to the release of funds - to carry out a programme of Stock Condition Surveys of the Council's housing stock.

Alternative options considered and rejected

Alternative options were considered as set out in the confidential report.

| | |
|--|--|
| Relevant Select Committee | Property, Highways and Transport |
| Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in) | These decisions can be called-in by a majority of Members on the Select Committee by 5pm, 17 November 2023 |
| Officer(s) to action | Bobby Finch |
| 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> |

15. HR TEMPORARY RECRUITMENT CONTRACT EXTENSIONS

RESOLVED:

That the Cabinet:

1. Authorise a 1-year extension with Matrix SCM for the provision of Temporary Agency Workers, from 21 June 2024 to 20 June 2025, with associated costs estimated to be £11.24m (within the 12-month period) depending on the needs of individual Directorates for Corporate and Non-Qualified Social Care requirements to be funded from Service revenue budgets in line with the source of expenditure.
2. Authorise an extension of approximately 18 months with Sanctuary Personnel for the provision of Temporary Agency Workers, from 11 January 2024 to 20 June 2025, with estimated costs of £7.5m (within the 18-month period) depending on the needs of individual Directorates for Qualified Social Care requirements.
3. Notwithstanding the decisions above,
 - a. to instruct officers to assess market options and prepare arrangements to consolidate agency worker contracts.
 - b. to instruct officers to agree a process for engaging consultants outside of current temporary worker supplier agreements, recommending that a panel comprising of the Chief Executive, Corporate Director of Finance, Director of Procurement & Commissioning, and Head of HR, is established to review and approve requests should there be a need to go 'off-contract' for temporary agency workers.

Reasons for decision

Cabinet agreed an extension of the current agency workforce contracts which cover Administration, Clerical, Professional, Education, Technical, non-qualified and qualified social care roles.

Alternative options considered and rejected

Alternative options were considered as set out in the confidential report.

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| Relevant Select Committee | Finance & Corporate Services |
| Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in) | These decisions can be called-in by a majority of Members on the Select Committee by 5pm, 17 November 2023 |
| Officer(s) to action | Irvin Luchowa |
| Directorate | Central Services |
| 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. CHARVILLE LANE CHILDRENS HOME, HAYES

RESOLVED:

That Cabinet:

1. **Accept the tender from Bugler Developments Ltd for the construction of the new Charville Lane Children's Home at a cost of £3,656k;**
2. **Agree to the capital release request of £3,681k from the Charville Lane Children Specialist House budget for External Fees, Internal Fees, Surveys and Investigations, Planning and Building Control Fees and Project Contingency.**
3. **Agree to the virement and capital release request of £635k from the 2023/24 general capital contingency for funding the increased costs of the Charville Lane Development which is mainly due to increased inflationary costs facing the construction industry.**

Reasons for decision

Cabinet agreed to appoint a contractor, and agreed the funding for it, to deliver the re-build project for the Charville Lane Children's Home.

Alternative options considered and rejected

Alternative options were considered as set out in the confidential report.

| | |
|--|--|
| Relevant Select Committee | Property, Highways and Transport |
| Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in) | These decisions can be called-in by a majority of Members on the Select Committee by 5pm, 17 November 2023 |
| Officer(s) to action | Jenny Evans |
| 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. SUPPLIER OF KITCHEN UNITS TO HOUSING PROPERTIES

RESOLVED:

That the Cabinet:

1. **Accept the Direct Award to Howden Joinery Limited for the provision of Kitchen & Bathroom Surveys and Supplies to the London Borough of Hillingdon for a five-year period at the value of £2.5m.**
2. **Furthermore, agrees that this contract includes the provision to extend the contract for a five-year period (10 years in total), delegating approval of any extension to the Leader of the Council and Cabinet Member for Property, Highways & Transport, in consultation with the Corporate Director of Place.**

Reasons for decision

Cabinet appointed a contractor for the supply of Kitchen Surveys and of new Kitchen furniture to support the ongoing programmes of Kitchen and Bathroom replacements needed to the Council's housing stock.

Alternative options considered and rejected

Alternative options were considered as set out in the confidential report.

| | |
|--|--|
| Relevant Select Committee | Property, Highways and Transport |
| Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in) | These decisions can be called-in by a majority of Members on the Select Committee by 5pm, 17 November 2023 |
| Officer(s) to action | Perry Scott |
| 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> |

18. HS2 AMENITY FUND: REBUILD OF TWO SCOUT COMMUNITY BUILDINGS

RESOLVED:

That the Cabinet:

1. Agree to progress the rebuild of Endeavours Sea Scouts & 2nd Ickenham Scouts Community Buildings with a 42 week build programme.
2. Accept the tender from B & X Construction Ltd to demolish and construct the two new Community Buildings at a total cost of £819,485.21 following a procurement exercise as set out in the Tender Appendix.
3. Agree to allocate £1,108,477.69 of the £1,500,000 HS2 Amenity Fund to finance the Endeavours Sea Scouts & 2nd Ickenham Scouts Community Buildings and approve the capital release of this amount from the 2023-2026 Youth Provision capital programme to fund the overall project.
4. Delegate authority to the Corporate Director of Place, in consultation with the Cabinet Member for Property, Highways & Transport, to make any further necessary decisions with regard to the project's implementation.

Reasons for decision

Utilising the Local Amenity Fund, which is from HS2 Ltd grant contributions to the Council, Cabinet agreed to the rebuild of two Council-owned scout huts in the Borough.

Alternative options considered and rejected

Alternative options were considered as set out in the confidential report.

| | |
|--|---|
| Relevant Select Committee | Property, Highways and Transport |
| Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in) | These decisions can be called-in by a majority of Members on the Select Committee by 5pm, 17 November 2023 |
| Officer(s) to action | Michael Naughton |
| Directorate | Place |
| 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). |

19. CLEANING SERVICE FOR THE CIVIC CENTRE AND OTHER CORPORATE PROPERTIES

RESOLVED:

That the Cabinet:

3. **Accept the tender from Solo Service Group for the provision of a Cleaning Service for the Civic Centre and other Hillingdon Properties to the London Borough of Hillingdon for a 4-year period from 4th February 2024 and at the value of £5.4m**
4. **Furthermore, agrees that this includes the provision to extend the contract for a two plus one year's period (3 years in total), delegating approval of any extension to the Leader of the Council and Cabinet Member for Property, Highways & Transport, in consultation with the Corporate Director of Place.**

Reasons for decision

Cabinet agreed the appointment of a cleaning contractor to provide Hillingdon residents, staff, service users and communities with a clean environment in which to work, participate and utilise the services being provided by the Council.

Alternative options considered and rejected

Alternative options were considered as set out in the confidential report.

| | |
|--|--|
| Relevant Select Committee | Property, Highways and Transport |
| Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in) | These decisions can be called-in by a majority of Members on the Select Committee by 5pm, 17 November 2023 |
| Officer(s) to action | Sean Stone |
| 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> |

20. CONTRACT EXTENSIONS FOR THE CARE AND WELLBEING SERVICES FOR PEOPLE WITH LEARNING DISABILITIES AND/OR AUTISM AND/OR PEOPLE WITH MENTAL HEALTH SUPPORT NEEDS

RESOLVED:

That the Cabinet:

- 1) **Agree to utilise the two-year extension facilities within the Care and Wellbeing service contracts for people with mental health needs and people with learning disabilities and/or autistic people with the providers and at the costs shown below:**
 - a. **Ability Housing Association - £3,517,824**
 - b. **Comfort Care Services - £5,115,434**
 - c. **CCS Homecare Services - £9,267,406**
 - d. **Support for Living - £3,824,472**

Noting that these original contracts were approved for a four-year period, including the optional two-year extension, subject to further Member approval.

- 2) **Approves a variation to the Care and Wellbeing Service for people with mental health needs contract with Ability Housing Association to include the provision of a Mental Health Hospital Discharge Floating Support Service pilot at a total cost of £61,373 for the period 16th January 2024 (or as close as possible therefrom) until 31st March 2025.**

- 3) Furthermore, agrees that this includes the provision to extend the variation to contract for up to a further 8 months to the 29th of November 2025 at an approximate additional cost of £33,951, delegating approval of any extension to the Corporate Director of Adult Social Care and Health, in consultation with the Cabinet Member for Health and Social Care.

Reasons for decision

Cabinet agreed to extending four existing contracts for the provision of care and wellbeing services to people with learning disabilities and/or autism and/or people with mental health needs. Cabinet also agreed the establishment of a floating support service to people with mental health needs living in the community.

Alternative options considered and rejected

Alternative options were considered as set out in the confidential report.

| | |
|--|--|
| Relevant Select Committee | Health & Social Care |
| Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in) | These decisions can be called-in by a majority of Members on the Select Committee by 5pm, 17 November 2023 |
| Officer(s) to action | Graham Puckering |
| Directorate | Adult Social Care and 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> |

21. 54 HALLOWELL ROAD NORTHWOOD: FORMERLY NORTHWOOD YOUNG PEOPLES' CENTRE

RESOLVED:

That the Cabinet:

- 1) Declares that the site at 54 Hallowell Road Northwood HA6 1DS is surplus to requirements, the Property is shown shaded orange on plan A below.
- 2) Authorises the sale of the Property with the method of sale to be open market freehold disposal, subject to prevailing market conditions.
- 3) Delegates all future decisions regarding this disposal to the Cabinet Member for Property, Highways & Transport, in conjunction with the Corporate Director of Place.

Reasons for decision

Cabinet agreed the disposal and sale of the vacant property at 54 Hallowell Road Northwood HA6 1DS, formerly the Northwood Young People Centre.

Alternative options considered and rejected

Alternative options were considered as set out in the confidential report.

| | |
|--|--|
| Relevant Select Committee | Property, Highways and Transport |
| Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in) | These decisions can be called-in by a majority of Members on the Select Committee by 5pm, 17 November 2023 |
| Officer(s) to action | James Raven |
| 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> |

22. LAND AT BROADWATER GARDENS, HAREFIELD

RESOLVED:

That the Cabinet:

- 1) Declares the freehold of the land at the side of 36 Broadwater Gardens surplus to requirements.
- 2) Authorise the sale of the freehold interest in the land at 36 Broadwater Gardens to the leasehold owner of 36 Broadwater Gardens on the terms detailed in this report.
- 3) Authorise the grant of an extension for the relevant period of 90 years to the existing leaseholder on the terms detailed in this report in accordance with the provisions of the Leasehold Reform, Housing and Urban Development Act 1993.
- 4) Delegates all future decisions regarding this disposal to the Corporate Director of Place, in conjunction with the Cabinet Member for Property, Highways and Transport.

Reasons for decision

Cabinet made relevant property transactions in relation to this property, as the Council was freeholder.

Alternative options considered and rejected

Alternative options were considered as set out in the confidential report.

| | |
|--|--|
| Relevant Select Committee | Property, Highways and Transport |
| Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in) | These decisions can be called-in by a majority of Members on the Select Committee by 5pm, 17 November 2023 |
| Officer(s) to action | Julia Thompson / Jacob Davies |
| 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> |

23. MINOR PROPERTY TRANSACTION - SUBSTATION AT MAPLE CLOSE, HAYES

RESOLVED:

That the Cabinet agree with the terms negotiated by officers as detailed in this report and instruct Property and Estates to complete the lease renewal for 99 years at a peppercorn rent to Scottish & Southern Electricity Networks (SSEN).

Reasons for decision

Cabinet agreed a lease renewal with an electricity provider to expand the capacity of the existing electricity substation and support the increased number of properties currently being developed by the Council at Maple Road.

Alternative options considered and rejected

Alternative options were considered as set out in the confidential report.

| | |
|--|---|
| Relevant Select Committee | Property, Highways and Transport |
| Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in) | These decisions can be called-in by a majority of Members on the Select Committee by 5pm, 17 November 2023 |
| Officer(s) to action | Jacob Davis |
| 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</i> |

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).

24. MINOR PROPERTY TRANSACTION - SUBSTATION LEASE FOR ROWLHEYS PLACE, WEST DRAYTON

RESOLVED:

That the Cabinet agree with the terms negotiated by officers as detailed in this report and instruct Property and Estates to complete the grant of a new lease for 99 years at a peppercorn rent to Scottish & Southern Electricity Networks (SSEN).

Reasons for decision

Cabinet agreed a new lease with an electricity provider to deliver a new electricity substation which will be required to support the development and ongoing operation of the new Platinum Jubilee Leisure Centre, Rowley's Place, West Drayton

Alternative options considered and rejected

Alternative options were considered as set out in the confidential report.

| | |
|--|--|
| Relevant Select Committee | Property, Highways and Transport |
| Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in) | These decisions can be called-in by a majority of Members on the Select Committee by 5pm, 17 November 2023 |
| Officer(s) to action | Jacob Davis |
| 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> |

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

The Chairman agreed to consider an urgent item on the Community Equipment Service.

25 (A) COMMUNITY EQUIPMENT SERVICES UPDATE

RESOLVED:

That the Cabinet notes the request for financial recovery from NRS Healthcare Ltd., the incumbent provider of the Community Equipment Service, and delegates authority to the Corporate Director of Adult Services and Health, in consultation with the Cabinet Member for Health and Social Care, to make further decisions as necessary with regard to ensuring service provision.

Reasons for decision

Cabinet received an information report in relation to the pan-London community equipment contract and provided the necessary delegated authority.

Alternative options considered and rejected

Alternative options were considered as set out in the confidential report.

| | |
|--|---|
| Relevant Select Committee | Health and Social Care |
| Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in) | These decisions can be called-in by a majority of Members on the Select Committee by 5pm, 17 November 2023 |
| Officer(s) to action | Claire Fry |
| Directorate | Adult Services and 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> Special Urgency - <i>in accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the Chairman of the Health and Social Care Select Committee agreed under Rule 16 of the Rules on Access to Information in the Constitution (Special Urgency Procedure) that the matter was urgent and could not reasonably be deferred, thereby waiving the ordinary public notice of this matter on the Forward Plan. The reason for urgency was to provide service continuity for residents.</i> |

Additionally, the report relating to this decision had also been circulated less than 5 working days before the Cabinet meeting and it was agreed by the Vice-Chairman (in the Chair) to be considered as urgent.

No additional items were considered by the Cabinet.

The meeting closed at 7:28pm.

Internal Use only*

Implementation of decisions & scrutiny call-in

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, unless otherwise stated above, which is:

5pm, Friday 17 November 2023

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

DYNAMIC PURCHASING SYSTEM: THE PROVISION OF ALTERNATIVE PROVISION FOR CHILDREN AND YOUNG PEOPLE IN HILLINGDON

| | |
|-----------------------------|---|
| Cabinet Member(s) | Cllr Susan O'Brien |
| Cabinet Portfolio(s) | Cabinet Member for Children, Families & Education |
| Officer Contact(s) | Kathryn Angelini, Children's Services |
| Papers with report | N/A |

HEADLINES

| | |
|--|---|
| Summary | <p>The Council has a statutory responsibility to provide education to all resident children and young people; in some instances, the education provided in a mainstream education setting is not appropriate and an Alternative Provision is required.</p> <p>The proposal is to establish a Dynamic Purchasing System (DPS), allowing Officers to create and maintain an approved pool of Alternative Provision providers to ensure market availability and best value to meet the needs of the children in the borough who require access to Alternative Provision. Approved providers will then be invited to bid for individual placements or for block placements through mini competitions (a 'call off'), thus offering assurance on compliance and value for money.</p> |
| <p>Putting our Residents First</p> <p>Delivering on the Council Strategy 2022-2026</p> | <p>This report supports our ambition for residents / the Council of: An efficient, well-run, digital-enabled council working with partners to deliver services to improve the lives of all our residents</p> <p>This report supports our commitments to residents of: Thriving, Healthy Households</p> <p>This report supports our commitments in our Special Educational Needs and Disabilities and Alternative Provision Strategy 2023-26.</p> |
| Financial Cost | The implementation of the DPS has no direct financial implications, but will be used to support service procurement and provision against an approved budget of £2.7m per annum. |
| Relevant Select Committee | Children, Families and Education |
| Relevant Ward(s) | N/A |

RECOMMENDATIONS

That the Cabinet:

- 1. Approve the implementation of the Dynamic Purchasing System for Alternative Provision to enable services within Education to effectively manage their significant procurement activity over the next 7 years commencing in 2024, ensuring that children and young people are able to receive appropriate education to meet their needs.**
- 2. Note the existing delegated authority to officers to approve Education placements at relevant establishments, under any new Dynamic Purchasing System.**
- 3. Instruct officers to provide regular monitoring of such expenditure to the Cabinet Member in pursuit of the Council's objectives.**

Reasons for recommendation

The needs of most children and young people can be met through mainstream education provision, but a small proportion with the most complex needs require specialist support. This enables them to progress in their learning, going onto their next step towards a settled adulthood. Some children and young people however need education or training arranged outside a mainstream or specialist setting because otherwise they would not receive suitable education or training. This can be for a number of reasons:

- Children and young people who have been permanently excluded from their school.
- Children and young people who have medical and mental health needs preventing them from attending a school.
- Children and young people at risk of suspension, on a fixed period suspension, or directed by schools to off-site provision to support behavioural and emotional challenges.
- Young people aged 16 – 25 with an Education Health and Care Plan (EHCP) or other vulnerabilities needing additional support to progress to a settled adulthood.
- Children and young people unable to cope with a full-time curriculum, missing out on education, or who find themselves marginalised from mainstream schools because of behavioural or other challenges.

Services within Education utilise multiple providers to undertake the Council's statutory responsibility to provide education to all resident children and young people, which can include via an Alternative Provision if this is considered most appropriate to meet their needs.

Use of a Dynamic Purchasing System (DPS) will create a competitive environment for suppliers and ongoing assurance on value for money whilst also ensuring a breadth of provision will be available to best meet the needs of a diverse and fluid cohort of children and young people. There will be four Lots that Providers will be able to apply for:

- Lot 1: Full time education provision
- Lot 2: Part time education provision
- Lot 3: Bespoke provision
- Lot 4: Support for post-16 Education and Preparation for Adulthood

At the time of application, Providers will submit a Pricing Schedule for their range of services, which will be a maximum price for services, and will be used to award individual placements. Before an Alternative Provision placement award is successful, Providers may need to demonstrate they can meet the needs of the child or young person if further quality criteria are required from initial admission, that they have sufficient capacity, and the DPS call-off process is to the Providers who are the best value for money.

There will also be the ability to award contracts for a block of placements to Providers during the term of the DPS. The quality criteria will be set by the service area at the time of each block contract opportunity, and Providers will be able to submit a specific price for each opportunity and the successful Provider will be selected through a mini competition based on an evaluation process of 50% quality and 50% price.

The DPS allows for new entrants to join at any time, subject to them completing and passing the relevant qualification criteria. This ensures that there will be sufficient provision available to meet the needs of children and young people and will support high compliance standards. This also enables market development opportunities to keep up with changing demands pressure, and service development.

In respect of recommendations 2&3, currently, in the Officer Scheme of Delegations, as is the case with similar children, nursing and other disability placements etc..., Education and SEND placements can be approved up to £5000 per week (or max £190k per annum) by the Director of Education and SEND. Placements over £5000 per week are approved by the Corporate Director of Children's Services. The Cabinet Member will be updated by officers regularly on the cost of such placements and to ensure that the DPS contributes towards the efficiencies needed in support of the Council's Safety Valve Agreement.

Alternative options considered / risk management

One alternative option for procuring the services of Alternative Provision providers is to continue to follow the current process, which permits individual Officers to commission freely from the market based on the provider they consider can best meet the child or young person's need. This option is considered to place the Council at too great a risk as adequate processes for compliance, market engagement and quality assurance cannot be in place.

A further option for procuring the services of Alternative Provision providers is a 'closed framework' (once suppliers are designated, no new providers can join the framework). This option offers less flexibility to meet the dynamic nature of the Service and cohorts of children. This option can create a lack of competition and service continuity issues, where alternative providers could not be easily sought to meet increasing or changing service needs/provider shortages.

A DPS differs from a closed framework in that governing regulations allow the Council to advertise on an on-going basis for new providers to join the system at any point during the lifespan of the DPS.

Successful providers are invited to participate in a competitive process to deliver a range of services for individuals and groups of children, as and when required. Quality and compliance criteria are evaluated upon application to the DPS and will be monitored throughout. Providers cannot participate in this competitive process until they have completed and passed the DPS application process.

Democratic compliance / previous authority

Cabinet Member authority is required to agree strategic procurement arrangements amounting to such value of contracts. This will also support governance around such arrangements, as there is also no contract in place currently for the vast majority of alternative provision, which is currently commissioned on a spot purchase basis.

Select Committee comments

None at this stage.

SUPPORTING INFORMATION

What is Alternative Provision?

1. The definition provided by the Department for Education (DfE) for Alternative Provision is 'education arranged by local authorities for pupils who, because of exclusion, illness or other reasons, would not otherwise receive suitable education; education arranged by schools for pupils on a fixed period exclusion; and pupils being directed by schools to off-site provision to improve their behaviour'. This is the definition which Hillingdon adopts.
2. Alternative Provision can take many different forms, depending on the individual needs of the child. It is important the service commissioning the provision is clear on whether the provision is a registered school with a DfE number, or an unregistered setting as this will have considerations regarding how many hours a pupil can access the provision. In all cases, the provision should be both efficient in its delivery of education and suitable to the child's age, ability, and aptitude; and to any special educational needs they may have.
3. Before considering alternative provision for a child, the Council needs to ensure both the quality of education and the safety of pupils within a setting. The DfE describes good alternative provision as 'that which appropriately meets the needs of pupils and enables them to achieve good educational attainment on par with their mainstream peers. All pupils must receive a good education, regardless of their circumstances or the settings in which they find themselves.'
4. Provision will differ from pupil to pupil, but there are some common elements that alternative provision should aim to achieve, including:
 - good academic attainment on par with mainstream schools, particularly in English, mathematics, and science (including IT), with appropriate accreditation and qualifications;
 - specific personal, social, and academic needs of pupils are properly identified and met to help them to overcome any barriers to attainment; and
 - improved pupil motivation and self-confidence, attendance, and engagement with education; and clearly defined objectives, including the next steps following the placement such as reintegration into mainstream education, further education, training or employment'.

5. Alternative provision should be good quality, registered where appropriate, and delivered by high quality staff with suitable training, experience, and safeguarding checks. It should have clearly defined objectives relating to personal and academic attainment. Where an intervention is part-time or temporary, to help minimise disruption to a pupil's education, it should complement and keep up with the pupil's current curriculum, timetable, and qualification route.

Current Hillingdon Context

6. The number of children requiring access to an Alternative Provision in Hillingdon fluctuates throughout the year. There are on average at any time approximately 100 children accessing Alternative Provision commissioned by the Council.
7. The majority of these places are commissioned by the Special Educational Needs and Disabilities team or the Exclusions and Reintegration team. In many cases this is because a mainstream or specialist setting cannot meet the child's current SEND needs, or they have been permanently excluded.
8. Some children's needs are being met in a group setting and others require 1-1 support. Hillingdon commissions from a range of providers, including Alternative Provision Free Schools, Further Education Colleges and Sixth Form Centres, Tuition Centres and Personal Tutors.
9. The demand for Alternative Provision is expected to increase over the coming years, in line with the expected growth in EHCPs. However, the additional specialist provision capacity that will be available in the Borough, and the work related to the Department for Education (DfE) safety valve programme are likely to mitigate any additional costs.

Procurement approach

10. To contract with external suppliers, services in Education will be required to adhere and be compliant with all procurement legislation and regulations.
11. As mentioned above, a DPS differs from a closed framework in that governing regulations allow the Council to advertise on an on-going basis for new suppliers to join the system at any point during the lifespan of the DPS.
12. Successful providers are invited to participate in a competitive process to deliver a range of services for individuals and groups of children, as and when required. There will be the ability for Providers to bid for individual placements or block placements throughout the lifetime of the DPS. The scope of each referral or block contract will vary dependent upon the needs of the child or group of children.
13. Quality and compliance criteria are evaluated upon application to the DPS and will be monitored throughout. Providers cannot participate until they have completed the application process. There will be minimum requirements for providers to adhere to in a number of areas, including safeguarding and health and safety.

14. This approach will ensure that quality and value for money are considered for these services, and the flexible approach will allow the Council to develop the market, and services to respond to the changing demand and needs of the children and young people of Hillingdon.

Financial Implications

This report is requesting the approval for the implementation of the Dynamic Purchasing System (DPS) framework for Alternative Provision for a period of 7 years, starting from April 2024.

The use of the Dynamic Purchasing System (DPS) is being recommended as it creates natural competition, further enhanced by using mini competitions where the quality criteria will be set by the service area and awarded based on best value. This provides ongoing assurance on value for money and the needs of all children being met in the most appropriate way.

The cost of the DPS is expected to facilitate the efficient deployment of a currently budgeted £2.7 million approximate annual cost based on current expenditure, with a total of £18.9 million over the 7 years of the DPS with the cost of the DPS also being met from within this envelope. Running concurrently with the lifespan of the DPS will be the Council's Safety Valve agreement with the Department for Education. Through this agreement, it is projected that the SEND service will make an approximate saving to their budget for Alternative Provision of £750,000 across a period of 5 years through an increase in the use of group tuition rather than delivery 1-1 and an increase in the number of special school places available. The use of the DPS is expected to play a significant role in meeting this objective.

RESIDENT BENEFIT & CONSULTATION

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

The change in procurement activity will not affect service delivery to residents. It is expected that the quality and costs of services will be maintained and improve by using a DPS Framework.

Consultation carried out or required

During the spring term 2023, schools and internal colleagues in Hillingdon were asked to contribute to a survey based on Alternative Provision. The survey shared with internal colleagues across a range of teams in Children's Services, including Education, Social Care and the Youth Justice Service. The most notable findings from this survey were:

- Only 7% of survey participants feel there is enough Alternative Provision in Hillingdon
- When asked about concerns relating to alternative provision, responses included:
 - Limited offer - would be good to have some more vocational providers or outdoor education
 - We need to have resources available to review and challenge existing provision regularly
 - We sometimes have young people that pose significant risk to one another in the same provision or refusing access to education due to this risk

The survey shared with schools was completed with Designated Safeguarding Leads (DSLs) and included all schools in the borough. The most notable findings from this survey were:

- 37% of respondents have referred children to an alternative provision in the last 2 years
- 76% of participants said there is a gap in alternative provision. 36% of these said the gap was in social, emotional and mental health needs (SEMH) and 24% said there was a gap in primary provision.
- 59% felt there was not enough alternative provision on offer in the borough
- Only 10% of respondents felt the local authority does enough to meet the needs of the children in their setting.

Schools were also invited to attend a market engagement event in October 2023 to share their views. This event was attended by a range of providers, some of whom are already being commissioned by the Council. Attendees were provided with an overview of the plan for the DPS Framework and given the opportunity to share their views and suggestions. The feedback from this event was very positive with the majority of attendees expressing a keen interest in applying to the DPS.

CORPORATE CONSIDERATIONS

Corporate Finance

Corporate Finance have reviewed this report and concur with the Financial Implications set out above, noting that there are no direct financial implications associated with the recommendations contained within this report. Furthermore, it is noted that the implementation of a Dynamic Purchasing System for Alternative Provision will enable the procurement and service provisioning against an approved budget of £2.7m and is expected to contribute towards efficiencies in support of the Council's Safety Valve Agreement.

Legal

Legal Services confirm that the Council is responsible for this function pursuant to section 19 of the Education Act 1996.

Regulation 34 of the Public Contracts Regulations 2015 provides that the Council may use a dynamic purchasing system (DPS) for commonly used purchases. The Regulation sets out the compulsory and elective features of a DPS and rules for its operation and use for competition, tender, and award. Provided that the DPS for alternative provision meets these statutory standards, there are no legal impediments to the Council following the recommendation set out in this report, namely implementing a DPS for alternative provision for use across the Council's services within Education over the next 7 years.

Any contract that is entered into, such as contract for alternative provision resulting from a provider's participation in the DPS, must comply with the Council's Contract & Procurement Standing Orders.

BACKGROUND PAPERS

- [Statutory guidance: alternative provision](#)
- [Guidance on children with health needs who cannot attend school](#)
- [Reforming alternative provision](#)

- [Keeping children safe in education - statutory guidance](#)
- [Working Together to Safeguard Children 2018](#)
- [Hillingdon's policy for the alternative education arrangements of children who miss school due to health reasons](#)
- Hillingdon's Draft SEND and Alternative Provision Strategy 23-26 (currently being issued for Cabinet Member approval)

CONSULTATION ON LOCAL FLOOD RISK MANAGEMENT STRATEGY

| | |
|-----------------------------|--|
| Cabinet Member(s) | Cllr Eddie Lavery |
| Cabinet Portfolio(s) | Residents' Services |
| Officer Contact(s) | Ian Thynne, Environmental Specialists |
| Papers with report | <u>Circulated separately</u> - Local Flood Risk Management Strategy Local Flood Risk Management Strategy - Consultation Strategy |

HEADLINES

| | |
|--|---|
| Summary | <p>The Council is designated a Lead Local Flood Authority by the Flood and Water Management Act 2010 (the Act). This is a statutory function that requires the Council to lead on flood risk matters, through collaboration with other providers and within communities. As part of this duty, Section 9 of the Act requires the Council to produce and maintain a Local Flood Risk Management Strategy. 'The Strategy' sets out how the Council will manage flood risk at a local level.</p> <p>Prior to adoption of a Strategy, the Council must embark on a consultation. This report seeks Cabinet approval to submit a draft Strategy for public consultation and in accordance with the attached Consultation Strategy.</p> |
| <p>Putting our Residents First</p> <p>Delivering on the Council Strategy 2022-2026</p> | <p>This report supports our ambition for residents / the Council of: Live in a sustainable borough that is carbon neutral</p> <p>This report supports our commitments to residents of: A Green and Sustainable Borough</p> |
| Financial Cost | The Local Flood Risk Management Strategy is a statutory requirement with specific requirements. It requires the management of flood risk related to officer time (funded within existing Revenue budgets) and project identification. Project delivery will be dependent on the securing of grant funding and therefore no additional Council funding is expected. |
| Relevant Select Committee | Residents' Services Select Committee |
| Relevant Ward(s) | N/A |

RECOMMENDATIONS

That the Cabinet:

- 1) Approves the Local Flood Risk Management Strategy to be published for public consultation and;
- 2) Approves the 6 week consultation to be carried out in accordance with the Consultation Strategy.

Reasons for recommendation

The Council is designated a Lead Local Flood Authority by the Flood and Water Management Act 2010 (the Act). This is a statutory function that requires the Council to lead on flood risk matters, through collaboration with other providers and within communities. As part of this duty, Section 9 of the Act requires the council to produce and maintain a Local Flood Risk Management Strategy. 'The Strategy' sets out how the Council will manage flood risk at a local level.

It is a key tool in establishing the other relevant authorities, identifying sources of flood risk, and presenting strategic objectives and actions to managing risk. The strategy also provides information on flood prevention, reduction, preparation and response.

The current Strategy was given a 6-year timeframe to reflect the period required for the parent national flood risk strategy. The current Strategy is now due for review based on that timeframe. However, the statutory requirement is for the local Strategy to be maintained and consequently there is no specific statutory timeframe.

The draft Strategy presented to Cabinet is intended to be a 'living document' hosted on a webpage (available in PDF form if requested). It will be collated into sections so that selective changes can be made as and when necessary, as opposed to a holistic resource intensive review. Officers consider this allows for a more dynamic strategy that better serves residents and communities.

In respect of recommendation 1 - the Strategy will be subject to an annual review and status report to ensure it is kept up to date in accordance with legislation. Prior to adoption of a Strategy, the Council must embark on a consultation. The consultation is intended to commence in January 2024 and last for a minimum of 6 weeks. This consultation will help shape the Strategy, so it best reflects the communities it is intended to benefit.

On recommendation 2 - the Consultation Strategy is intended to provide a suitable framework to secure the type of information, response and commentary that will inform the final plan.

Alternative options considered / risk management

As a statutory requirement, combined with the current time limited strategy, a do nothing option would not meet the legislative requirements.

Select Committee comments

None at this stage. However, the Select Committee will be engaged as part of the consultation.

SUPPORTING INFORMATION

1. Hillingdon has over 30,000 residential properties currently at risk of flooding. There are over 180km of ordinary watercourses alongside several main rivers which drain predominantly impermeable clay soils. Extensively built urban areas contribute to considerable run-off which is served by an ageing drainage infrastructure. These factors alone create challenging circumstances to manage flood risk.
2. The challenge is further complicated by various bodies, known as Risk Management Authorities, being responsible for different sources of flooding. Whilst most flood risk is a result of excessive rainfall, the actual source of flooding, i.e. river, surface water or groundwater is highly complex. Solutions can generally only be delivered by those responsible for the source of flooding, but understanding the technical factors can be a complicated debate. For example, surface water flooding running without any attenuation into a main river may appear as river flooding, but the true source could be a failing drainage network; in turn a drainage authority may claim that their network is inundated by river flooding. Similarly, flooding from the highways may be because of the council's own systems or the Thames Water network that can also be located on the highways. Finding the exact problem can result in different authorities passing the problem around. After floods across the UK in 2007, Sir Michael Pitt's review found:

Many of the people affected by the events of summer 2007 did not know who to turn to and their problems were passed from one organisation to another.

3. The disparate nature of flood risk management continues to cause challenges to finding solutions to protect residents. Although significant progress has been made, the legislative requirements on the various authorities continues to create barriers in further progress.
4. To make matters worse, the climate is changing. Despite considerable effort, including by the council, to reduce carbon emissions to minimise and reduce long term effects, many aspects of climate change are already 'locked in'. Extreme weather events and rainfall being the most widely accepted change already being experienced.
5. Risk is a measurement of 'probability multiplied by consequence'. The factors set out above are all exacerbated by climate change meaning that the probability of flooding occurring has risen. It is also important to note that the consequences of flooding are not just related to those properties directly affected. Flooding of roads, of businesses and of utilities can impact those far beyond those who experience direct flooding. With an increasing population, more people are impacted by flooding. This results in an increase in the consequences from a flood event. With both the probability and consequences increasing, the risk is significantly raised.

6. With flooding comes a great deal of disruption but also has significant bearing on public resources, whether through emergency services' response or interventions to manage flood risk; the cost of managing flooding is also increasing.
7. As Lead Local Flood Authority, Hillingdon Council works to better understand the risk of flooding, investigate significant flood incidents, and implement measures to reduce the risk of flooding. The aim to provide a better management of flood risk at a local level. The increasing risk requires a more creative approach to managing flooding and a greater level of collaboration.
8. With regards to that collaborative work, the Pitt Review (referenced above) advocated for local authorities to be the lead coordinator of flood risk management in the local area. This recommendation manifested itself in the designation of Lead Local Flood Authority status.
9. Part of this role is to set out a Local Flood Risk Management Strategy that provides the framework for effective local management of flood risk. The Strategy presented to Cabinet is intended to set out how the Council will go about working with partners and communities to a) better understand flood risk, b) identify opportunities and projects for risk reduction and removal where possible and c) ensure communities are prepared for flooding.
10. The proposed strategy sets out 6 themes.

| Theme | Objective |
|--|---|
| The Local Flood Risk Management Strategy | Understanding the Local Flood Risk Management Strategy |
| Sources of Flooding | Improve knowledge of flood risks in the London Borough of Hillingdon |
| Working with Others | Improve the collaboration of Risk Management Authorities, and understanding of roles and responsibilities, to manage flood risk effectively |
| Opportunities and Projects | Identify and implement opportunities for flood risk management |
| New Development and Planning | Ensure that development within the London Borough of Hillingdon accounts for and mitigates flood risk |
| Local Communities and Flooding | Engage with communities to develop the awareness of flood risk in local areas and improve their resilience |

11. Against each objective there is a range of actions that are intended to take leadership and create the framework for meeting the task of managing an increased risk of flooding in a changing climate.

12. Importantly, the Strategy is not just about what the Council will do but also about empowering communities to be better informed and prepared.
13. The Strategy is presented in a form to be published for consultation. The final version will be an online resource which will be a 'one stop shop' for flood risk information including what to do before, during and after a flood event. This model will allow the council to keep the Strategy under review so that it can be subject to smaller scale amendments as opposed to a resource intensive review after a set period of time. This makes the Strategy more dynamic and responsive to the changing climate; it will allow residents, through an annual review, to have more influence on the objectives, actions and ultimately the opportunities and projects contained with the Strategy.
14. The Strategy is also accompanied by statutory screening requests for Strategic Environmental Assessment and Habitats Regulation Assessment in line with statutory requirements. The finding of officers is that the Strategy does not meet the thresholds for triggering assessments under these regulations.
15. The Strategy has been prepared by Metis Consultants in consultation with various Council departments.

Financial Implications

The actions on the Council will take the form of officer time predominantly led by the Flood and Water Management function that makes up the Lead Local Flood Authority. The costs of officer time are included within Service Revenue budgets. Delivery of projects, as at present, are identified in collaboration with partners such as Thames Water, Environment Agency and Thames Regional Flood and Coastal Committee with funding provided by those organisations through bids and applications with no cost for the Council.

RESIDENT BENEFIT & CONSULTATION

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

The Local Flood Risk Management Strategy will greatly benefit residents by providing the framework to best manage flood risk for the protection of communities. It will also provide a valuable resource as to how to avoid flooding, prepare for a flood event and what to do if a property floods. The Strategy will ensure the Council fulfils its statutory function and reduces the risk to people and property.

Consultation carried out or required

The strategy was developed in consultation with various departments within the Council through a series of workshops. These included colleagues from Planning, Transportation, Highways, Green Spaces, Emergency Planning, Communications, Housing and those responsible for managing the website. The next stage is to undertake a public consultation, also involving the relevant select committee. A final version will be presented to cabinet for adoption in spring 2024, following a review of the consultation responses.

CORPORATE CONSIDERATIONS

Corporate Finance

Corporate Finance have reviewed this report and concur with the Financial Implications set out above, noting there are no direct financial implications associated with the recommendations contained in this report.

Legal

Section 9 of the Flood and Water Management Act 2010 (“the Act”) requires the Council as the lead local flood authority to maintain, apply and monitor a strategy for flood risk management in its area (“LFRMS”). Under section 7 of the Act, the LFRMS must be consistent with the national flood and coastal erosion risk management strategy. Prior to adopting the LFRMS, the Council is required to consult with the public and in turn publish a summary of its LFRMS. The Council may issue guidance about the application of the LFRMS, however, must have regard to any guidance issued by the Secretary of State.

There are a set of well-established common law rules which set out the requirements of a lawful public consultation which are known as the Gunning principles. They were endorsed by the Supreme Court in the Moseley case. The principles can be summarised as follows:

- Consultation should occur when proposals are at a formative stage;
- Consultations should give sufficient reasons for any proposal to permit intelligent consideration;
- Consultations should allow adequate time for consideration and response; and
- The product of consultation should conscientiously be taken into account by the decision maker.

There are a very significant number of judicial review cases which involve successful challenges to the lawfulness of a consultation undertaken by a public authority, so it is imperative that the Gunning principles are closely followed in this process.

Property

Property and Estates Services confirm agreement in the above proposal.

BACKGROUND PAPERS

Flood and Water Management Act:

<https://www.legislation.gov.uk/ukpga/2010/29/contents>

Specifically Section 9 of the Flood and Water Management Act for the Strategy:

<https://www.legislation.gov.uk/ukpga/2010/29/section/9>

Current [Local Flood Risk Management Strategy](#) and accompanying [Objective and Measures](#)

CARERS' STRATEGY DELIVERY PLAN UPDATE

| | |
|-----------------------------|---|
| Cabinet Member(s) | Cllr Jane Palmer |
| Cabinet Portfolio(s) | Health and Social Care |
| Officer Contact(s) | Gary Collier – Adult Social Care and Health |
| Papers with report | Appendix 1 – Draft 2023 – 2028 Joint Carers Strategy. |

HEADLINES

| | |
|------------------------------------|---|
| Summary | This report highlights to Cabinet the key developments in delivering the 2022/23 Carers Strategy Delivery Plan and progress with the 2023/24 plan. It also consults Cabinet on the draft 2023 to 2028 Joint Carers Strategy. |
| Putting our Residents First | <p>This report supports our ambition for residents / the Council of:</p> <ul style="list-style-type: none"> • Live active and healthy lives. • Staying independent for as long as they are able. <p>This report supports our commitments to residents of:</p> <ul style="list-style-type: none"> • Thriving, Healthy Households <p>This report also supports the delivery of:</p> <ul style="list-style-type: none"> • 2022 – 2025 Joint Health and Wellbeing Strategy. • 2023 – 2025 Better Care Fund Plan. |
| Financial Cost | Funding for Carers Support is provided within the Better Care Fund. There is no additional financial cost. |
| Relevant Select Committee | Health and Social Care |
| Relevant Ward(s) | All |

RECOMMENDATIONS

That Cabinet:

1. Notes highlights against the Carers' Strategy delivery plan activity for 2022/23 and 2023/24 and the work that the Council and its partners does to support those with caring responsibilities in the Borough.
2. Provides any feedback on the draft 2023 – 2028 Joint Carers Strategy and delegates authority to the Cabinet Members for Health & Social Care and Children, Families & Education to agree the final Strategy after consultation.

Reasons for recommendation

1. *2022/23 delivery plan highlights:* At its November 2015 meeting, Cabinet requested an annual review and update on the implementation of the Carers' Strategy and associated delivery plan. Cabinet approved the 2022/23 delivery plan at its June 2022 meeting.
2. *2023/24 delivery plan progress update:* The draft delivery plan suggests the focus for how Council and partner resources will be used to meet the needs of carers during 2022/23. The recommendation provides Cabinet with the opportunity to amend the 2022/23 priorities should it wish to do so. Cabinet is advised that a new Joint Carers' Strategy is in development. Cabinet will be asked to approve the new strategy and delivery plan that will include the period to 2026 in Q4.
3. *Feedback on new Joint Carers Strategy:* The development and implementation of a carers' strategy helps the Council to meet its duties under section 4 of the Care Act 2014 to provide information and support to Adult Carers and their families under section 17ZA of the Children Act 1989 in respect of Young Carers. It also assists in meeting obligations under the Children Act 1989 in respect of Parent Carers.

Alternative options considered / risk management

4. *2022/23 and 2023/24 delivery plan updates:* No alternative options were considered as Cabinet has requested an annual update report.

5. Select Committee comments

The Health and Social Care Committee is supportive of the draft Carers Strategy which is being considered by Cabinet and has suggested that consideration be given to undertaking further work to get a better understanding of why some carers decline to have a carers assessment. As some carers can find the process intimidating, consideration needs to be given to the inclusion of an action to provide additional support to carers in completing the carers assessments and to shortening the length of the form.

SUPPORTING INFORMATION

6. This report is structured as follows:
 - A. Strategic Context
 - B. 2022/23 Delivery Plan Update Highlights
 - C. 2023 – 2028 Joint Carers' Strategy Update
 - D. 2023/24 Carers Strategy Delivery Plan Progress Update

A. Strategic Context

7. Carers say that supporting someone to live an independent life at home in the community they know can be very rewarding. However, the cost to carers in terms of their own health, financial situation, employment position and independence can be considerable. In Hillingdon, we want to enable our residents to recognise and identify their role as a carer so that they know where to access the right support.

Who can be a carer?

8. There are three statutory definitions of who is a carer, and these are as follows:
- *Parent carer:* The Children Act 1989 defines this as a person aged 18 or over who provides or intends to provide care for a disabled child for whom the person has parental responsibility.
 - *Young carer:* The Children Act 1989 defines this as being someone under 18 who helps to look after another person but not under a contract or scheduled voluntary work.
 - *Adult carer:* The Care Act 2014 defines this as an adult, i.e., a person aged 18 or over, who is providing care and/or support for another adult for free but not under a contract or scheduled voluntary work.
9. The Children Act places a duty on the Council to undertake an assessment where it appears that a young carer may have support needs. The Council is required to consider how needs identified from an assessment should be met. There is a similar obligation under the Children Act where a parent carer appears to have support needs or requests an assessment.
10. The Care Act creates a statutory right for adult carers to a carer's assessment and the Council may have an obligation to assist them even if the person they are caring for does not satisfy the national eligibility criteria. This would be subject to them satisfying the national eligibility criteria for carers. Where the cared for person is eligible for social care assistance from the Council then the support needs of the carer would generally be considered as part of an overall package of care to address their collective needs.
11. Cabinet can access more information about the Council's offer to support carers of all ages by visiting the following link on the Council's website: [Social care and wellbeing - Hillingdon Council](#).

About Carers in Hillingdon

12. There are currently four main sources of quantitative information about the numbers of carers in Hillingdon and these are:
- *The 2021 census:* The census identified that 22,465 Hillingdon residents considered themselves to be carers. This was an unexpected reduction on the 2011 census figure of 25,905. The reduction in the number of people identifying themselves as carers in Hillingdon reflected the national picture and has been attributed by the Office of National Statistics (ONS) to a combination of the census taking place during pandemic lock-down

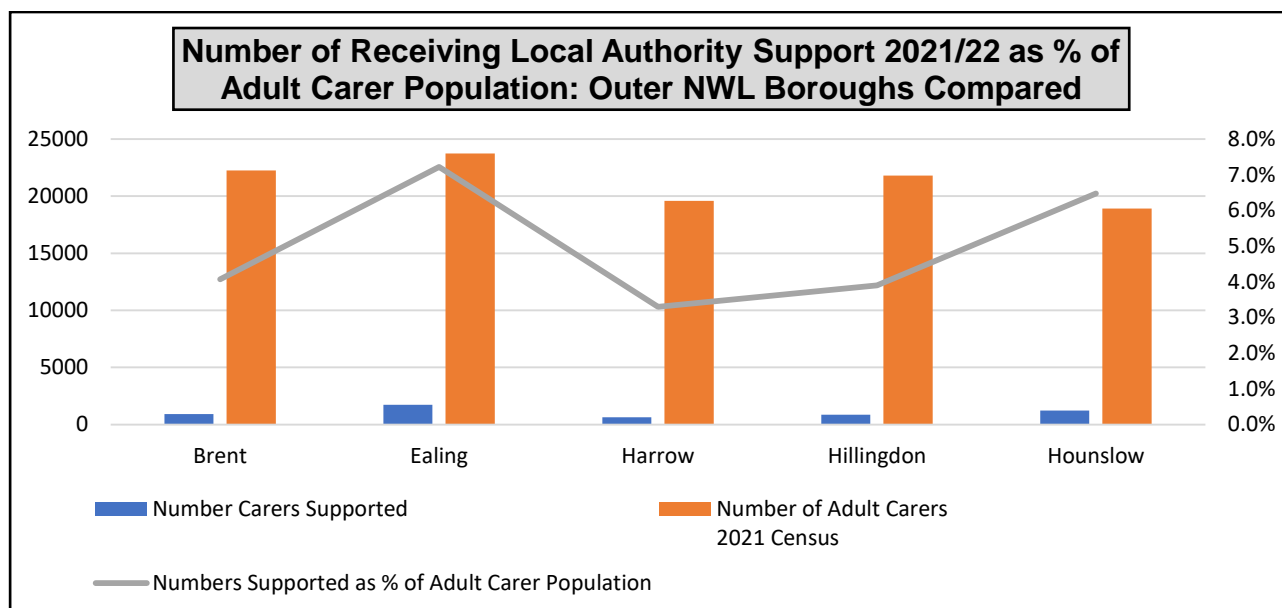
conditions and the question asked being different to that asked in 2011. A more detailed breakdown of the data from the census can be found in **Appendix 1**.

- *The Carer Register*: The Carer Register was established by Carers' Trust Hillingdon and is maintained by them. Registration by carers is entirely voluntary but is a key route by which information can be targeted by Carers' Trust. As of 30th September 2023, there were 1,287 young carers and 4,962 adult carers registered, which compares with 1,187 young carers and 4,790 adult carers registered on 31st March 2023, which is positive in that it both enables relevant information to be targeted to carers but also enables partners to obtain a greater understanding about the needs of carers in the borough.
 - *Short and long-term (SALT) return*: This is the annual return that the Council is required by law to provide to NHS Digital about people supported (including carers) under its Care Act responsibilities. The return for 2021/22 (the most recent date for which comparative data is available) shows that, on the 31st March 2022, 1,534 people being supported by the Council had support from people identified as their '*main carer*'. These carers were not identified as receiving a service directly themselves or as benefitting from a service being provided to the cared for person.
 - *Carers' Allowance (CA) entitlement*: CA is a benefit of £76.75 per week payable to unpaid carers providing 35 hours care to another adult per week. Department for Work and Pensions (DWP) data for May 2023 (the most recent available) shows that 3,975 people were entitled to receive this benefit. However, the 2021 census showed that in March 2021 there were at least 9,105 carers delivering 35 hours or more unpaid care. This demonstrates that there are many people providing significant hours of unpaid care who do not qualify for this additional benefit, therefore limiting its use as a measure of this population.
13. Data from the National Carers' Survey commissioned jointly by the Department of Health and Social Care (DHSC) and Care Quality Commission (CQC) provides some qualitative information about adult carers already known to the Council who completed the survey. The survey was last undertaken in November 2021 and the data sample, which is the carers receiving a carer's assessment in the previous twelve-month period, and collection methodology are determined nationally.
14. The survey results showed that Hillingdon had the highest proportion of adult carers who found it easy to find information about support out of all the North West London (NWL) boroughs, i.e., Brent, Ealing, Hammersmith & Fulham, Harrow, Hillingdon, Hounslow, Kensington & Chelsea, and Westminster. It also showed that Hillingdon received the highest quality of life scoring out of the NWL boroughs. The main actions identified from the survey results and reflected in the strategy delivery plan are summarised below:
- To embed the use of the '*Are you a carer?*' leaflet across health and care partners as standard practice.
 - To explore expansion of Personal Budgets for carers, including as Direct Payments.
 - To work with care home providers to develop flexible short-break options for carers.

- To continue to develop the range of social opportunities for carers, including peer support groups.
15. A repeat of the National Carers Survey is currently in progress as part of a two-year cycle as directed by DHSC and CQC.
 16. Cabinet is reminded that the main offer of support to young and adult carers in the borough comes through the Carer Support Service contract between the Council and Carers' Trust Hillingdon (CTH), which is the lead organisation for the Hillingdon Carers' Partnership. The latter is a consortium of local third sector organisations that has been created to support carers in the borough. In addition to Carers' Trust, the consortium includes the Alzheimer's Society, Harlington Hospice (including their homecare arm called Harlington Care) and Hillingdon Mind. At its September 2023 meeting, Cabinet agreed to make a direct award to Carers Trust on behalf of the Hillingdon Carers Partnership for the period 1st October 2023 to 31st March 2025 at a total cost of £1,114k. This is pending a competitive tender for a contract of up to eight years.
 17. The multi-agency Carers' Strategy Group (CSG), which is chaired by the Council, has responsibility for overseeing the development and delivery of the Joint Carers Strategy. Annex 3 of **Appendix 1** shows how the Carers' Strategy Group fits in to the governance arrangements for Hillingdon's health and care system.

Current Performance Information

18. There are two key sources of comparative data in respect of adult carers and these the carer quality of life measures within the Adult Social Care Outcomes Framework (ASCOF). These are tested via the National Carer Survey referred to earlier in this report. The second source is the national short and long-term (SALT) services return that all local authorities with adult social services responsibilities are required to complete annually. There is always a long time lag between submission of data and the publication of national reports to allow for benchmarking.
19. Consequently, the most recent comparative data is for 2021/22 and this is summarised in the chart below. This shows that the percentage of the carer population supported by the Council in 2021/22 (2.8%) was broadly comparable with Brent and Harrow but significantly below that of Ealing and Hounslow. It is important that Cabinet is aware that SALT returns only include carers who have had a carer's assessment are counted. Carers who have declined a carer's assessment but receive support under the Carer Support Service contract delivered by the Hillingdon Carers Partnership would not be counted in the returns, thereby resulting in an under-estimate of the numbers being supported directly and indirectly by the Council. Hillingdon has a high number of carers declining the offer of a carer's assessment and this is discussed further in paragraph 40. The number of carers declining an assessment is not collected nationally, which means that there is no comparative data available.



20. The metrics in the new strategy (please see section 8: *Better outcomes for carers of Appendix 1*) have been devised to reflect national measures as well as to demonstrate the success of the strategy whilst considering caveats about ease and cost of data collection and analysis. The Carer Support Service is critical to Hillingdon’s performance against these metrics.
21. Cabinet may wish to note that there are no national metrics in respect of young carers at this time. This means that it is not possible to make a direct comparison of outcomes for young carers with other local authorities.

B. Delivery Plan 2022/23 Highlights and 2023/24 Updates

22. The agreed actions for 2022/23 shown below are aligned to the outcomes in the draft strategy that was under development during 2022/23. Where actions have been rolled forward into 2023/24, an update is provided where available. Cabinet is asked to note that there were no specific actions identified against outcome 3: *The financial impact of being a carer is minimised* in 2022/23. However, CTH was successful in securing £837,153 in carer-related benefits for residents in 2022-23 as part of its functions under the Carer Support Service contract.
23. This part of the report updates Cabinet on the key achievements and challenges in respect of the 2022/23 delivery plan. It also provides updates on 2023/24 delivery plan tasks where information is available. Tasks in both the 2022/23 and 2023/24 delivery plans were aligned to the proposed outcomes for carers set out in the draft strategy. The 2023 to 2028 draft strategy outcomes are shown below.

| 2023 – 2028 Joint Carers Strategy: Outcomes for Carers | |
|--|--|
| Outcome 1: | Carers are identified, recognised and able to make a positive contribution. |
| Outcome 2: | The physical and mental health and wellbeing of carers is supported. |
| Outcome 3: | The financial impact of being a carer is minimised. |
| Outcome 4: | Carers have a life alongside caring. |
| Outcome 5: | Carers have access to quality information and advice at any point in their caring journey and know where to find this. |
| Outcome 6: | Carers have the skills they need for safe caring. |
| Outcome 7: | Young carers are supported from inappropriate caring and provided with the support they need to learn, develop, and thrive and enjoy being a young person. |

Outcome 1: Carers are identified, recognised and able to make a positive contribution.

24. **Re-establish carer leads in six GP Primary Care Networks (PCNs).** Slippage (Amber). By the end of 2022/23, 39 of the 44 practices in Hillingdon had established carer leads. **2023/24 update:** This has reduced to 33 as people have moved on or taken on other responsibilities and joint work between The GP Confederation and Carers Trust continue to move towards 100% coverage, which remains the goal but is unlikely to be achieved in 2023/24.

Carer Leads in GP Surgeries: The Role Explained

Key tasks include:

- Proactively identifying and supporting Carers, many of whom do not see themselves as Carers;
- Ensuring that a surgery Carer Register is maintained and updated regularly;
- Ensuring the practice provides active signposting to the Hillingdon Carers Partnership;
- Ensuring that standardised packs of information for Carers are available within the waiting room;
- Feeding into the Confederation and its partners, e.g., Hillingdon Carers Partnership and the CCG, any gaps in provision or requirements to help practices to support Carers further;
- Working with colleagues in the practice to provide enhanced access and flexibility of appointments for Carers;
- Considering how else the practice might facilitate improved carer-health – monthly Carer Health checks for example;
- Attending any training/information sessions that relate to the support of Carers within General Practice.

25. **Subject to permission to share information, undertake comparison of carers on GP registers with those on the carers' register developed by the Carer Support Service to identify gaps in support.** **Slippage(Amber).** Liaison with practices regarding the ability to cross reference carers registers started in 2022/23. **2023/24 update:** It has become apparent that this action cannot be taken forward as Care Trust Hillingdon does not record NHS numbers and it is not practical to expect carers would have this information available when being added to the Carer Register.
26. **Finalise the 'Are you a carer?' information leaflet.** **Completed (Green).** This co-produced leaflet was distributed to all health and care partners. **2023/24 update:** The leaflet has been updated and a new supply has been distributed to partners. Hard copies of the leaflet will be made available at the Committee's November meeting.
27. **Establish auto-generated reporting of carers with multiple caring responsibilities.** **Completed (Green).** This work was instigated by Cllr Haggar when she was the Carers Champion and means that it is now possible to identify carers at risk of escalating needs as a result of multiple caring responsibilities. These risks are addressed through the process of review care needs. This work is now part of business as usual.

28. **Review the role of the Carer Fora.** *Slippage(Amber).* **2023/24 update:** Following discussion at the Carers Strategy Group, it has been agreed to retain the current two meetings a year. These take place at the Civic Centre in March and October.
29. **Refresh the Hospital’s visiting rules, introduce carer passports and promote ‘John’s campaign’ to ensure that carers are involved in care and are able to support patients during a stay.** *Completed (Green).* The Hillingdon Hospitals’ visiting rules have been updated and are stated on their website along with the commitment to ‘John’s campaign’ statement.

About John’s Campaign

This is a nationally recognised campaign to support carers to remain with the people they care for whilst they are in hospital. A carer should be facilitated to stay with the person they care for and to contribute to their care. This applies in any settings such as hospitals, GP surgeries and care homes.

30. **Hillingdon Hospital: Ensure that the Cerner electronic patient record (EPR) system is developed so that asking if a patient has a carer or is a carer is a mandatory aspect of assessment and triggers appropriate care planning (if possible and where appropriate).** *Slippage (Amber).* **2023/24 update:** This is part of a large digital technology project and the aim is that this action will be completed by the end of 2023/24. It is becoming operational across three wards from November 2023.

Outcome 2: The physical and mental health and wellbeing of carers is supported.

31. **Refresh the Memorandum of Understanding on an integrated approach to identifying and assessing carer need in Hillingdon.** *Slippage (Amber).* **2023/24 update:** The Memorandum of Understanding (MoU) is a shared commitment of the Council and partners to the vision, mission, supporting principles and intended outcomes for carers set out in the draft Joint Carers Strategy. Development of the MoU is dependent on the conclusion of the strategy and will be deferred until 2024/25 pending the conclusion of the consultation on the strategy. The action would renew the MoU entered into by partners in December 2017.
32. **Develop the range of bereavement cafés and post-bereavement support available to carers.** *Completed (Green).* CTH working with Hillingdon Mind established support groups for bereaved carers and a bespoke bereavement counselling service for carers was established.

Outcome 2: The physical and mental health and wellbeing of carers is supported.

33. **Explore re-launch of the guidance for employers of carers in employment.** *Slippage (Amber).* Guidance for supporting employers of people who are carers was produced by the Council with Carers Trust Hillingdon in 2019 and it has been agreed with partners that a refresh of this guide be deferred to 2024/25.

Outcome 5: Carers have access to quality information and advice at any point in their caring journey and know where to find this.

34. **Include information about support for carers on GP practice web pages.** *On track (Green)*: 60% of GP practices had information on their websites regarding support for carers. **2023/24 update**: A target of 100% was set for 2023/24. The position is currently nearly 82% (26 out of 44).
35. **Hillingdon Hospitals: Ensure that the Patient Advisory and Liaison Service (PALS) has the necessary information and resources to signpost carers and patients with carers to access support.** *Completed (Green)*: Joint working with Carers Trust ensured that relevant information was available and displayed in 2022/23. **2023/24 update**: A task for 2023/24 is to establish a means for ensuring that PALS information is kept up to date.
36. **Hillingdon Hospitals: Develop process to ensure that carers have access to information, advice and support about the hospital discharge process and what to expect after discharge.** *Completed (Green)*: Discharge checklists now include involvement of carers and the carer information booklets are provided to show how carers can get support.

Outcome 6: Carers have the skills they need for safe caring.

37. **Develop end of life training for carers.** *Completed (Green)*: Three rounds of three sessions were offered to carers in 2022/23. **2023/24 update**: The 2023/24 offer has increased to three rounds of four sessions. The training has been delivered jointly by Harlington Hospice and Carers Trust.

Outcome 7: young carers are supported from inappropriate caring and provided with the support they need to learn, develop and thrive and enjoy being a young person.

38. **To working alongside a group of schools to:**
- **Raise awareness and reissue newly designed Schools packs.** *Completed (Green)*: A targeted approach to sharing the new information packs developed by Carers Trust Hillingdon with the schools they were already working with was taken to ensure that the information was embedded and to assist in the creation of pupil, parents, and staff noticeboards. This approach was also intended to manage capacity and reduce waste as it ensured that packs were received and utilised.
 - **Encourage them to complete the national Young Carers in Schools (YCiS) award:** *Completed (Green)*: 4 schools have achieved their YCiS bronze award. A further 6 schools submitted their bronze accreditation paperwork by March 2023.
 - **Develop their own young carer support provision:** Oakwood School have initiated their own YC peer mentoring programme where sixth form pupils provide support for young carers in younger years. All 12 schools supported by CTH has worked with now offer a lunchtime drop-in session with their Young Carers Operational Lead staff member.

- **Provide support sessions in school for the most disadvantaged YCs, usually those caring for a parent with mental ill health and/or substance misuse: *Completed (Green)*:** There were 1,203 attendances by 192 individual young carers at school support sessions during 2022/23.
- **Recruit a pool of volunteer mentors to support them to catch up in maths and English:** 9 volunteer mentors were recruited and started 1:1 support for young carers in schools in September 2023.

Achievements

Council Achievements

39. **Carers Assessments (Adults):** There were 851 carers' assessments undertaken in 2022/23, which includes 286 triage assessments completed by Carers' Trust. This compares to 810 assessments in 2021/22 and 211 triage assessments undertaken by Carers' Trust. Triage assessments are much shorter than the full assessment and are used by Carers' Trust to help a carer identify whether they are likely to receive support from the Council, which would only be obtainable following a full assessment. In 2022/23, Carers' Trust referred 142 carers to the Council for a full assessment.
40. Cabinet is reminded that adult carers of adults are routinely identified by Adult Social Care through the assessment of need process under the Care Act and a carer assessment offered. As mentioned in paragraph 19, many carers decline the offer. For example, in 2022/23, 3,960 carers assessments were offered to 2,733 people and nearly 76% (or 3,003) were refused. In 2021/22, 81% of assessments offered were refused. The experience during the first six months of 2023/24 mirrors the 2022/23 position. The reasons given for declining an assessment include that people consider that the assessed care package for the person they are caring for sufficiently addresses their needs; people are not wanting to identify themselves as carers, and that people feel that the services available through the Hillingdon Carers Partnership meet their needs. Feedback through the Carers Forum suggests that some carers fear that assumptions will be made about the level of caring that they are prepared to undertake if they are identified as a carer.
41. It is important to reiterate a point previously made in this report that carers who do not wish to go through the carer assessment process may still access the universal services provided under the Carer Support Service contract. This is also the case with carers assessed as not meeting the national eligibility criteria for carers.
42. **Respite and other carer-related service provision:** During 2022/23, 3,970 carers were provided with respite or another carer service at a cost of £2,004k. This compares to 3,338 Carers being supported at a cost of £2,059k during 2021/22. This includes bed-based respite and home-based replacement care funded arranged via the Council as well as support provided through the Carer Support Service contract and other voluntary sector provided services. It also includes directly purchased services via Direct Payments. The cost of services to meet needs identified as a result of a Care Act assessment of the cared for person that benefit the carer are not included as it is not possible to apportion the costs on the Council's case management IT system.

43. Cabinet may also wish to note that 2021/22 saw an increase in the number of carers receiving Direct Payments (DP) in their own right from 103 to 133 but there was no change during 2022/23. The DP process is being reviewed in 2023/24 with the intention that outcomes from the review will be implemented in 2024/25.

More About Direct Payments

With Direct Payments, the Council's financial contribution to meeting assessed social care needs is paid directly to the eligible person either in the form of a pre-paid card or directly into a bank account. This gives the eligible person more flexibility and control to directly employ their own care workers or a personal assistant who will, for example:

- Be the same person and be available when required.
- Speak the same language.
- Understand cultural and/or religious needs.

Hillingdon Carers' Partnership Achievements

44. The section of the report summarises some of the achievements of the Hillingdon Carers Partnership in 2022/23 and during the first six months of 2023/24.
45. **New carers registered:** 1,000 new adult carers joined the carers register during 2022/23 against a target of 750 and 429 left. 460 new adult carers joined during the first six months of 2023/24 and 242 left. 317 new young carers joined the register in 2022/23 against a target of 50 and 25 left.
46. **New carer representatives:** Two new carer representatives are to join the Carers Strategy Group as experts by experience were found, one of them being a parent carer.
47. **Additional income for carers raised:** £837,153 was secured in carer-related benefits in 2022-23 as mentioned in paragraph 22 above.
48. **Replacement care:** 9,500 hours of replacement care were received by adult carers.
49. **Short breaks (adult carers):** 2,644 breaks from caring were provided through carer cafés, trips (e.g., visits to arts, crafts, and cultural activities), social groups, and workshops.
50. **Short breaks (young and young adult carers):** In 2022/23, there were 2,586 individual breaks from caring, including:
- 4 residential weekends away for 63 young people.
 - 34 different activity sessions as part of CTH school holiday programme.

- 71 Young Carer Club sessions.
 - 7 whole family trips attended by 193 family members.
51. **Psychotherapeutic and family support:** Via Hillingdon Mind, 91 carers in 2022/23 received psychotherapeutic support and 83 households received family support.
 52. **Outreach events:** 29 outreach events were held in 2022/23 that resulted in 152 new carers being identified. 76 of these were from a series of roadshows run by H4All and 39 from the annual Carers Fair held at The Pavilions.
 53. **Dementia café:** A new dementia café was established at the Gurdwara Temple in Hayes in 2022/23 as a collaboration between the Alzheimer's Society and CTH and this has attracted attendance from people of other faiths and under-served communities.
 54. **External funding attracted to support carers:** In 2022/23, £108.4k additional funding was secured from external funders, i.e., not local statutory organisations, and this included £90k from the British and Foreign School Society, which has increased CTH staff capacity to meet demand for their Schools Support Programme. During the first half of 2023/24, HCP has secured an additional £652.2k in external funding and this includes £530k over five years to continue the Carer Mental Health Programme led by Hillingdon Mind and £65.2k over three years from the Masonic Charitable Foundation to fund a part-time school outreach development manager post employed by CTH.
 55. **Improving income for Carers:** As mentioned in paragraph 22, CTH was successful in securing £837,153 in carer-related benefits for residents in 2022-23.

CNWL Community Adult Mental Health Service Achievements

56. **Introduction of DIALOG+ approach across community mental health services:** CNWL started the roll out of the DIALOGUE + approach in 2022/23. The idea behind this approach is that all patients within adult community mental health services should have a named worker and a co-produced care plan so there is consistency and improved quality of care across the population. The care plan tool seeks to identify carers and address their needs.
57. **Triangle of Care roll out across community mental health teams:** £40k was provided by CNWL to fund a post with Hillingdon Mind to support the roll out of the Triangle of Care model (see overleaf) and facilitate CNWL accreditation by Carers Trust UK.

Triangle of Care Expanded

There are six standards to the Triangle of Care, and these are:

1. Carers and the essential role they play are identified at first contact or as soon as possible thereafter.
2. Staff are '*carer aware*' and trained in carer engagement strategies.
3. Policy and practice protocols re: confidentiality and sharing information, are in place.
4. Defined post(s) responsible for carers are in place, e.g., Carers' leads or champions.
5. A carer introduction to the service and staff is available, with a relevant range of information across the care pathway, e.g., an introductory letter from the team or ward explaining the nature of the service provided and who to contact.
6. A range of carer support services is available.

C. 2023 - 2028 Joint Carers' Strategy

58. Cabinet was informed of the proposed intended outcomes of the draft strategy at its meeting in June 2022. **Appendix 1** sets out the final draft strategy and delivery plan to deliver the intended outcomes for carers for the period up to 2028. Challenges that the strategy seeks to address include:

- Ensuring carers receive recognition and respect in the care of their loved one (s).
- Provision of a variety of short break options for carers.
- Involving a range of carers at a strategic level to comment on the quality of services and shape what services look like in the future.
- Identification and support for carers through primary care.
- Identification of young carers.
- Offering carer assessments in a way that works for all carers.
- Identification of 'hidden' adult carers.
- Ensuring carer registers are established and maintained in primary care.
- Identification of carers from under-represented communities, e.g., male carers.
- Managing the impact of the cost of living crisis on carers.
- Ensuring services work together to support the whole family.
- Exploring how technology can be used more to help carers carry out their role.
- Ensuring that parent carers are recognised and supported.

59. Actions within the delivery plan have been developed with partners by the Carers Strategy Group and the Carers Forum has been consulted in its development. Consultation on the strategy is now in progress and is expected to conclude in Q4. The intention is to consult with the following groups:

- Hillingdon Health and Care Partners
- CNWL Service User/Carer Forums.
- GP Practice Patient Participation Groups
- Faith Network Groups
- Young Adult Carer Consultation Group

60. The questions being asked as part of the consultation are:

- Are the identified outcomes for carers the right ones?
- Are there any other actions that health and care partners could take that would make a major difference to the health and wellbeing of carers?
- Have we identified the right success measures?

61. A challenge is how to measure the impact of support provision for carers without necessitating the creation of a resource intensive bureaucracy that detracts from service delivery.
62. The Cabinet Members for Health and Social Care and Health and Children, Families and Education will be asked to sign-off the final strategy.

D. 2023/24 Carers Strategy Delivery Plan Progress Update

63. This section of the report provides Cabinet with progress updates on 2023/24 delivery plan actions where information is available. Progress against actions rolled over from 2022/23 has been addressed in part B of this report.
64. **Relaunch the Carer Support Service Carer Register:** There will be an article in Hillingdon People in the spring that will seek to encourage people who might be carers to contact Carers Trust and register.
65. **Refresh the Memorandum of Understanding between health and care partners on an integrated approach to identifying and assessing carer need in Hillingdon:** This is related to the Joint Carers Strategy being agreed and is being deferred to 2024/25.
66. **Retender the Carer Support Service contract:** A direct award is being made to CTH on behalf of the HCP until 31st March 2025 and a competitive tender will be undertaken during 2024/25. It is proposed that a contract of up to eight years be offered to secure provider stability and support service planning.
67. **Explore options for increasing the percentage of adult carers supported by the Council having needs met via Direct Payments:** The Direct Payment process is under review and ways of simplifying it being explored. The target is for the review to be completed by 31st March 2024 and the outcomes implemented during 2024/25.
68. **Develop a programme to ensure that information and advice is accessible to Hillingdon's diverse communities:** The CTH advice team staff speak multiple community languages and have established relationships with Hillingdon's diverse communities over many years. The team has actively supported the H4All Community Roadshow programmes delivered in partnership with The Confederation, including hosting stalls at community and bespoke events. The monthly support group at the Gurdwara Temple in Hayes hosted by the Alzheimer's Society has been mentioned previously in this report but contributes to the delivery of this action.
69. **In consultation with carers, keep under review their training need and develop an annual training programme with health and care partners:** Two new services have been established by CTH and these are:
- **Finding your Way – an introduction to caring.** This is support with finding the right help and an opportunity to meet others new to caring for newly registered carers at CTH's regular coffee and chat sessions.
 - **Caring day-to-day.** These are training and information sessions as requested by carers of any age. Sessions cover topics such as: 'Care Homes Explained', 'Finding your way round Social Care' and 'Legal Planning'.
70. **Review the young carers assessment process:** Children's Service are working with CTH to simplify the assessment form, which will then be tested with young carers.

71. ***Increase the number of schools participating in the young carer recognition programme:*** There are currently 15 schools in the programme and a further 15 waiting. This includes a combination of primary and secondary schools.

Financial Implications

72. Funding for support for carers is included in the Better Care Fund under the Section 75 agreement between the Council and North West London Integrated Care Board approved by Cabinet in November 2023:

| | LBH (£'000) | NHS (£'000) | Total (£'000) |
|----------------|-------------|-------------|---------------|
| 2023/24 | 690 | 646 | 1,336 |
| 2024/25 | 690 | 659 | 1,349 |

73. There are no further financial implications contained in this report.

RESIDENT BENEFIT & CONSULTATION

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

The Carers Strategy Delivery Plans and related draft 2023 to 2028 strategy demonstrate to residents and carers in Hillingdon the shared commitment to supporting carers across the Council, the NWL Integrated Care System and other partners - and the shared accountability to improving services for carers.

Consultation carried out or required

Carers' Trust Hillingdon and Hillingdon Health and Care Partners have been consulted on the content of this report. Consultation on the content of the draft strategy will be completed in Q4.

CORPORATE CONSIDERATIONS

Corporate Finance

Corporate Finance have reviewed this report and concur with the Financial Implications set out above, noting that there are no direct financial implications associated with the recommendations contained in this report.

Legal

Legal Services confirm that the Council is responsible for the functions addressed in this report under various statutory provisions, including sections 4, 10, 20, 60, 62, 63, and 64 of the Care Act 2014, and sections 17ZA, 17ZC, 17ZD and 17ZF of the Children Act 1989. There are no legal impediments directly arising from the recommendations in this report. Whenever necessary, legal advice is given in relation to specific issues as they arise to ensure that the Council always meets its legal obligations.

BACKGROUND PAPERS

[2022 – 2025 Joint Health and Wellbeing Strategy.](#)



Hillingdon Joint Carers' Strategy

2023 – 2028

March 2023

Hillingdon Joint Carers' Strategy 2023 - 2028

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Hillingdon Joint Carers' Strategy 2023 - 2026

1. Introduction

Hillingdon's Joint Carers' Strategy, 2023-2028, details how the Council, the NHS and the voluntary sector will work together to improve support for all unpaid carers who live – or provide care for someone who lives – in the London Borough of Hillingdon.

A glossary of terms used in this document can be found in Annex 1.

Who can be a carer?

There are three statutory definitions of who is a carer, and these are:

- *Parent carer:* The Children Act, 1989 defines this term as a person aged 18 or over who provides or intends to provide care for a disabled child for whom the person has parental responsibility.
- *Young carer:* The Children Act, 1989 defines this term as being someone under 18 who helps to look after another person but not under a contract or scheduled voluntary work.
- *Adult carer:* The Care Act, 2014 defines this as an adult, i.e., a person aged 18 or over, who is providing care and/or support for another adult for free but not under a contract or scheduled voluntary work.

2. Our Vision for Carers

Working together, and with carers, we will improve the health and wellbeing of carers of all ages in Hillingdon and deliver a positive experience of care and support services.

3. Mission Statements

Our mission is that by 2028 most unpaid carers can say:

- *I am supported to provide care to the extent that I wish and do so in a way that accommodates my own education, employment and health and wellbeing needs.*
- *I have received effective advice and support that minimises the financial impact of caring on our household.*
- *I have a voice: I am recognised both as an 'expert' partner in care planning for the person I care for and my experiences and opinions are valued and used to inform the improvement of support for carers.*

- *I have access to appropriate support that suits my needs, including breaks from being a carer and a social life outside of caring.*
- *I know where to go for information and advice and this meets my needs.*
- *I have received the right training and support to deliver my caring role effectively and in a way that ensures my personal safety and the safety of the person I care for.*
- *The children and young people in my family who have caring responsibilities are given support to mitigate the negative effects of caring.*

4. Supporting Principles

Our approach to delivering the vision will be governed by the following principles:

- **Thinking carer:** We will take a carer focused approach to everything we do so that the potential impact on carers is considered.
- **Identification and recognition:** We will work together support the identification and recognition of carers.
- **Listening and respect:** We will listen to and respect carers as expert care partners and they will be actively involved in planning the care and support that the cared for person receives.
- **Choice and control:** We will support carers to have choice and control over how their needs are met, including working with the independent sector to develop more personalised options.
- **Engagement:** We will engage with carers to hear from them about how their needs are changing and to invite their views about priorities.
- **Innovative approaches:** We will be open to new approaches to meeting the needs of carers that have not been tried before or have not been tried before locally.

5. National and Local Policy Influences

National

The Children Act, 1989 (as amended), places a duty on the Council to assess the needs of a parent carer where it appears that they may have needs or where they request an assessment. This will mainly apply to parents of people with Special Education Needs and Disabilities (SEND) who have or would be entitled to have Education, Health and Care Plans (EHCPs).

The Children Act also places a duty on the Council to undertake an assessment where a young carer may have support needs. The Council is required to consider how needs identified from an assessment should be met.

The Care Act, 2014, creates a statutory right to a carer's assessment for an adult carer and the Council may have an obligation to assist them even if the person they are caring for does not satisfy the national eligibility criteria. This would be subject to them satisfying the national eligibility criteria for carers. Where the cared for person is eligible for social care assistance from the Council then the support needs of the carer would usually be considered as part of an overall package of care to address their collective needs.

National policy demonstrating a continuing commitment to supporting carers is set out in the Government's white papers *People at the Heart of Care: adult social care reform* (Dec 2021) and *Health and social care integration: joining up care for people, places and populations* (Feb 2022).

National good practice guidelines for supporting adult carers are set out in national guidance 150: *Supporting adult carers*, produced by the National Institute for Health and Care Excellence (Jan 2020).

A commitment to supporting greater recognition and support for carers, particularly those from vulnerable communities, was reflected in the NHS Long-term Plan published in 2019. However, the Covid-19 pandemic has impacted on delivery.

Local

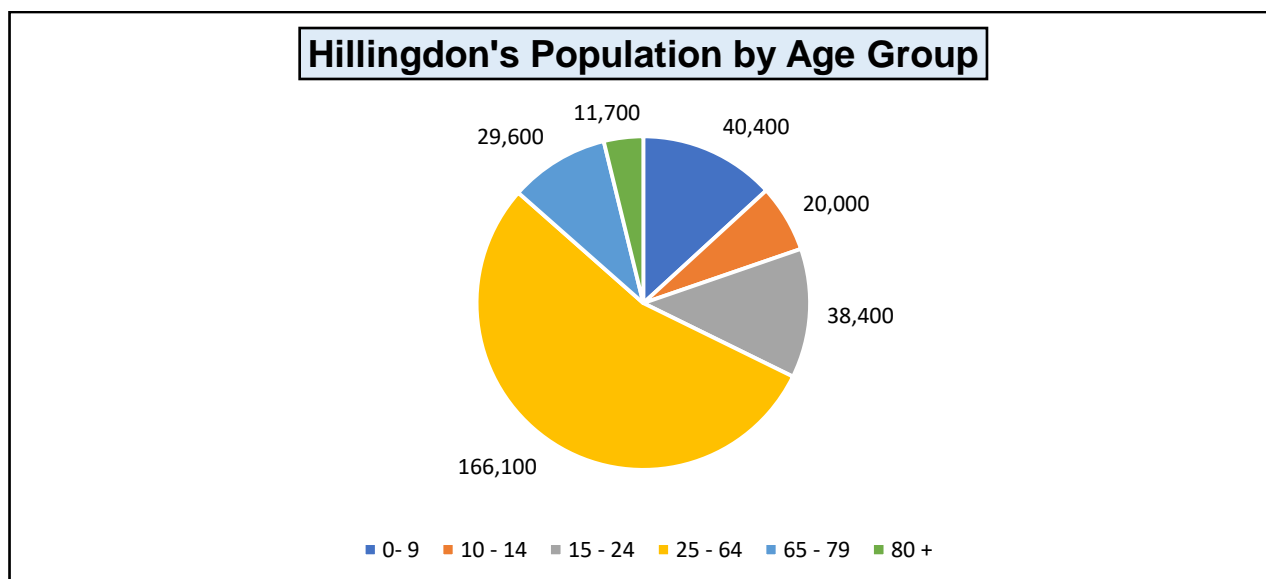
The development of the Joint Carers' Strategy links into priority 2 of the statutory Joint Health and Wellbeing Strategy, 2022 – 2025, which is *Tackling unfair and avoidable inequalities in health and in access to and experiences of services*. This includes a commitment to 'increase the opportunities for people undertaking an unpaid caring role to be identified and ensure access to the support that will enable them to continue caring for as long as they are willing and able to do so'. The Joint Carers' Strategy explains how this commitment will be delivered in the period to 2028. The Joint Health and Wellbeing Strategy can be accessed by using the following link [Social care and wellbeing - Hillingdon Council](#)

The new strategy will also contribute to the delivery of the *Thriving, Healthy Households* commitment within the 2022 – 2026 Council Strategy, i.e., that 'children, young people, their families and vulnerable adults and older people live health, active and independent lives'. The Council Strategy can be accessed by using the following link [Council strategy 2022-2026 - Hillingdon Council](#)

6. Carers in Hillingdon: Needs and Challenges

About Hillingdon's Population

The 2021 census shows that Hillingdon has a population of 305,900 with an age breakdown as shown in the chart below.



Source: 2021 census (Office of National Statistics)

Carer Profile: Census 2021

How many people are there providing unpaid care to Hillingdon residents within the definitions described in the introduction? It is important to identify how many people should have access to support to ensure the maintenance of their own health and wellbeing and to enable them to continue in their caring role for as long as they are willing and able to do so.

The 2021 census is a key source of data to answer this question. The table below provides a comparative breakdown of the age of carers as identified by the 2011 and 2021 censuses.

| Age Breakdown of Carers in Hillingdon 2011 and 2021 Censuses Compared | | |
|--|---------------|---------------|
| Carer Age Group | 2011 Census | 2021 Census |
| 0 - 24 | 2,569 | 1,875 |
| 25 - 64 | 18,676 | 16,625 |
| 65 + | 4,660 | 3,965 |
| TOTAL | 25,905 | 22,465 |

| Age Breakdown of Carers in Hillingdon 2021 Census Young and Young Adult Age Breakdown | |
|--|---------------|
| Carer Age Group | Number |
| 5 - 18 | 660 |
| 19 - 24 | 1,215 |
| 25 - 64 | 16,625 |
| 65 + | 3,965 |
| TOTAL | 22,465 |

Hillingdon and England Compared

Key messages include:

- **Number of carers in Hillingdon:** The number of people in Hillingdon identifying as a carer reduced from 25,905 in 2011 to 22,465 in 2021. This reflects a national trend.
- **Carers providing at least 20 hours of unpaid care per week:** 4.3% of the population were providing at least 20 hours care per week. This was lower than the national figure for England of 4.5%.
- **Carers providing between 35 and 49 hours unpaid care per week:** The significance of 35 hours a week is that it is regarded by the Department of Work and Pensions (DWP) as equivalent to a full-time job. 09.% of Hillingdon's population were providing this amount of unpaid care a week. This was marginally lower than the national figure of England of 1%.
- **Carers providing at least 50 hours unpaid care per week:** 2.5% of Hillingdon's population were providing this level of unpaid care, which was lower than the figure for England of 2.7%

The table below shows the percentage of Hillingdon's population providing different levels of unpaid carer identified in the censuses of 2021 and 2011 compared with London and England.

| Hours per week of unpaid care provision of usual residents (aged five years and over) Hillingdon - London - England (2011 to 2021) | | | | | | |
|---|------------------------------------|------------------------------------|--------------------------------|--------------------------------|---------------------------------|---------------------------------|
| Classification | Hillingdon (2011) % | Hillingdon (2021) % | London (2011) % | London (2021) % | England (2011) % | England (2021) % |
| Does not provide weekly unpaid care | 88.8 | 91.6 | 89.7 | 92.2 | 88.7 | 91.1 |
| Up to 19 hours of unpaid care | 7 | 4.1 | 6.4 | 3.8 | 7.2 | 4.4 |
| 20 to 49 hours of unpaid care | 1.6 | 1.8 | 1.5 | 1.7 | 1.5 | 1.8 |
| 50 or more hours of unpaid care | 2.5 | 2.5 | 2.4 | 2.3 | 2.7 | 2.7 |

Source: ONS 2021 census

Hillingdon and North West London

The North West London (NWL) sector includes the eight London boroughs of Brent, Ealing, Hammersmith & Fulham, Harrow, Hillingdon, Hounslow, Kensington & Chelsea and Westminster. In March 2021 nearly 41% of carers in Hillingdon were providing 35 hours of unpaid care per week in March 2021. In the context of the other eight boroughs in NWL, this meant that Hillingdon had the second highest percentage after Brent and Hounslow (joint first). Hillingdon also had the second highest percentage of carers (at 28.8%) providing 50 hours of care or more. Hounslow had the highest proportion.

Census Data Explained

The Office of National Statistics (ONS) has identified that the co-occurrence of coronavirus lock-down arrangements as well as changes to the questions asked may have influenced how people perceived and managed their provision of unpaid care, and therefore may have affected how people chose to respond.

The wording of the questions asked in 2011 and 2021 were different. For example, the question about unpaid care in the 2011 census specified "*look after, or give any help or support to family members, friends, neighbours or others*". The 2021 census question used the phrase "*look after or give any help or support to anyone*".

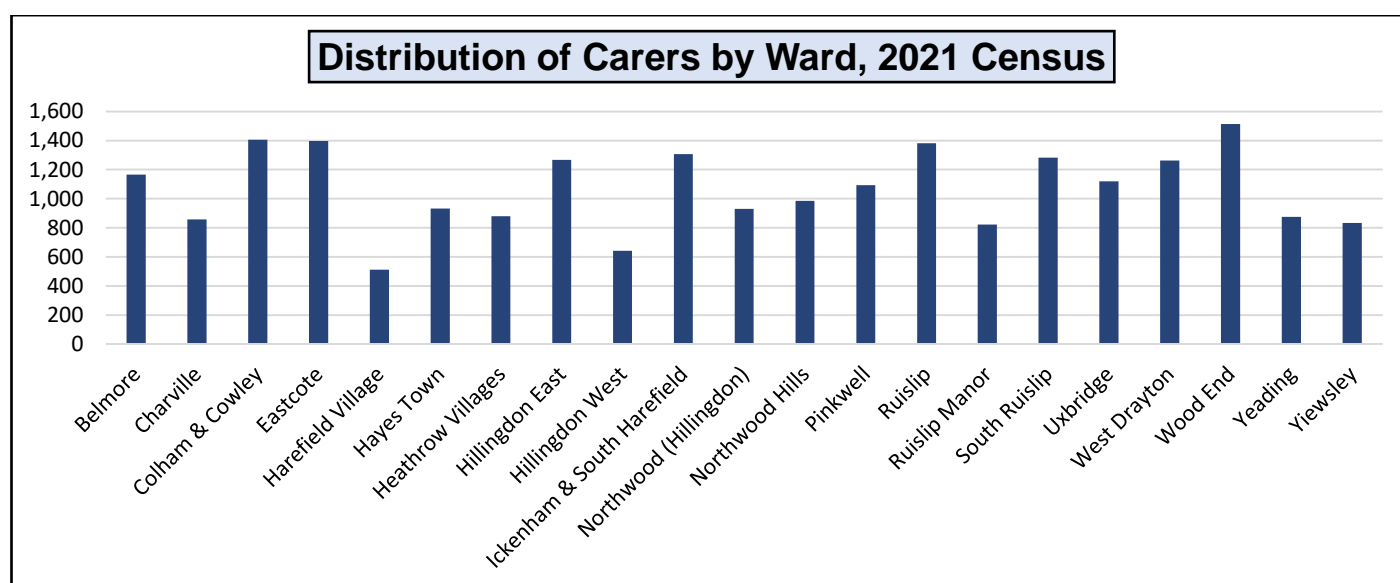
Broader demographic changes in Hillingdon suggest that it is highly unlikely that the number of carers has reduced over the decade since the last census. For example, the census also shows that the 25 to 64 age group (the age group of the majority of carers in 2011) increased by 13.1% in ten years and those aged 65 and above (the second largest age group of carers in 2011 and largest group of cared for people) by 14.8% in the same period. It is probable that the 2021 census results are to do with perception rather than a decline in numbers. In short, there is a significant '*hidden carer*' issue, i.e., people undertaking a caring role but who do not see themselves as carers and therefore miss out on access to support.

Gender of Carers

The 2021 census showed that 58.9% (13,235) of people who identified as carers were female and 41.1% (9,235) were male. This gender split is similar to the London average (60%) and the NWL average of 58.2%.

Where Carers in Hillingdon Live

The chart below shows that the wards with the largest population of carers in the borough according to the 2021 census are Wood End, Colham and Cowley, Eastcote and Ruislip.



Source: ONS

2021 Census and Carers' Allowance

According to the 2021 census just under 41% of people identifying themselves as carers were providing 35 or more hours care a week. This is significant because the provision of this level of care helps to determine access to Carer's Allowance (CA), a major source of income for carers. The census suggested that in March 2021 there were at least 9,105 carers delivering 35 hours of care or more a week. Data published by the Department for Work and Pensions shows that in May 2023 (the most recent period for which data is available) there were 3,975 people entitled to receive CA. People providing this level of care are most vulnerable to experiencing a deterioration in their own health and wellbeing without support. This suggests that there is a large group of people providing a high level of care who do not qualify for the additional income.

About Carers Allowance

Carer's Allowance (CA) is a non-contributory benefit for people aged 16 or over:

- who look after a severely disabled person for at least 35 hours a week.
- who are not gainfully employed, i.e., not earning more than £95 per week after certain deductions) and
- who are not in full-time education.

The severely disabled person must be getting either the highest or middle rate of Disability Living Allowance care component, any rate of Personal Independence Payment, or Attendance Allowance, or a Constant Attendance Allowance at the maximum rate under the War Pensions or Industrial Injuries Scheme.

Parent Carers

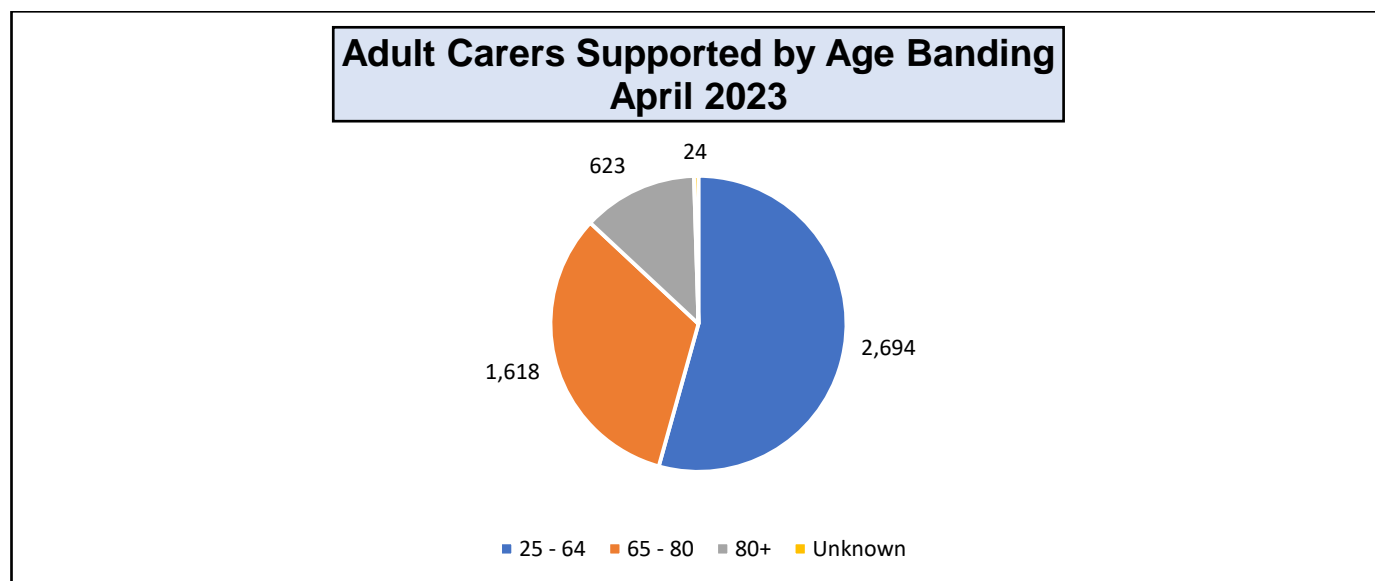
It will not be possible to identify from the 2021 census how many people identify as parent carers as questions at this level of detail were not asked. However, data from the Council's Early Help Module database shows that in March 2023 there were 3,251 children and young people with Education, Health, and Care Plans (EHCPs). This suggests at least an equivalent number of parent carers, although not all would require additional assistance.

Profile of Carers Supported

Carer Support Service

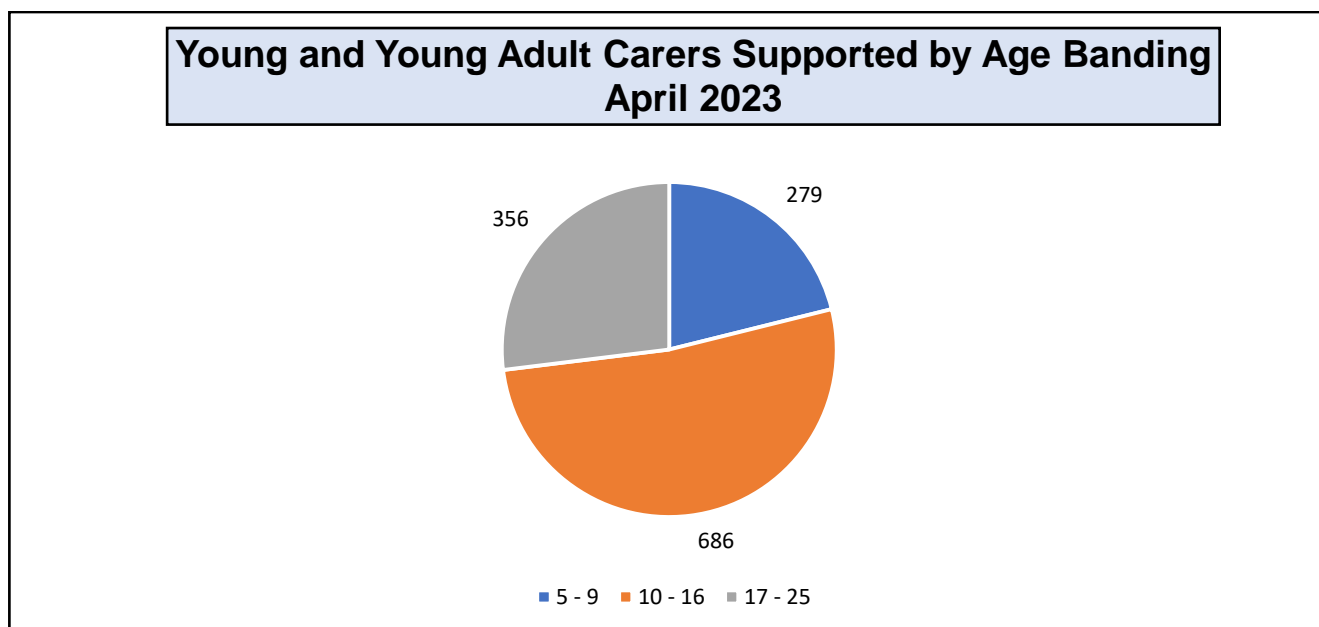
The Carer Support Service is a one-stop shop of support for carers of all ages in Hillingdon and is currently delivered by the Hillingdon Carers' Partnership. For the purposes of the Carer Support Service adults refers to carers aged 25 and above. Young or young adult carers means people refers to carers aged under 25.

As of 1st April 2023, the Partnership supported 4,959 carers aged 25 and above and 1,156 young carers. The chart below shows that the majority of carers (2,694 or 54%) were aged between 25 and 64.



Source: Carers' Trust Hillingdon (April 2023)

The chart below shows that of the young carers registered with Carers Trust on 1st April 2023 nearly 52% (686 out of 1,321) were aged between 10 and 16.



Source: Carers' Trust Hillingdon (April 2023)

Analysis shows that carers being supported live in all areas of the borough. The highest percentage of adult carers at nearly 17% (787) live in the Hayes and Harlington postcode area (UB3) and nearly 15% (784) in the Ruislip post code (HA4). The lowest percentage at nearly 4% (185) of adult carers live in the Northwood and Pinner postcode (HA5). Approximately 4% (192) of adult carers supported live outside of the borough but care for someone living in the borough.

For young carers nearly 23% (294) of those supported live in the Hayes and Harlington postcode. Just over 19% (249) live in the Sipson, West Drayton and Harmondsworth postcode area (UB7). Lower numbers of young carers can be found in the Northwood and Pinner (HA5), Northwood and Northwood Hills (HA6) and Harefield, Ruislip and Ickenham (UB9) postcode areas. Just over 1% (18) of young carers supported lived outside of the borough but were caring for someone resident in the borough.

| Ethnicity of Carers Supported by the Carer Support Service | | | | | | |
|--|--------------|----------------|--------------|----------------|--------------|-------------|
| April 2023 | | | | | | |
| Ethnic Group | Adult Total | % Adult Carers | Young Carers | % Young Carers | TOTAL | % |
| White British | 2,526 | 50.9% | 676 | 51.2% | 3,202 | 51% |
| Black African | 201 | 4.1% | 88 | 6.7% | 289 | 4.6% |
| Mixed Race | 154 | 3.1% | 55 | 4.2% | 209 | 3.3% |
| Black British | 168 | 3.4% | 35 | 2.6% | 203 | 3.2% |
| Asian British | 285 | 5.7% | 86 | 6.5% | 371 | 5.9% |
| Indian | 596 | 12% | 101 | 7.6% | 697 | 11.1% |
| Pakistani | 145 | 2.9% | 31 | 2.3% | 176 | 2.8% |
| Bangladeshi | 67 | 1.4% | 6 | 0.5% | 73 | 1.2% |
| Other Asian | 252 | 5.1% | 76 | 5.8% | 328 | 5.2% |
| Arabic | 20 | 0.4% | 9 | 0.7% | 29 | 0.5% |
| Caribbean | 63 | 1.3% | 27 | 2.0% | 90 | 1.4% |
| Traveller | 6 | 0.1% | 0 | 0% | 6 | 0.1% |
| White other | 355 | 7.2% | 131 | 9.9% | 486 | 7.7% |
| Not stated | 121 | 2.4% | 0 | 0% | 121 | 1.9% |
| TOTAL | 4,959 | 100% | 1,321 | 100% | 6,280 | 100% |

Source: Carers Trust Hillingdon (April 2023)

The 2021 census showed that 48.5% of Hillingdon's population described themselves as being from White British communities. Hillingdon Carers Partnership data shows that 51% of all carers using services registered with the partnership on 1st April 2023 were from White British communities, which suggests an under-representation of other population groups that requires further analysis. In line with 2021 census data, the majority of the adult carers supported by the Hillingdon Carers Partnership are female and this is illustrated in the table below. This does suggest that there is an issue with '*hidden*' male carers.

| Gender Adult Carers | | | | | |
|---------------------|--------------|------------|---------------------|--------------|-------------|
| Gender | Carers Trust | Mind | Alzheimer's Society | TOTAL | % |
| F | 2,847 | 160 | 155 | 3,162 | 63.8% |
| M | 1,675 | 43 | 79 | 1,797 | 36.2% |
| TOTAL | 4,522 | 203 | 234 | 4,959 | 100% |

Source: Carers Trust Hillingdon (April 2023)

The table below shows the majority of young carers supported are also female, although the difference between the genders is much closer than for adult carers.

| Carer Support Service: Young Carer Gender Breakdown April 2023 | | |
|---|---------------|------------|
| Gender | Number | % |
| Male | 617 | 46.7 |
| Female | 700 | 53 |
| Non-binary | 4 | 0.3 |
| TOTALS | 1,321 | 100 |

Source: Carers Trust Hillingdon (April 2023)

The main conditions of the people being supported by carers aged under 65 include children with additional needs (47%), people with physical and/or sensory disabilities (19%), people with mental health needs (15%) and people with learning disabilities.

Adult Social Care

Local authorities have a legal obligation to provide financial support for adult carers where they satisfy the National Eligibility Criteria for Carers set out in regulations linked to the Care Act, 2014.

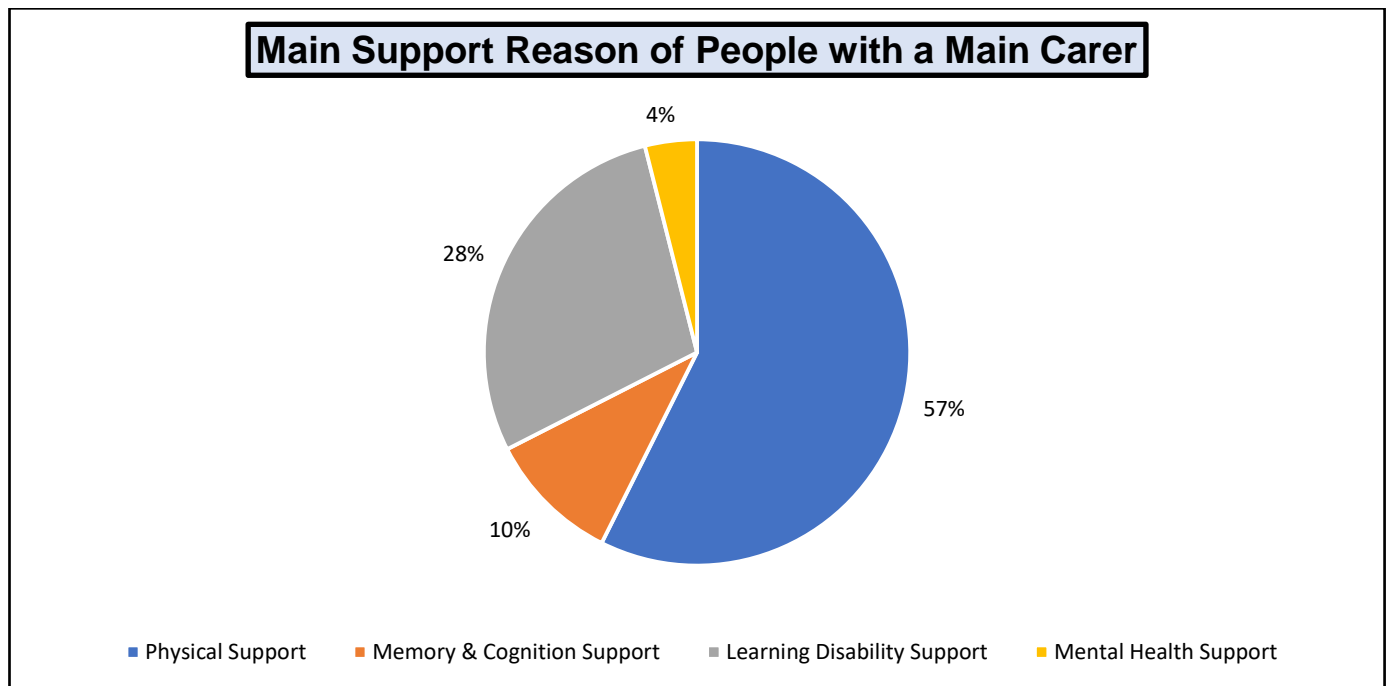
About the National Eligibility Criteria for Adult Carers of Adults

The national criteria states that a carer will have eligible needs if:

- Their needs have arisen as a consequence of providing necessary care for an adult.
- The effect of the carer's needs is that:
 - the carer's physical or mental health is, or is at risk of, deteriorating and/or
 - the carer is unable to achieve any of a range of outcomes set out in the Act, e.g., carrying out any caring responsibilities the carer has for a child; providing care to other persons for whom the carer provides care; maintaining a habitable home environment in the carer's home; managing and maintaining nutrition, etc.
- As a consequence, there is, or there is likely to be, a significant impact on the carer's wellbeing.

The level of financial support provided is subject to a financial assessment.

The Council is required by law to provide data to NHS Digital about people supported (including carers) under its Care Act responsibilities in the annual Short and Long-term (SALT) return. The return for 2021/22 (the most recent date for which comparative data is available) shows that on the 31st March 2022 1,534 people being supported by the Council had support from people identified as their '*main carer*'. These carers were not identified as receiving a service directly themselves or as benefitting from a service being provided to the cared for person. The chart below shows that the main support need (known as '*primary support reason*') of people with a '*main carer*' was physical support (57%).



NHS Digital data shows that on the 31st March 2022 the Council was supporting 630 adult carers who were receiving direct support following a carer's assessment in their own right or jointly with the person they were caring for. An additional 220 adult carers were identified as benefitting from respite or other forms of carer support delivered to the cared-for person in 2021/22.

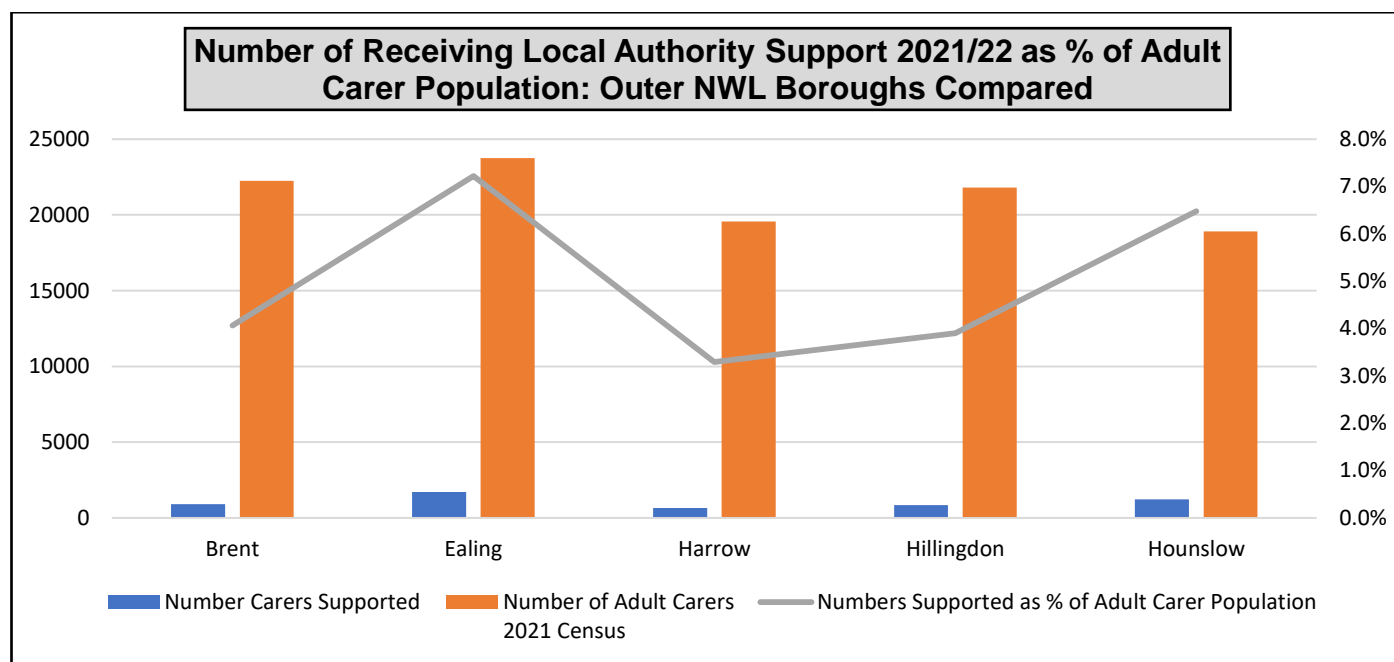
About Carers Assessments

A carer's assessment is for carers over 18 years old who are looking after another adult over 18 years old who is disabled, ill or elderly. It is an opportunity to record the impact caring has on their life and what support or services they need. The assessment will look at, for example, physical, mental and emotional needs, and whether they are able or willing to carry on caring.

Carers' assessments are completed either by the Council or on the Council's behalf under the Carer Support Service contract by Carers Trust Hillingdon.

When comparing Hillingdon's position with near neighbours it is possible to see from the chart below that the percentage of the carer population supported by the Council in 2021/22 (2.8%) was broadly comparable with Brent and Harrow but significantly below that of Ealing and

Hounslow. The difference with Ealing and Hounslow may be attributable to interpretation of SALT return requirements.



Source: NHS Digital (Jan 2023)

Factors that are not reflected in these figures are the number of carers in Hillingdon who decline a carer’s assessment. For example, in 2021/22 81% (3,299) of the 4,655 people offered a carer’s assessment declined. This trend has continued into 2022/23 with 77% (2,429) of assessments offered during the period April to December 2022 refused. Anecdotally the reasons for refusal include:

- The services offered through the Carer Support Services contract met their need.
- Carers do not feel that the service offer available from an assessment justifies the time taken to complete it.

The percentage of carers directly supported by the Council whose needs were met wholly or in part by Direct Payments in 2021/22 was 21.4%, which was significantly below the NWL borough average of 47.9%. This is an area for further development.

Carers and Covid-19

2020/21 and 2021/22 were dominated by the Covid-19 pandemic, which has had a significant impact on carers. Some of the challenges that this presented include:

- People having to undertake caring responsibilities unexpectedly but not recognising themselves as carers.
- The reluctance of carers to take up short break opportunities over infection prevention and control concerns.

- Limited availability of some short break options during covid-related restrictions.
- Mental health implications of caring during covid-related restrictions, i.e., coping with the pressures of being a carer.
- Managing the financial implications of being a carer.

The legacy of the pandemic on the health and wellbeing of carers will continue to be monitored. A key issue identified by the census is, however, that it would seem that many of the people who undertook caring responsibilities during the pandemic did not identify themselves as carers and may continue not to do so where this is a continuing responsibility.

Listening to Carers: National Carers' Survey

The National Carers' Survey is commissioned by the Department of Health and Social Care (DHSC) and the Care Quality Commission (CQC) and takes place every two years. This was most recently undertaken in November 2021 as the survey scheduled for 2020/21 was postponed due to the pandemic.

The survey data sample and collection methodology were determined nationally, and 677 survey forms were issued to adult carers who had received a carer's service, assessment, or review during 2021/22. 233 (34%) completed forms were returned, which is considered to be statistically valid by DHSC and CQC.

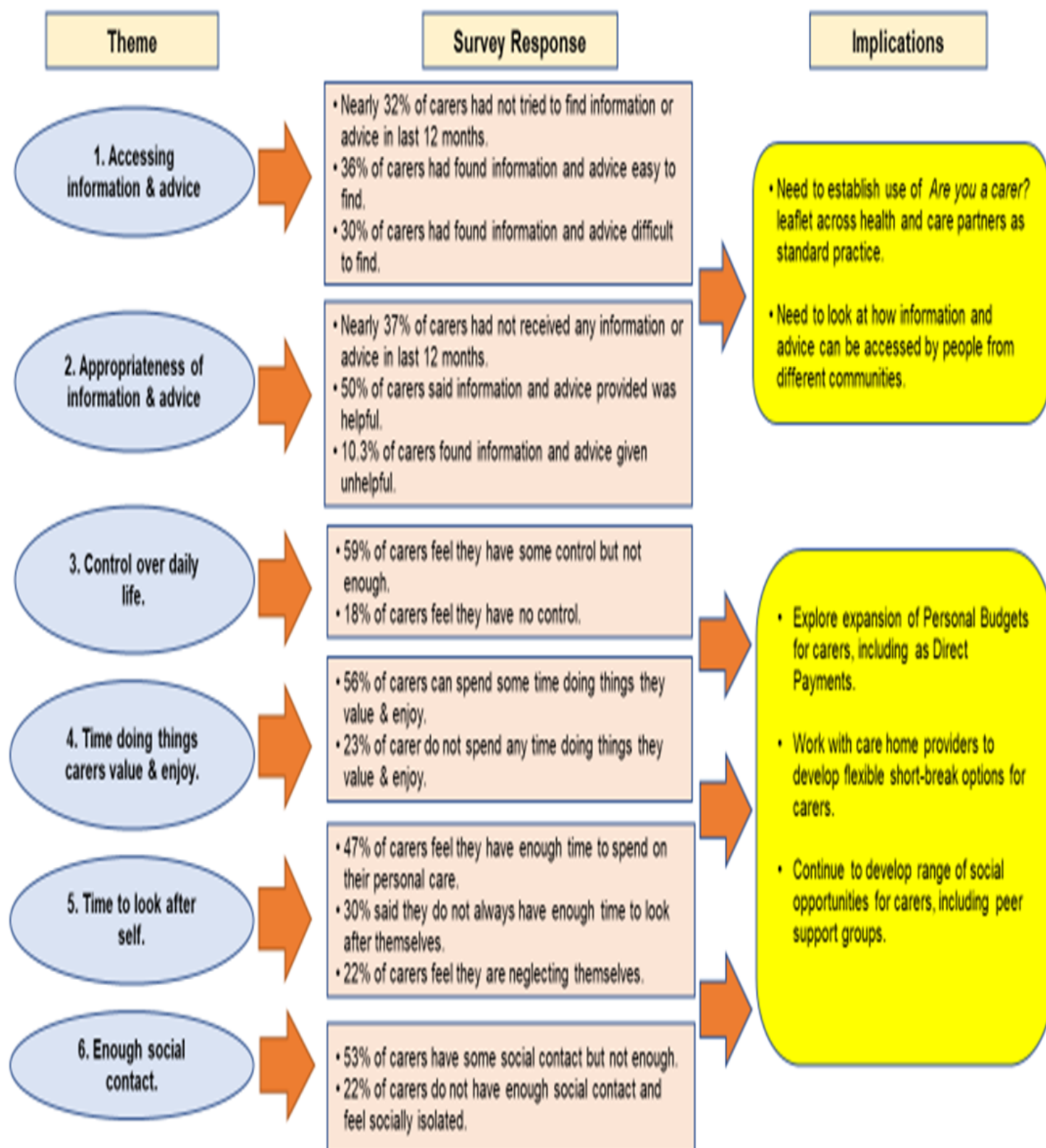
The main conditions that carers were supporting the people they were caring for with were physical disability (nearly 50%); learning disability (42%) and dementia (33%). The main tasks being undertaken by carers were keeping an eye on the cared for person to make sure that they were OK (95%); other practical assistance (95%); and help with paperwork and other financial matters.

Some key facts from the survey include:

- **78% of carers who responded live with the person they care for.** This is a small reduction, i.e., 4%, on the results from the 2018/19 survey but it is difficult to say whether this can be attributed to the Covid-19 pandemic.
- **45% of carers spend over 100 hours a week caring.** This is a 6% reduction on the 2018/19 survey and may be attributable to the Covid-19 pandemic leading to more people taking on caring roles.
- **43% of carers have been performing caring duties for over 20 years.** This is nearly 7% higher than in 2018/19 and it is expected that the percentage will increase as the numbers of carers in the 25 to 64 age group get older.
- **49% of carers are aged 65 and over.** This represents no change on the 2018/19 survey results. The 2021 census shows that 18% of carers are within this age group.

- **25% of people looked after by carers are aged 85 and above.** The census shows that 2% of carers are within this age group.
- **64% of carers are satisfied with the support and care services they receive for themselves and the person they care for.** This represents no change on the 2018/19 survey results and was the third highest out of the eight boroughs in North West London, with the highest score being 71%.

The main results of the survey and their implications are shown below.



Listening to carers: How carer views are collected

Current partners supporting carers obtain feedback from carers in many different ways and this is illustrated below. Some of the feedback that we have had from carers is shown in section 8: Better Outcomes for Carers.

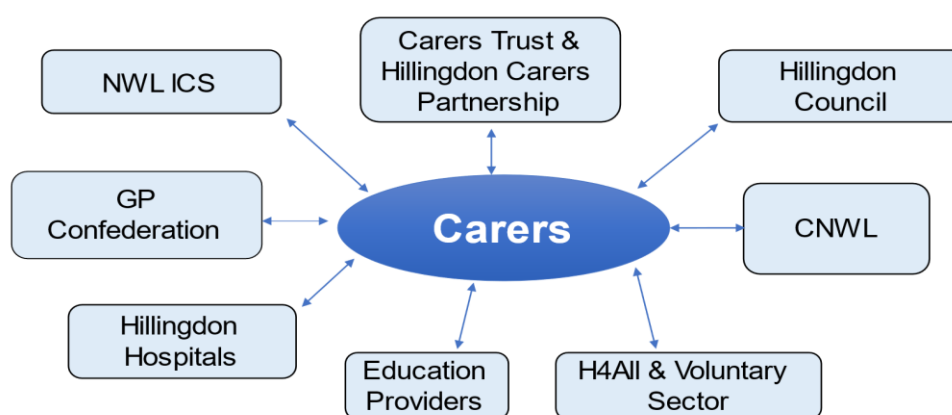
| Council | Hillingdon Carers' Partnership | Other Partners |
|---|--|--|
| <p>Parent carers</p> <ul style="list-style-type: none"> • Day to day social care contact. • Through the Parent Carer Forum. <p>Young & Adult Carers</p> <ul style="list-style-type: none"> • Day to day social care contact. <p>Adult Carers</p> <ul style="list-style-type: none"> • Carer forums held twice a year. • Biennial National Carers' Survey. | <p>Adult Carers</p> <ul style="list-style-type: none"> • Carers' forums held twice a year. • Rolling annual 'We care' Survey. • Post activity questionnaires for one-off events. • Pre- and post-training evaluations. • 'Big Listen' events using interactive feedback methods. • Carer Cafés. • Impact and evaluation framework – baseline assessment as part of Carers Assessment and review after 6 months. • Website <p>Young/Young Adult Carers</p> <ul style="list-style-type: none"> • Questionnaires – hard copy & Survey Monkey annually: <ul style="list-style-type: none"> - Parental Survey - Young carers (5-9 years) - Young carers (10-15 years) • 'Chicken and Chat' and 'Pizza and Planning' events. • Guided discussion workshops. | <p>CNWL Mental Health</p> <ul style="list-style-type: none"> • Hillingdon service user and carer involvement group that meets every two months and has a carer as co-chair. • Co-production activities which include transformation of services. • Head of service and senior manager team regular visits to local carer support group. • Carer involvement in clinical meetings. <p>CNWL Community</p> <ul style="list-style-type: none"> • Centrally run carers' forum chaired by a carer. • Central patient and carer involvement team. <p>https://www.cnwl.nhs.uk/patients-and-carers/patient-and-carer-involvement</p> <ul style="list-style-type: none"> • Check in and chat service for carers. • Dedicated websites. <ul style="list-style-type: none"> https://www.cnwl.nhs.uk/patients-and-carers • Carer involvement in quality improvement and research. • Carer involvement in serious incident investigations. <p>THH</p> <ul style="list-style-type: none"> • Day to day via discussions regarding patient care. • Via contact with PALS. • Patient engagement forum and Patient engagement review group development to include carer input. • Coproduction within the Clinical Modelling Programme from April 2022 – March 2024 to review and improve service delivery. |

The views of carers collected through the channels shown above feed into the multi-agency Carers Strategy Group (CSG) to help shape priorities in the delivery plan intended to implement the vision and outcomes for carers within this strategy. People who are carers or former carers are members of the CSG as experts by experience and are supported in this role by the Carer Support Service provider.

7. Partners Supporting Carers: Our story so far ...

The diagram below shows current partners involved in supporting carers in Hillingdon.

Partners Supporting Carers



Key
CNWL = Central and North West London NHS Foundation Trust
NWL ICS = North West London Integrated Care System

Partner Achievements

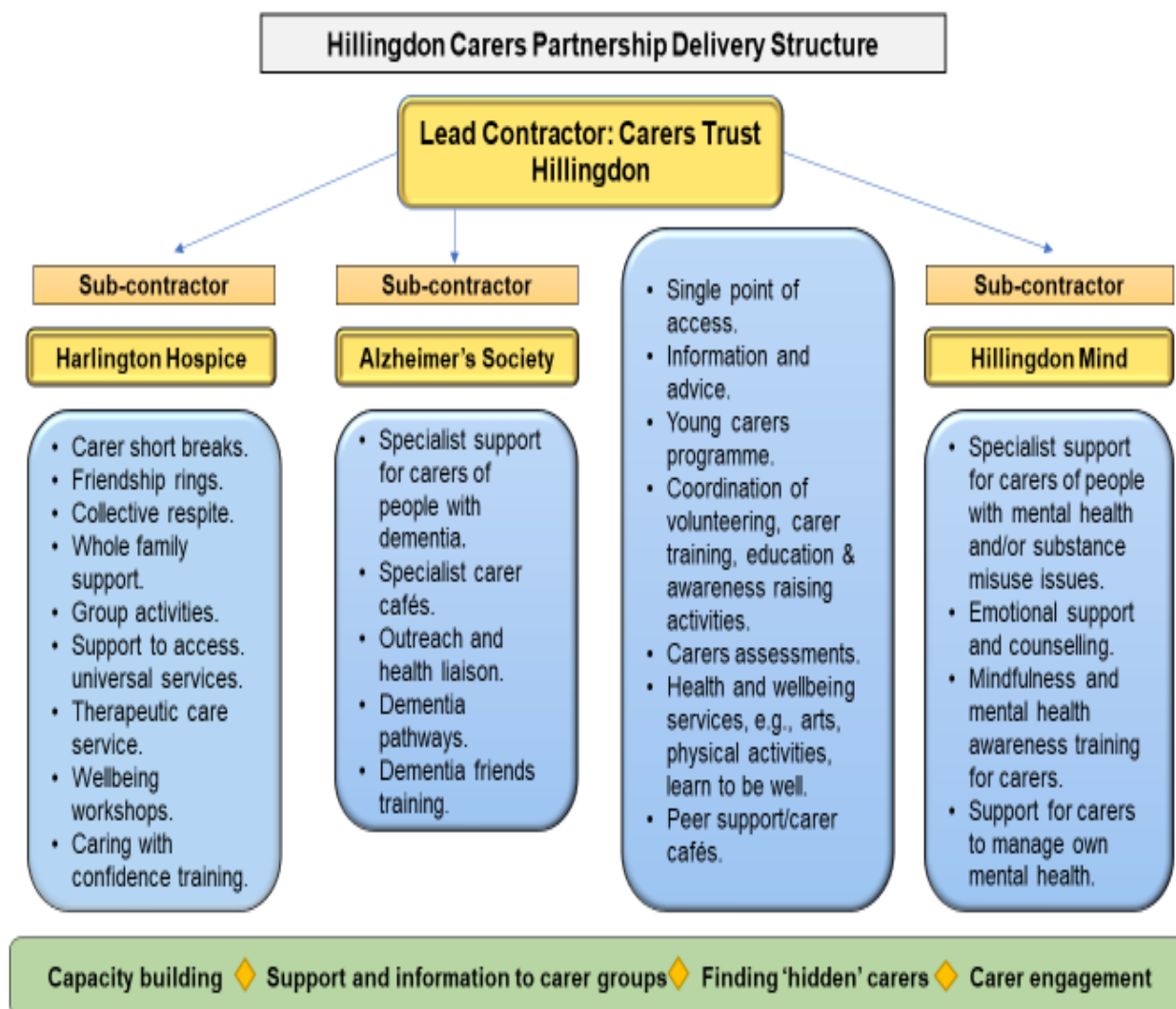
Achievements arising from the 2018 – 2021 Joint Carers' Strategy include:

- One stop shop support service for carers delivered by the Hillingdon Carers' Partnership embedded.
- A rise in the number of carers identified and referred to the Carer Support Service for support by partner organisations across Hillingdon. Of 583 new carers registered in the 12 months from 1.10.21-30.9.22, 223 were referred by partner organisations from outside HCP. By far the greatest rise was from H4All, and the majority of others were from Social Services.
- 27 GP practices with identified carer leads: This increased to all 45 practices in Hillingdon until the Covid-19 pandemic, which resulted in the number reducing to 27.
- Since the pandemic emergency planning is offered to all newly registering carers and following a carers assessment.

- Co-production and distribution across partners of the ‘Are you a carer?’ information booklet.
- A professionally designed information pack for schools has been developed to that has gone to all schools to raise awareness of young carers so that teachers and staff are better placed to support them. This is supported by a schools outreach programme delivered by HCP.
- £1.7m in additional external funding has been secured by the Hillingdon Carers’ Partnership to fund additional services for carers.
- £4,413,856 in additional carer-related benefits has been secured by the Hillingdon Carers’ Partnership between April 2018 and September 2022 to enable carers to manage the financial implications of caring.
- Roll out of the Triangle of Care (see glossary in Annex 1) within secondary mental health services.
- People with multiple caring responsibilities: Systematic identification of people with multiple caring responsibilities established in Adult Social Care to inform social care reviews.
- Improved systems and processes that assist in joining up support and decision making between the Carers’ Support Service, the Council’s Adult and Children’s Services and local health services are in place.
- Development and implementation of the Carer Recognition Scheme.

Support For Young and Adult Carers

The main offer of support to young, young adult and adult carers in Hillingdon is through the Carer Support Service, which is currently being delivered by the Hillingdon Carers Partnership. The diagram below shows how the service is being delivered.



Support for Parent Carers

The support needs of parent carers are considered as part of a child and family assessment. The support available prior to and/or following an assessment is reflected within the Council's published local offer for people with Special Educational Needs and Disabilities (SEND), which can be accessed via this link [SEND local offer - Hillingdon Council](#). A child and family assessment could conclude that a short break is required to give the parent carer and the child or young person some space from one another, which would lead to a short break assessment being undertaken as part of EHCP. The specialist short breaks provider is currently Community Connex Limited.

Challenges for the 2023 – 2028 Strategy

Some of the key challenges that this strategy will seek to address include:

- Ensuring carers receive recognition and respect in the care of their loved one (s).

- Involving a range of carers at a strategic level to comment on the quality of services and shape what services look like in the future.
- Identification of young carers.
- Identification of ‘hidden’ adult carers.
- Identification of carers from under-represented communities, e.g., male carers.
- Ensuring services work together to support the whole family.
- Ensuring that parent carers are recognised and supported.
- Provision of a variety of short break options for carers.
- Identification and support for carers through primary care.
- Offering carer assessments in a way that works for all carers.
- Ensuring carer registers are established and maintained in primary care.
- Managing the impact of the cost of living crisis on carers.
- Exploring how technology can be used more to help carers carry out their role.

8. Better Outcomes for Carers

This section describes the outcomes for carers that the strategy is seeking to achieve. It also summarises the work that will be undertaken to achieve the outcomes and deliver the vision for carers by 2028.

Outcome 1: Carers are identified, recognised and able to make a positive contribution.

| What carers have told us | What we will do 2023 – 2028 |
|--|--|
| <p><i>‘Help carers to identify themselves as carers if they wish to’.</i></p> <p><i>‘Health services should recognise when we’re a carer and help us to recognise this too, especially at the point of diagnosis of the person we’re caring for’.</i></p> <p><i>‘Carer needs sometimes ignored by the Hospital’.</i></p> | <ul style="list-style-type: none"> • The Carer Support Service provider will develop and maintain a Hillingdon Carer Register for all carers supporting residents of Hillingdon to register themselves. This will enable information that may be of assistance to carers to be targeted to them more easily. • Linked to the Hillingdon Carer Register, we will promote the Hillingdon Carer Card to enable carers to identify themselves as |



'Parent carers often aren't recognised. You're just seen as a parent rather than a carer and your needs aren't seen.'

Measuring Delivery

- % of adult carer population on the Carer Register for Hillingdon.
- % adult carers of adults receiving a carer's assessment.
- Number of identified carer champions in GP surgeries/PCNs
- A minimum of 2 Carer Forum meetings taking place each year.
- An annual carer fair held to raise awareness.

carers if required, for example, to health and care professionals.

- We will work with Hillingdon's communities (including the business community) to increase to value to carers of having the Hillingdon Carer Card.
- Options for improving access to needs assessments for parent carers will be explored.
- The feasibility of establishing a measure for the percentage of parent carers receiving a triage assessment will be explored.
- The Carer Support Service provider and health and care partners will work in partnership to ensure the development and maintenance of an understanding by health and care professionals about the role of unpaid carers.
- Carer champions will be identified in all GP practices.
- Carer registers will be established in GP practices.
- In GP practices people with long-term conditions will be proactively asked to identify if they have a carer and who this is.
- Carer passports will be introduced in the Hillingdon Hospitals and 'John's Campaign' will be promoted to ensure that carers are involved and able to support patients during a hospital stay.
- We will ensure that the Cerner electronic patient record (EPR) system is developed so that asking if a patient at Hillingdon Hospitals has a carer or is a carer is a mandatory aspect of assessment and triggers appropriate care planning (where possible and appropriate).

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| | <ul style="list-style-type: none"> • A mechanism will be established at The Hillingdon Hospitals to ensure that, where appropriate, carers are involved in shared decision making alongside patients. • The Triangle of Care will be embedded in CNWL mental health services and rolled out across community health services. • We will explore ways to obtain the views of carers from under-represented communities. • Borough-wide publications such as <i>Hillingdon People</i> will be used to raise awareness of support options available to carers. • Views of carers will be fed to the multi-agency Carers Strategy Group to shape priorities. |
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Outcome 2: The physical and mental health and wellbeing of carers is supported.

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| <p style="text-align: center;">What carers have told us</p> <p><i>‘Ability of carers to cope with caring varies from carer to carer – everyone has a different breaking point’.</i></p> <p><i>‘I am always on alert and feel exhausted, there is no recognition of how caring impacts our health through constant worry about loved ones’.</i></p> <p><i>‘Making relationships is hard for carers as I can’t easily leave the house’.</i></p> <p><i>‘Too many assumptions are made about your willingness to care and the types of support available’.</i></p> | <p style="text-align: center;">What we will do 2023 – 2028</p> <ul style="list-style-type: none"> • Using 2021 census data we will compare the profiles of carers supported under the Carer Support Service contract with the profile of carers on GP registers to identify gaps in support that may require targeted interventions. • We will renew the memorandum of understanding between statutory health and care to agree an integrated approach to identifying and assessing carer need in Hillingdon. • We will ensure the continuation of a one stop support service for carers through the retendering of the Carer Support Service contract. • Carers will be screened in primary care for depression and other health problems. |
| <p style="text-align: center;">Measuring Delivery</p> | |

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| <p>Carer quality of life metrics, i.e., % of adult carers to say:</p> <ul style="list-style-type: none"> • <i>I'm able to spend my time as I want, doing things I value or enjoy.</i> • <i>I have as much control over my daily life as I want.</i> • <i>I look after myself.</i> • <i>I have no worries about my personal safety.</i> • <i>I have as much social contact as I want with the people I like.</i> • <i>I feel I have encouragement and support.</i> | <ul style="list-style-type: none"> • Carers will continue to have access to CNWL Recovery and Wellbeing courses. • We will use new digital technologies to support carers where this is appropriate and will be of assistance, e.g., telecare and telemedicine. • To prevent loneliness and isolation we will continue to develop a range of opportunities for carers to meet with other people, including other carers. This will be delivered through the Carer Support Service contract, the promotion of Direct Payments for carers who meet the National Eligibility Criteria for carers and social prescribing. Social prescribing will also assist carers who do not meet eligibility criteria. • We will facilitate access to education for adult carers who wish to continue or restart structured learning. • Partners will liaise with the Council's Safeguarding Adults Team to ensure that safeguarding issues identified are responded to appropriately. This may, where necessary and appropriate, include liaison with the Metropolitan Police Service. |
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Outcome 3: The financial impact of being a carer is minimised.

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| <p style="text-align: center;">What carers have told us</p> <p><i>'When I became a carer, I had no idea how I was going to manage financially'.</i></p> <p><i>'I took a part time job to try and fit in with my caring role but was often unable to pick up the shifts due to the priority of caring'.</i></p> | <p style="text-align: center;">What we will do 2023 – 2028</p> <ul style="list-style-type: none"> • Access to information, advice and support about allowances and benefit entitlements will continue to be delivered through the Carer Support Services contract. • We will ensure that information and guidance to employers about the rights of people with caring responsibilities is available. |
| <p style="text-align: center;">Measuring Delivery</p> | |

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| <ul style="list-style-type: none"> Value of benefits/allowances secured for carers. | <ul style="list-style-type: none"> We will relaunch guidance for employers on how to support working carers. |
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Outcome 4: Carers have a life alongside caring.

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| <p style="text-align: center;">What carers have told us</p> <p><i>‘Ability of carers to cope with caring varies from carer to carer – everyone has a different breaking point’.</i></p> <p><i>‘I am always on alert and feel exhausted, there is no recognition of how caring impacts our health through constant worry about loved ones’.</i></p> | <p style="text-align: center;">What we will do 2023 – 2028</p> <ul style="list-style-type: none"> We will promote the use of Direct Payments to secure more personalised options for addressing the social care needs of carers. We will also explore options for Personal Health Budgets in the form of Direct Payments to meet assessed health needs as well integrated budgets to meet health and social care needs. We will work with care home providers to develop more flexible respite options to respond to the needs of carers. We will continue to develop flexible short break options as the needs of carers change over the lifetime of the strategy. We will review the short break options available to parent carers. The Carer Support Service Provider will work with the Council and Neighbourhoods to support carers to develop emergency replacement care plans. We explore options to support carers and former carers into employment. Examples of support included would be help with job-searching, applications & CVs, and interview techniques; wellbeing support; IT skills; and access to training. Through the Carer Support Service, we will support carers to access volunteering opportunities in or near their communities. |
| <p style="text-align: center;">Measuring Delivery</p> <ul style="list-style-type: none"> Number of adult carers in receipt of short break opportunities. Number of short break opportunities available. % of carers supported by Adult Social Care receiving support in full or in part via Direct Payments. Number of carers having health needs met through Personal Health Budgets. | |

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| | <ul style="list-style-type: none"> • People who are carers or former carers will be supported to be members of the Carers Strategy Group as experts by experience. |
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Outcome 5: Carers have access to quality information and advice at any point in their caring journey and know where to find this.

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| <p style="text-align: center;">What carers have told us</p> <p><i>‘Provide us with someone to talk to who knows the relevant system/processes inside-out and can make this easier for us to ask the right questions’.</i></p> <p><i>‘What happens when you don’t know your way around social care? Or if you do, you don’t know what to say’.</i></p> <p><i>‘Understand that Black, Asian and minority ethnic carers may not be familiar with the support offered by services or may not be able to access them’.</i></p> <p><i>‘Allowances need to be made carers who aren’t confident using a computer’.</i></p> | <p style="text-align: center;">What we will do 2023 – 2028</p> <ul style="list-style-type: none"> • Good quality information and advice will continue to be provided through the Carer Support Service contract. • Through the Carer Support Service contract, we will continue to keep health and care professionals updated about sources of help and onward referral. • We will explore different approaches to the delivery of information and advice to ensure access from Hillingdon’s diverse communities. • We will ensure that carers have access to information, advice and support about the hospital discharge process and what to expect after discharge. • We will ensure that the Patient Advisory and Liaison Service (PALS) at The Hillingdon Hospitals has the necessary information and resources to sign-post carers and patients with carers to access support. |
| <p style="text-align: center;">Measuring Delivery</p> <ul style="list-style-type: none"> • % of adult carers who have found it easy to access information and/or advice. • % of adult carers who are satisfied with the information and/or advice they have received. | |

Outcome 6: Carers have the skills they need for safe caring.

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| <p style="text-align: center;">What carers have told us</p> <p><i>‘When you become a carer for a loved one, assumptions are often made that you know what to do and how to do it and this isn’t always true’.</i></p> | <p style="text-align: center;">What we will do 2023 – 2028</p> <ul style="list-style-type: none"> • We will listen to what carers have to say about the skills they need to undertake their caring role. |
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| <p style="text-align: center;">Measuring Delivery</p> <ul style="list-style-type: none"> • Number, range and utilisation of training opportunities for young, adult and parent carers. | <ul style="list-style-type: none"> • We will inform carers through a Carer Register developed under the Carer Support Service contract about new skills that they may need, e.g., infection prevention and control measures, manual handling, etc. • The Carer Support Service provider will work with the Council and health and care partners to develop training opportunities for carers so that they have the skills to continue in their caring role safely. |
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Outcome 7: Young carers are supported from inappropriate caring and provided with the support they need to learn, develop and thrive and enjoy being a young person.

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| <p style="text-align: center;">What young carers have told us</p> <p><i>‘Our role as young carers should be acknowledged when we are supporting a member of our family’.</i></p> <p><i>‘It should be recognised that I am a carer and still young’.</i></p> <p><i>‘I need people to talk to me about being a carer in a way that I will understand’.</i></p> | <p style="text-align: center;">What we will do 2023 – 2028</p> <ul style="list-style-type: none"> • We will continue to work with schools to ensure that young carers are identified and can access appropriate support. • Working with young carers we will keep the young carers’ assessment process under review to ensure that it is fit for purpose. • We will continue to develop the range of age-appropriate short break opportunities for young carers. This will mainly be delivered through the Carer Support Services contract and partnership working with the voluntary and community sector. • To guard against young carers providing inappropriate levels of caring or otherwise experiencing abuse or neglect, we will ensure that there is an awareness among stakeholders of the signs to look out for and action to take if they spot, such as a referral to the Stronger Families Hub. |
| <p style="text-align: center;">Measuring Delivery</p> <ul style="list-style-type: none"> • % of young carer population on Carer Register for Hillingdon. • Number of young carers in receipt of short break opportunities. • Number of short break opportunities available. | |

9. Delivering Better Outcomes for Carers: Monitoring Delivery

The Delivery Plan

The delivery plan that summarises the actions that will be undertaken during the lifetime of the strategy can be seen in Annex 2. This shows the actions that will be delivered in the short-term (2023/24), medium-term (2024/26) and the longer-term (2026/28). The expectation is that the delivery plan will be a living document and priorities may change over the lifetime of the strategy in response to evolving need.

The multi-agency Carers Strategy Group has responsibility for monitoring implementation of the actions within the delivery plan, the content of which will be reviewed on an annual basis to ensure that it is responsiveness to the changing needs of carers in Hillingdon. An annual update on the implementation of the delivery plan as well as emerging challenges for carers will be reported to the Council's Cabinet and the Delivery Board for Hillingdon's borough-based partnership. Annex 3 shows how delivery of carers strategy fits into the management of Hillingdon's health and care system.

Measuring Delivery

The metrics that will be used to test the success of the strategy in supporting carers in Hillingdon are shown above in section 8: *Better Outcomes for Carers*. It is expected that metrics will evolve during the lifetime of the strategy.

Annex 1 – Glossary of Terms Used in Strategy Document

This annex is intended to explain terms used in this strategy document that have not been explained elsewhere.

| Term | Explanation |
|---|---|
| Carer passports | A carer passport in a hospital is a simple tool which identifies someone as being in a caring role for one of the hospital's patients, involving them more fully in the patient's care, and connecting them with further support. |
| Carer Recognition Scheme | This was a scheme introduced by the Council in 2018 that enabled people to nominate carers for a recognition certificate awarded by the Mayor of Hillingdon. |
| Education, Health and Care Plan (EHCP) | An EHCP is for children and young people aged up to 25 who need more support than is available through special educational needs support. EHCPs identify educational, health and social needs and set out the additional support to meet those needs. |
| H4All | This is a consortium of local voluntary and community sector organisations that includes Age UK, Carers Trust Hillingdon, the Disablement Association Hillingdon (DASH), Harlington Hospice and Hillingdon Mind. |
| John's Campaign | John's Campaign is a campaign for extended visiting rights for family carers of patients with dementia in hospitals in the United Kingdom. It applies to all hospital settings (acute, community, mental health). |
| NHS Digital | NHS Digital is the trading name of the Health and Social Care Information Centre, which is the national provider of information, data and IT systems for commissioners, analysts and clinicians in health and social care in England, particularly those involved with the National Health Service of England |
| Neighbourhood Teams | Local areas of often 30,000-50,000 people supported by primary care, other health partners and the Council to improve the health and wellbeing of the community and tackle health inequalities. |
| Primary Care | Primary care services provide the first point of contact in the healthcare system, acting as the 'front door' of the NHS. Primary care includes general |

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| | practice (GPs), community pharmacy, dental, and optometry (eye health) services. |
| Primary Support Reason | <p>Means one or more of the following categories of need set out in the guidance for the statutory annual Short and Long Term (SALT) return to the NHS Digital:</p> <ul style="list-style-type: none"> • Physical Support: Access & mobility only • Physical Support: Personal care support • Sensory Support: Support for visual impairment • Sensory Support: Support for hearing impairment • Sensory Support: Support for dual impairment • Support with Memory & Cognition • Learning Disability Support • Mental Health Support • Social Support: Substance misuse support • Social Support: Asylum seeker support • Social Support: Support for Social Isolation/Other |
| Social Prescribing | In Hillingdon this is where H4All Wellbeing Officers working with Neighbourhood Teams link up residents with community groups and activities to provide practical and emotional support to address their needs. |
| Triangle of Care | <p>The Triangle of Care guide was launched in July 2010 by The Princess Royal Trust for Carers (now Carers Trust) and the National Mental Health Development Unit. There are six standards to the Triangle of Care, and these are:</p> <ol style="list-style-type: none"> 7. Carers and the essential role they play are identified at first contact or as soon as possible thereafter. 8. Staff are '<i>carer aware</i>' and trained in carer engagement strategies. 9. Policy and practice protocols re: confidentiality and sharing information, are in place. 10. Defined post(s) responsible for carers are in place, e.g., Carers' leads or champions. 11. A carer introduction to the service and staff is available, with a relevant range of information across the care pathway, e.g., an introductory |

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| | <p>letter from the team or ward explaining the nature of the service provided and who to contact.</p> <p>12. A range of carer support services is available.</p> |
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Annex 2 – Joint Carers’ Strategy 2023 – 2028 Delivery Plan

| Outcome 1: Carers are identified, recognised and able to make a positive contribution. | | | | | |
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| | Activity | 2023/24 | 2024/26 | 2026/28 | Lead Organisation |
| 1.1 | Relaunch the Carer Support Service Carer Register to encourage carers to register. | √ | | | LBH/Carer Support Service Provider |
| 1.2 | Develop the Hillingdon Carer Card to improve its attractiveness to carers. | √ | √ | | Carer Support Service Provider |
| 1.3 | Re-establish carer leads in 100% of GP practices that are members of The [GP] Confederation. | √ | √ | | The [GP] Confederation |
| 1.4 | Explore options for improving access to needs assessments for Parent Carers. | √ | | | LBH |
| 1.5 | Introduce Carer passports at Hillingdon Hospitals. | √ | √ | | Hillingdon Hospitals |
| 1.6 | Ensure that the Cerner electronic patient record (EPR) system is developed so that asking if a patient has a carer or is a carer is a mandatory aspect of assessment and triggers appropriate care planning (if possible and where appropriate). | √ | √ | | Hillingdon Hospitals |
| 1.7 | Establish a ‘ <i>colleague as a carer</i> ’ support group as part of Hillingdon Hospitals’ staff wellbeing workstream. | √ | | | Hillingdon Hospitals |
| 1.8 | Roll out the Triangle of Care across community health services. | √ | √ | √ | CNWL |
| 1.9 | Review the role of the carer forums. | √ | | √ | LBH |
| 1.10 | Explore ways of obtaining the views of ‘ <i>hidden</i> ’ carers across Hillingdon’s diverse communities. | √ | √ | √ | Carer Support Service Provider |
| 1.11 | Explore options for re-establishing a Carer Recognition Scheme. | | √ | | LBH |

| Outcome 2: The physical and mental health and wellbeing of carers is supported. | | | | | |
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| | Activity | 2023/24 | 2024/26 | 2026/28 | Lead Organisation |
| 2.1 | Subject to availability of suitable permissions, complete comparison of carers on GP registers with those on the Carer Register developed by the Carer Support Service provider to identify gaps in support. | √ | √ | √ | Carer Support Service Provider/The Confederation |
| 2.2 | Refresh the Memorandum of Understanding between health and care partners on an integrated approach to identifying and assessing carer need in Hillingdon. | √ | | | LBH |
| 2.3 | Complete development of a baseline profile of carers currently supported, i.e., age, gender, ethnicity and location in the borough to map against the health and wellbeing needs of Hillingdon's population identified from the 2021 census. | √ | | | LBH |
| 2.4 | Retender the Carer Support Service contract to comply with procurement regulations and secure service stability for up to eight years. | √ | | | Carer Support Service Provider |
| 2.5 | Implement the <i>Carers and Hospital Discharge: Toolkit for London Hospitals and Community Providers</i> across Hillingdon Hospitals. | √ | √ | | Hillingdon Hospitals |
| 2.6 | Roll out screening of carers for depression and other health problems in GP practices. | √ | √ | √ | The Confederation |
| 2.7 | Complete pilot of bespoke bereavement counselling service for carers supported through caring at end of life. | √ | | | Carer Support Service Provider |

| Outcome 3: The financial impact of being a carer is minimised. | | | | | |
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| | Activity | 2023/24 | 2024/26 | 2026/28 | Lead Organisation |
| 3.1 | Develop web-based information for employers about the rights of people with caring responsibilities. | | √ | | Carer Support Service Provider |
| 3.2 | Explore re-launch of the guidance for employers of carers in employment. | | √ | | LBH |

| Outcome 4: Carers have a life alongside caring. | | | | | |
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| | Activity | 2023/24 | 2024/26 | 2026/28 | Lead Organisation |
| 4.1 | Explore options for increasing the percentage of adult carers supported by the Council having needs met via Direct Payments. | √ | √ | | LBH |
| 4.2 | Explore scope for health needs of carers being addressed through Personal Health Budgets taken as Direct Payments and Integrated Budgets. | | √ | | NWL ICB |

| Outcome 5: Carers have access to quality information and advice at any point in their caring journey and know where to find this. | | | | | |
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| | Activity | 2023/24 | 2024/26 | 2026/28 | Lead Organisation |
| 5.1 | Include information about support for carers on web pages of 100% GP practice. | √ | √ | | The Confederation |
| 5.2 | Establish a means of ensuring that the information held by the Patient Advisory and Liaison Service (PALS) at Hillingdon Hospitals is kept up to date. | √ | | | Hillingdon Hospitals |

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| 5.3 | Develop a programme to ensure that information and advice is accessible to Hillingdon's diverse communities. | √ | √ | √ | Carer Support Service Provider |
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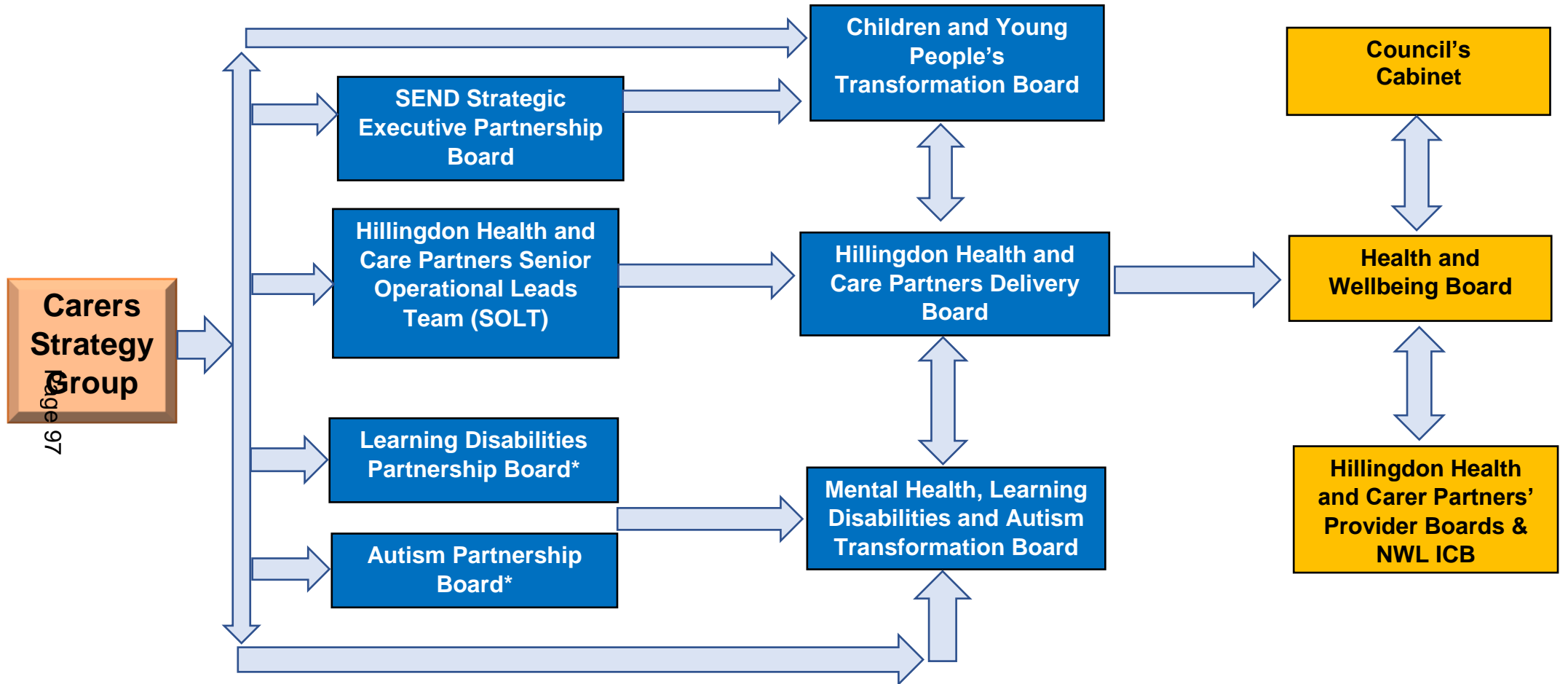
| Outcome 6: Carers have the skills they need for safe caring. | | | | | |
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| | Activity | 2023/24 | 2024/26 | 2026/28 | Lead Organisation |
| 6.1 | In consultation with carers, keep under review their training needs and develop an annual training programme with health and care partners. | √ | √ | √ | Carer Support Service Provider |
| 6.2 | Develop an end of life training programme for carers that is reviewed annually. | √ | √ | √ | Carer Support Service Provider |

| Outcome 7: Young carers are supported from inappropriate caring and provided with the support they need to learn, develop and thrive and enjoy being a young person. | | | | | |
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| | Activity | 2023/24 | 2024/26 | 2026/28 | Lead Organisation |
| 7.1 | Working with young carers, review the young carer assessment process to ensure that it is fit for purpose. | √ | | | LBH |
| 7.2 | Increase the number of schools participating in a young carer recognition programme. | √ | √ | √ | Carer Support Service Provider |
| 7.3 | Support schools to develop their own support provision for young carers. | √ | | | Carer Support Service Provider |

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| 7.4 | Develop and deliver support sessions in school for the most disadvantaged young carers, e.g., those caring for a parent with mental ill health and/or substance misuse. | √ | √ | √ | Carer Support Service Provider |
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Annex 3 – Carers Strategy Delivery Governance Arrangements



Key

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| | Statutory Bodies |
| | Governance Group |
| | Reporting line |
| | Boards also reporting to the SEND Strategic Partnership Board |

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PARKING ENFORCEMENT POLICY: OBSERVATION PERIODS

| | |
|-----------------------------|------------------------------------|
| Cabinet Member(s) | Cllr Eddie Lavery |
| Cabinet Portfolio(s) | Residents' Services |
| Officer Contact(s) | Beth Rutherford, Place Directorate |
| Papers with report | Appendix 1: Observation Times |

HEADLINES

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| Summary | This report seeks approval to change the Council's Parking Enforcement Policy relating to observation periods before a Penalty Charge Notice (PCN) is issued and to pursue Vehicle Drive Away or Prevented from Issue PCNs. |
| Putting our Residents First Delivering on the Council Strategy 2022-2026 | This report supports our ambition for residents / the Council of: Live active and healthy lives This report supports our commitments to residents of: Safe and Strong Communities |
| Financial Cost | There is a cost of £5k to carry out the required configuration changes to the Penalty Charge Notice processing system. |
| Relevant Select Committee | Residents' Services Select Committee |
| Relevant Ward(s) | All Wards |

RECOMMENDATIONS

That the Cabinet:

- 1) **Agrees to change the observation times before a Penalty Charge Notice is issued as per Appendix 1: Observation Times.**
- 2) **Agrees to implement the enforcement of Vehicle Drive Away and Prevented from Issue Penalty Charge Notices, permitted under the Traffic Management Act 2004 (as amended).**

Reasons for recommendation

Enhanced enforcement of traffic management regulations will improve compliance with those regulations, improve road safety and contribute to ensuring the traffic on the highways network is kept moving.

The proposed changes to observation times are to encourage drivers to actively choose to park legally instead of illegally parking during the Council's current observation time. The enforcement of Vehicle Drive Away (VDA) and Prevented from Issue (PFI) Penalty Charge Notices (PCNs) will also penalise those drivers that choose to park illegally and obstruct the issue of a PCN.

Alternative options considered / risk management

An alternative option is to not implement these changes; however, this would not enhance compliance by motorists.

Under the parking enforcement powers within the Traffic Management Act 2004 (as amended) the Council is entitled to enforce VDA and PFI PCNs. Contraventions requiring a constant observation time are recommended to have an observation period so that the Civil Enforcement Officer can establish if an exemption applies before a PCN is issued. There is no set time in legislation for an observation time although guidance refers to five minutes being generally accepted.

Democratic compliance / previous authority

No previous decision has been made regarding the observation times. In addition, the powers to enforce VDA and PFI PCNs have been available since 2004 but not implemented.

Select Committee comments

None at this stage.

SUPPORTING INFORMATION

Background

1. The Council is responsible for the management of parking, moving traffic and bus lane restrictions on adopted highways and in car parks across the borough. Enforcement of parking restrictions is mainly carried out by Civil Enforcement Officers (CEOs) provided by the Council's contractor, APCOA Parking UK Ltd. School Keep Clears and Bus Stops are also enforced by CCTV cameras. Moving traffic and bus lane restrictions are enforced by CCTV.

Vehicle Drive Away and Prevented From Issue

2. Under the Traffic Management Act 2004, Parking Services may pursue the issue of a PCN if a vehicle is driven away before it can be served, or if the driver prevents the PCN from

being issued (due to aggressive behaviour). These are known as Vehicle Drive Away (VDA) and Prevented from Issue (PFI).

3. The Council does not currently pursue these PCNs and, therefore, if a VDA or PFI PCN is currently issued it is cancelled and consequently the driver does not receive any retribution for their action. In 2022, 76 PFI and 97 VDA PCNs were not pursued. Between January and August 2023, 21 PFI and 117 VDA PCNs had also not been pursued.
4. It is therefore proposed that the Council adopts the permitted issuing of VDA and PFI PCNs under the Traffic Management Act 2004 (as amended). The statutory process of a VDA/PFIs would be to instantly request DVLA keeper details. Once received, a PCN is issued by post. Under legislation, those in receipt of the PCN will still be offered the discount period and be able to make formal representations against the PCN.

Observation Times

5. There are three types of observation times: Instant, Constant and Casual. An instant observation is for high level offences where no exemption applies. A constant observation time is where an exemption may apply and therefore CEOs need to observe the vehicle to establish if an exemption does apply. A casual observation period applies to offences whereby time limits apply, for example a 20-minute free bay. A casual observation period is followed by a constant observation period.
6. The Code of Practice on Civil Parking Enforcement issued by London Councils states that “five minutes is the generally accepted period of observation”. This is however advisory and not required in legislation.
7. The Council currently provides a five-minute observation period across all constant parking offences. Instead of parking legally, some drivers instead choose to park illegally for these five minutes before driving away. This causes inconvenience to other road users and does not drive compliance of parking restrictions.
8. A review of neighbouring boroughs identified that Hounslow has a three-minute observation period and Ealing a two-minute observation period. Harrow does not openly advertise its observation period.
9. To improve compliance with parking regulations within the borough, Appendix 1 sets out proposed changes to observation times based of the type of offence taking place.

Financial Implications

This report recommends the adoption and implementation of VDA and PFIs PCNs under the Traffic Management Act 2004 (as amended) and changes to the observation times provided before a PCN is issued.

Costs associated with system configuration changes to implement the VDA and PFI statutory process and revisions to the observation times are estimated at £5k. Depending on the offence committed, PCNs are issued at either £110 or £60, reduced to £55 or £30 if paid within 14 days Based on recent volumes of instances of VDAs and PFIs, as referenced in paragraph 3 above,

and the discount rate of £55, c.£10k of income would be generated annually via pursuing such PCNs (sufficient to cover the initial reconfiguration costs).

If approved, the actual impact of this - and the proposal to amend observation times - would be tracked closely as part of the monthly monitoring cycle. Any requirement for budgetary realignment will be considered as part of the Council's ongoing MTF process. However, whilst there may be an uptick in the number of PCNs issued and associated income in the short term, these would be expected to then reduce as both awareness levels and adherence to the restrictions increase.

RESIDENT BENEFIT & CONSULTATION

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

Road safety would be improved and traffic congestion reduced, by deterring motorists from undertaking unsafe manoeuvres or causing obstructions as they will become aware that enforcement action will be taken against them.

Effective enforcement of the traffic regulations will assist in improving air quality, helping to reduce carbon levels and making the local environment more pleasant for pedestrians.

Consultation carried out or required

No specific consultation has been carried out or is required in respect of undertaking enforcement of the parking and traffic regulations, but parking and traffic management regulations are consulted on before they are introduced. In addition, a number of parking regulations are specific within the Highway Code.

CORPORATE CONSIDERATIONS

Corporate Finance

Corporate Finance have reviewed this report and concur with the Financial Implications set out above, noting the recommendations to agree to change the observation times before a Penalty Charge Notice is issued and implement the enforcement of Vehicle Drive Away and Prevented from Issue Penalty Charge Notices, with these changes expected to yield additional income that will be considered as part of the refresh of the Council's budget strategy, noting the expectation that income yield will reduce in the medium term.

Legal

As the Council is the civil enforcement authority for parking and traffic contraventions in the Hillingdon area, Legal Services confirm that the Council is responsible for the functions addressed in this report pursuant to regulations 5 and 10 of the Civil Enforcement of Road Traffic Contraventions (Approved Devices, Charging Guidelines and General Provisions) (England) Regulations 2022, which were made under the Traffic Management Act 2004 and the London Local Authorities and Transport for London Act 2003.

Regulation 10 covers vehicle drive away (VDA) and prevented from issue (PFI) penalty charge notices (PCNs). These are PCNs that can be served by post, typically within 28 days of the contravention date (exceptions apply as stated in regulation 10(7)-(8)). Such PCNs may be served by the Council where civil enforcement officers (CEOs) have:

- (i) attempted to give a PCN under the normal regulation 9 procedure, which involves affixing the PCN to the vehicle or handing it to the person who appears to be in charge of the vehicle, but have been prevented from doing so by any person; or
- (ii) begun preparing to give the PCN under the regulation 9 procedure, but the vehicle has driven away from the relevant place it was parked in contravention.

VDA and PFI PCNs must meet the rules set out in the 2022 Regulations. This includes a requirement for them to be served on the person appearing to be the owner of the vehicle involved, and to include various particulars prescribed in paragraph 3 of Schedule 2 and the information about appeals set out in regulation 3(2) of the Civil Enforcement of Road Traffic Contraventions (Representations and Appeals) (England) Regulations 2022.

Pursuant to regulation 24, charges attached to PCNs in London continue to be those determined by a joint committee of the London boroughs. An account of all income and expenditure relating to Traffic Management Act 2004 parking contraventions must be maintained according to regulation 25. The Council must adhere to these provisions.

Observation times prior to PCN issue are a risk-managing mechanism and a matter of policy for the Council to satisfy itself that there has been a contravention that is not exempt. An observation time sufficient to the offence in question may assist CEOs in establishing whether an exemption to enforcement applies and work as evidence to rebut any assertions that the vehicle was exempt. The content at paragraph 7 - 9 of this report and in Appendix 1 suggests that an exercise has been undertaken to evaluate a proportionate enforcement time for each offence in order to strike a balance that allows the opportunity to check whether an exemption exists whilst avoiding contraveners escaping due enforcement.

Provided that the various rules and regulations cited above are complied with, Legal Services confirms that there are no legal impediments to following the recommendations set out in this report, namely changing observation times before a PCN is issued as per Appendix 1 and implementing VDA and PFI PCNs.

As an overarching general consideration, pursuant to section 87 of the Traffic Management Act 2004, the Council and its CEOs must continue, in connection with civil enforcement of traffic contraventions, to have regard to the statutory guidance issued by the Department for Transport.

BACKGROUND PAPERS

NIL

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Appendix 1: Observation Times

| Proposal | Offence Code | Summary of Offence | Charge | Current Observation Time | Proposed Observation Time | Deregulation Act | Loading/Unloading | Comment |
|-------------|--------------|--|-------------------|--------------------------|---------------------------|--|-------------------|----------------------|
| Reduce | 01 | Single/double yellow line | Higher (£110/£55) | 5 Minutes | 3 Minutes | N/A | Up to 40 minutes | |
| No Change | 02 | Yellow line loading ban (kerb blips) | Higher (£110/£55) | 0 Minute | 0 Minute | N/A | Not allowed | |
| Reduce | 05 | P&D ticket expired | Lower (£60/£30) | 5 Minutes | 3 Minutes | Yes - PCN cannot be issued until 10 minutes after expired time, observation period can be included in the 10 minutes | Up to 20 minutes | |
| Reduce | 06 | No P&D ticket | Lower (£60/£30) | 5 Minutes | 3 Minutes | Yes - PCN cannot be issued until 10 minutes after the charging times start, observation period can be included in the 10 minutes | Up to 20 minutes | |
| No Change | 07 | Purchasing another P&D beyond maximum stay | Lower (£60/£30) | 0 Minute | 0 Minute | N/A | | |
| New Offence | 11u | Cashless parking only locations | Lower (£60/£30) | N/A | 3 Minutes | Yes - PCN cannot be issued until 10 minutes after the charging times start, observation period can be included in the 10 minutes | Up to 20 minutes | Offence not yet used |

| | | | | | | | | |
|-----------------------|------|---|-------------------|-----------|-----------|--|------------------|---|
| No Change | 12 | Resident bay, no permit | Higher (£110/£55) | 5 Minutes | 5 Minutes | Yes - PCN cannot be issued until 10 minutes after the charging times start, observation period can be included in the 10 minutes | Up to 20 minutes | Also applies to shared use bay (resident/P&D) |
| New Offence | 14 | Electric bay no charging | Higher (£110/£55) | N/A | 3 Minutes | N/A | Up to 20 minutes | Offence not yet used |
| Reduce | 16 | Permit bay, no permit | Higher (£110/£55) | 5 Minutes | 3 Minutes | N/A | Up to 20 minutes | E.g. business bays/brown badge bays |
| No Change Page 106 | 19 | Resident bay, expired permit | Lower (£60/£30) | 5 Minutes | 5 Minutes | Yes - PCN cannot be issued until 10 minutes after expired time (if applicable), observation period can be included in the 10 minutes | Up to 20 minutes | Also applies to shared use bay (resident/P&D) |
| No Change | 21 | Suspended bay | Higher (£110/£55) | 0 Minute | 0 Minute | N/A | | |
| Reduce | 22 | No complying with a 'no return' restriction | Lower (£60/£30) | 5 Minutes | 3 Minutes | | Up to 20 minutes | |
| Reduce | 23 | Wrong vehicle (e.g. car in motorbike bay) | Higher (£110/£55) | 5 Minutes | 3 Minutes | | Up to 20 minutes | |
| Reduce | 23 2 | Wrong vehicle in goods vehicle loading bay | Higher (£110/£55) | 5 Minutes | 0 Minute | | | Not yet in use, part of a project |
| Reduce | 24 | Parked out of bay | Lower (£60/£30) | 5 Minutes | 3 Minutes | | Up to 20 minutes | |

| | | | | | | | | |
|-----------|----|--|-------------------|-----------|-----------|--|--|--|
| Reduce | 25 | Loading bay without loading | Higher (£110/£55) | 5 Minutes | 3 Minutes | | Up to 20 minutes, unless sign states otherwise | |
| Reduce | 26 | Parked more than 50cm away from kerb (double parked) | Higher (£110/£55) | 5 Minutes | 3 Minutes | | Up to 20 minutes | |
| Reduce | 27 | Dropped kerb | Higher (£110/£55) | 5 Minutes | 3 Minutes | | Up to 20 minutes | |
| Reduce | 28 | Raised kerb | Higher (£110/£55) | 5 Minutes | 3 Minutes | | Up to 20 minutes | |
| Reduce | 30 | Parked for longer than allowed time | Lower (£60/£30) | 5 Minutes | 3 Minutes | Yes - PCN cannot be issued until 10 minutes after permitted time has been exceeded, observation period can be included in the 10 minutes | Up to 20 minutes | |
| Reduce | 40 | Disabled bay | Higher (£110/£55) | 5 Minutes | 3 Minutes | | Up to 20 minutes | |
| No Change | 45 | Taxi rank | Higher (£110/£55) | 0 Minute | 0 Minute | | | |
| No Change | 46 | Clearway (e.g. Ducks Hill Road) | Higher (£110/£55) | 0 Minute | 0 Minute | | | |
| No Change | 47 | Bus stop/stand | Higher (£110/£55) | 0 Minute | 0 Minute | | | |
| No Change | 48 | School yellow keep clear markings | Higher (£110/£55) | 0 Minute | 0 Minute | | | |

| | | | | | | | | |
|-----------|----|--|-------------------|---|---|--|------------------|-----------------------|
| Reduce | 49 | Cycle track/lane | Higher (£110/£55) | Cycle Track: 0 Mins Cycle Lane: 5 Mins | Cycle Track: 0 Mins Cycle Lane: 3 Mins | | | |
| Reduce | 55 | Overnight waiting ban | Higher (£110/£55) | 5 Minutes | 3 Minutes | | Up to 20 minutes | Commences from 6.30pm |
| No Change | 61 | Footway parking - commercial vehicle | Higher (£110/£55) | 0 Minute | 0 Minute | | Up to 20 minutes | |
| No Change | 62 | Footway parking | Higher (£110/£55) | 0 Minute | 0 Minute | | Up to 20 minutes | |
| Reduce | 71 | Electric bay no charging (car park) | Higher (£110/£55) | 5 Minutes | 3 Minutes | | Up to 20 minutes | |
| Reduce | 73 | Cashless parking only locations (car park) | Lower | 5 Minutes | 3 Minutes | | Up to 20 minutes | Offence not yet used |
| No Change | 78 | Suspended bay (car park) | Higher (£110/£55) | 0 Minute | 0 Minute | | | |
| Reduce | 80 | Parked for longer than allowed time (car park) | Lower (£60/£30) | 5 Minutes | 3 Minutes | Yes - PCN cannot be issued until 10 minutes after permitted time has been exceeded, observation period can be included in the 10 minutes | Up to 20 minutes | |
| No Change | 81 | Restricted area (car park) | Higher (£110/£55) | 0 Minute | 0 Minute | | | |
| Reduce | 82 | P&D ticket expired (car park) | Lower (£60/£30) | 5 Minutes | 3 Minutes | Yes - PCN cannot be issued until 10 minutes after expired time, observation period can be included in the 10 minutes | Up to 20 minutes | |

| | | | | | | | | |
|-----------|----|---|-------------------|-----------|-----------|--|------------------|------------------------------|
| Reduce | 83 | No P&D ticket (car park) | Lower (£60/£30) | 5 Minutes | 3 Minutes | Yes - PCN cannot be issued until 10 minutes after the charging times start, observation period can be included in the 10 minutes | Up to 20 minutes | |
| No Change | 84 | Purchasing another P&D beyond maximum stay (car park) | Lower (£60/£30) | 0 Minute | 0 Minute | | | |
| Reduce | 85 | Permit bay, no permit (car park) | Higher (£110/£55) | 5 Minutes | 3 Minutes | | Up to 20 minutes | E.g. brown badge bay |
| Reduce | 86 | Parked out of bay (car park) | Lower (£60/£30) | 5 Minutes | 3 Minutes | | Up to 20 minutes | |
| Reduce | 87 | Disabled bay (car park) | Higher (£110/£55) | 5 Minutes | 3 Minutes | | Up to 20 minutes | |
| Reduce | 91 | Dedicated bay (car park) | Higher (£110/£55) | 5 Minutes | 3 Minutes | | Up to 20 minutes | E.g. motorbike bay/coach bay |
| No Change | 99 | Pedestrian white zig-zag markings | Higher (£110/£55) | 0 Minute | 0 Minute | | | |

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COUNCIL BUDGET - 2023/24 REVENUE AND CAPITAL MONTH 7 BUDGET MONITORING

| | |
|--------------------------|---|
| Cabinet Member | Councillor Martin Goddard |
| Cabinet Portfolio | Cabinet Member for Finance |
| Officer Contact | Andy Evans, Corporate Director of Finance |

HEADLINES

| | |
|----------------|---|
| Summary | <p>This report provides the Council's forecast financial position and performance against the 2023/24 revenue budget and Capital Programme.</p> <p>A marginal £2k underspend is reported against General Fund revenue budget normal activities as of October 2023 (Month 7), with no movement on the position at Month 6. As would be expected, there are a number of potential risk areas and pressures which need to be managed to deliver this headline outturn. Unallocated reserves are projected to total £26,848k at 31 March 2024. In addition, Earmarked Reserves are forecast to total £13,926k at 31 March 2024.</p> <p>While exceptional inflationary pressures were included and funded through the Council's budget strategy, such pressures remain relatively high with a £3,622k release from specific Earmarked Reserves projected to meet this potential pressure. Headline Inflation rates remain at historically high levels, albeit that latest data indicates a reduction from 6.7% to 4.6% which is in line with budgeted assumptions.</p> <p>The Collection Fund is forecast to deliver a surplus of £3,671k due to lower than anticipated appeals against the 2023 Business Rates revised list. This surplus has not been reflected in this outturn forecast and will support the Council's 2024/25 budget.</p> <p>The Dedicated Schools Grant (DSG) monitoring position is an in-year overspend of £12,820k at Month 7, representing an adverse movement of £8,358k with this overspend is due to ongoing pressures in the cost of High Needs placements, which are largely being driven by inflationary factors which are not adequately reflected in the funding which the Council is receiving from the Department of Education (DfE). The cumulative deficit carried forward to 2024/25 is £26,487k.</p> <p>No material variances have been reported across the Housing Revenue Account (HRA) or Capital Programme, with in-year pressures on increased revenue expenditure in the HRA being offset by favourable movements on capital financing.</p> |
|----------------|---|

| | |
|------------------------------------|---|
| Putting our Residents First | This report supports the following Council objective of: <i>Strong financial management</i> . Achieving Value for Money is an important element of the Council's Medium Term Financial Plan. |
| Financial Cost | N/A |
| Select Committee | Finance & Corporate Services |
| Relevant Ward(s) | All |

RECOMMENDATIONS

That the Cabinet:

1. Note the budget monitoring position and treasury management update as at October 2023 (Month 7), noting the actions proposed by officers as outlined in Part A of this report.
2. Approve the financial recommendations set out in Part B of this report.

Reasons for recommendation

1. The reason for **Recommendation 1** is to ensure that the Council achieves its budgetary objectives, providing Cabinet with the update on performance at Month 7 against budgets approved by Council on 23 February 2023 contained within **Part A** of this report. An update on the Council's Treasury Management activities is included within this section of the report.
2. **Recommendation 2** seeks approval for the range of financial recommendations set out within **Part B** of this report, which may include acceptance of grant funding, revisions to fees & charges and ratification of decisions taken under special urgency provisions.

Alternative options considered / risk management

3. There are no other options proposed for consideration.

Select Committee comments

4. None at this stage.

PART A: MONTHLY BUDGET MONITORING

SUMMARY

GENERAL FUND REVENUE

5. A marginal underspend of £2k is reported against General Fund revenue budget normal activities as of October 2023 (Month 7), with no movement from Month 6, with a range of risks and pressures being managed within this position. This will result in unallocated General Balances totalling £26,848k at 31 March 2024, in line with MTFE expectations.
6. Over and above the specific variances being reported, there are a number of risk areas which continue to be closely monitored against a backdrop of challenging external conditions. The key items relating to progress in delivery of savings, pressures on demand-led services and inflationary pressures.
7.
 - i. Within this position, £17,029k of the £22,762k savings planned for 2023/24 are banked or on track for delivery in full by 31 March 2024, with £5,492k or 24% tracked as being at an earlier stage of implementation. Where slippage in savings delivery is expected this has been factored into the reported monitoring position, with the full £22,762k savings expected to be delivered in full.
 - ii. Pressures are identified against demand-led service budgets, although these have been funded by demand-risk reserves held by the Council for this purpose. In particular, there are pressures related to volatility within Looked After Children, SEND transport and Adult Social Care placements, alongside increasing approaches from residents seeking support with homelessness and reduced income from planning fees, as a result of broader economic conditions. Across these areas, officers are developing mitigations in year, including a review of discretionary expenditure and balance sheet items to release capacity where appropriate, while meeting this demand.
 - iii. The 2023/24 budget incorporated £21,691k to absorb inflationary pressures, with current projections indicating that a further £3,622k additional funding may be required, largely to meet the costs of a higher than anticipated staff pay award. Specific provision has been made within the Council's Earmarked Reserves to meet such costs, with this sum being offset in-year by £1,500k windfall income from the West London Waste Authority.
8. The latest forecast underspend of £2k against the Council's General Fund reflects present best estimates for inflation and demand figures, alongside assumptions around the impact of both in flight and planned management actions. Given the current challenging external conditions, it is expected that such management actions will be complemented by a review of discretionary expenditure and the Council's balance sheet to ensure available funds are being deployed to best effect. This balance sheet review will cover application of any unallocated third-party contributions or grants, provisions for doubtful debts and risk items, and historic overprovision of Minimum Revenue Provision.

9. The Council holds Earmarked Reserves to manage risks and fund cyclical and project-based activities, with £20,060k being held at the beginning of 2023/24. Based on the Month 7 forecast, including the recently approved Local Authority pay award and an estimation for further inflationary demands above the approved budget totalling £3,622k, the Council is forecasting to drawdown £6,134k of this balance, with £4,550k of this being planned use within the Council's budget strategy, leaving a projected closing balance of £13,926k as at 31 March 2024, which is an adverse movement of £180k from Month 6, predominantly linked to the Council drawing down planned and specific reserves that are held to manage the risk of increased demand for homelessness services. With the closing balance being available to support the Council's ongoing financial resilience and fund project and cyclical based work in 2024/25 and beyond.
10. Within the Collection Fund, a surplus of £3,671k is reported at Month 7, with the surplus being derived from a favourable position within Business Rates of £5,097k from an increase in the Council's rating list above the budgeted position approved by Council in February 2023, offset by a slower than budgeted growth in Council Tax, linked to the ongoing slowing down in the construction industry due to the impacts of inflation and economic conditions on the viability of development. This position is compounded by an adverse position reported against Council Tax Support as demand has been impacted by the cost-of-living crisis, although this has started to decline again in line with budgeted assumptions, these pressures lead to a forecast deficit of £1,426k on Council Tax.
11. These in-year pressures on Council Tax are being mitigated through the overachievement of Business Rates income, resulting in a net £5,097k favourable movement against the approved budget. The favourable movement of £42k at Month 7 is driven by a number of minor updates.
12. Variances against the Collection Fund do not directly impact upon the 2023/24 monitoring position, but instead the variance up to Month 9 will be factored into the Council's budget proposals for the forthcoming year to be presented to Cabinet in December 2023 as part of the consultation budget, with any variances from Month 10 to outturn not impacting until 2025/26 with resulting impacts on MTFE forecasts. The £3,671k will therefore be available to support the Council's 2024/25 budget.
13. Continuing challenging national economic conditions will continue to drive a requirement to closely monitor service expenditure and trends in 2023/24, particularly for demand-led services where there are higher risks and given the context of Hillingdon's commitment to Social Care and its budget being based on delivering a substantial savings programme. These challenges are not unique to Hillingdon, numerous local authorities continue to report significant in-year cost pressures reflecting these factors and the downturn in economic forecasts since 2023/24 budgets were set. Hillingdon will also continue to press for dedicated funding in recognition of its specific exposures as a port authority.

GENERAL FUND CAPITAL

14. As at Month 7 a £9,380k underspend is projected on the 2023/24 General Fund Capital Programme of £129,417k, representing a forecast movement of £4,171k from Month 6, with the forecast outturn variance over the life of the 2023/24 to 2027/28 programme estimated to breakeven. General Fund Capital Receipts of £22,000k are forecast for 2023/24 and are

projected to reach the income target of £93,617k for the five years to 2027/28. Overall, Prudential Borrowing required to support the 2023/24 to 2027/28 capital programme is forecast to be on budget at £65,848k, with overall borrowing levels projected to peak at £305,669k in 2024/25 in line with the MTFF.

SCHOOLS BUDGET

15. The Dedicated Schools Grant (DSG) monitoring position being reported for Month 7 is an in-year overspend of £12,820k when compared to the budgeted position, representing an adverse movement from Month 6 of £8,358k which continues to be driven by High Needs placement demand and cost pressures. The forecast overspend reported for Month 7 follows a zero based review of the position and reflects ongoing pressures in the cost of High Needs placements, which are largely being driven by inflationary factors which are not reflected in the funding which the Council is receiving from the DfE. The cumulative deficit carried forward to 2024/25 is forecast at £26,487k.
16. The issue of mounting DSG deficits remains a national issue, with projections for a £4bn deficit across the country forming a key strand to lobbying by sector bodies such as the LGA and London Councils.

HOUSING REVENUE ACCOUNT

17. The Housing Revenue Account (HRA) is currently forecasting a breakeven position at Month 7, with inflationary pressures on operating costs being mitigated by capital expenditure slippage and available headroom in financing costs. The 2023/24 closing HRA General Balance is forecast to be £15,101k, exceeding the £15,000k target level established for 2023/24. The use of reserves is funding investment in new housing stock. An in-year underspend of £529k is reported against the £118,138k 2023/24 HRA Capital Programme with this being a projected cost underspend across the 5-year capital budgets, with this position representing no forecast movement from Month 6.

FURTHER INFORMATION

General Fund Revenue Budget

18. A marginal £2k underspend is projected across the General Fund at Month 7, representing no movement from Month 6, with the following section of this reporting providing an overview of emerging variances and management action in place to deliver this position. General Fund Balances are expected to total £26,848k at 31 March 2024, and therefore remain within the recommended range 2023/24 of £22,000k to £41,000k as approved by Cabinet and Council in February 2023.

Table 1: General Fund Overview

| Service | Month 7 | | Variance (As at Month 7) £'000 | Variance (As at Month 6) £'000 | Movement from Month 6 £'000 |
|-------------------------------------|--------------------|---------------------|---|---|--------------------------------------|
| | Approved Budget | Forecast Outturn | | | |
| | £'000 | £'000 | | | |
| Service Operating Budgets | 260,767 | 260,765 | (2) | (2) | 0 |
| General Contingency | 500 | 500 | 0 | 0 | 0 |
| Unallocated Budget Items | 2,011 | 2,011 | 0 | 0 | 0 |
| Subtotal Expenditure | 263,278 | 263,276 | (2) | (2) | 0 |
| Corporate Funding | (263,278) | (263,278) | 0 | 0 | 0 |
| Total Net Expenditure | 0 | (2) | | | |
| Balances b/fwd | (26,846) | (26,846) | | | |
| Balances c/fwd 31 March 2024 | (26,846) | (26,848) | | | |

19. The Council's budget contains a number of areas subject to demographic pressures and higher levels of volatility which are closely monitored and discussed in the Budget Strategy & MTFF under the "demand-led growth" banner, with pressures emerging across both Adult Social Care Placements and SEND Transport, with these areas forecast to be funded from the release of provisions from the Council's Balance Sheet to manage the in-year volatility.
20. Within the Council budget there is a Managed Vacancy Factor across the board of 3.5%, or £4,137k, to reflect natural levels of turnover and resulting structural underspend in the workforce budgets. Current indications are that the higher vacancy rate experienced during 2022/23 will continue into the new financial year and therefore result in an underspend over and above the Managed Vacancy Factor. The Council continues to closely manage recruitment activity, with post-level establishment controls providing a key mechanism for managing workforce costs at the organisational level.
21. The Council budgeted for a pay award in 2023/24 of 4%, however, due to the exceptional inflationary environment, the recently approved pay offer exceeds this sum and equates to approximately 5.7% with £2,622k being in place to meet this additional uplift in the Council's workforce expenditure included in the forecast use of the Council's identified earmarked reserve for exceptional inflationary pressures above the Council's approved budget.
22. Further provision for use of Earmarked Reserves has been included in this position, with £1,785k support for local priority initiatives, £1,535k release of grant funding to cover brought

forward COVID-19 pressures in the Collection Fund, £1,000k further provision for inflationary risks and a net £1,422k of other costs. Windfall income from the West London Waste Authority's Energy from Waste operations has allowed £1,500k to be allocated to Earmarked Reserves, resulting in a net drawdown of £6,134k to leave a closing balance of £13,926k at 31 March 2024

23. This represents an adverse movement of £180k on Month 6 which predominantly relates to the use of specific grant funding awarded to the Council to manage demand for housing services. The reported surplus against the Collection Fund of £3,671k offers an element of offsetting against the use of reserves in 2023/24 when these are realised in the 2024/25 financial year.

Progress on Savings

24. The savings requirement for 2023/24 is £21,197k, which together with £1,565k brought forward from 2022/23, gives an overall total of £22,762k to be managed in the current financial year. The savings being reported as undelivered in 2022/23 (£1,565k) were attributable to the Council managing measures required to contain and offset inflationary pressures as well the ongoing legacy issues associated with the COVID-19 pandemic. This value has been added to the budgeted savings agreed as part of the 2023/24 budget.

Table 2: Savings Tracker

| Cabinet Member Portfolio | Blue Banked £'000 | Green Delivery in progress £'000 | Amber I Early stages of delivery £'000 | Amber II Potential problems in delivery £'000 | Red Serious problems in delivery £'000 | Total £'000 |
|---|--------------------------------|--|--|--|---|----------------------------------|
| Cabinet Member for Property, Highways & Transport | (721) | (733) | (100) | (303) | 0 | (1,857) |
| Cabinet Member for Finance | (100) | 0 | (17) | 0 | 0 | (117) |
| Cabinet Member for Corporate Services | (721) | (515) | (198) | (50) | 0 | (1,484) |
| Cabinet Member for Residents' Services | (4,462) | (5,913) | (267) | (1,642) | (242) | (12,525) |
| Cabinet Member for Children, Families & Education | (150) | (820) | (50) | (415) | 0 | (1,434) |
| Cabinet Member for Health and Social Care | (830) | (1,565) | 0 | 0 | 0 | (2,395) |
| Cross-Cutting | (500) | 0 | (500) | (1,950) | 0 | (2,950) |
| Total 2023/24 Savings Programme | (7,484) 33.0% | (9,545) 42.0% | (1,132) 5.0% | (4,360) 19.0% | (242) 1.0% | (22,762) 100.0% |
| Month on Month Movement | (70) 0% | (5,522) 24% | 5,592 -25% | 0 1% | 0 0% | 0 0% |

25. As of Month 7, £7,484k (33%) of the savings programme has already been banked, with a further £9,545k (42%) being reported as delivery in progress and £5,492k (24%) in the early stages of delivery which are ultimately expected to be delivered in full. There are a further £242k of savings recorded as having a serious problem with timely delivery, these savings could ultimately slip into 2024/25. Key items within this £242k relate to timing issues on

practical implementation of two projects, which are ultimately expected to be resolved. The movement from Month 6 is largely due to the Council firming up forecasts related to the impact of changes in Fees & Charges levels delivering against the revised income targets.

26. Where savings are at risk of not being delivered in full during 2023/24, the associated pressures have been factored into the monitoring position with compensating actions bringing the overall position back to breakeven. At this time, it is expected that the full £22,762k will ultimately be delivered in full or replaced with alternative measures in the event of any ongoing shortfall.
27. The Council is permitted to finance the costs associated with the delivery of this savings programme through Capital Receipts, with both one-off implementation costs and the support for service transformation being funded from this resource. Current projections include £6,551k for such costs, with all such costs subject to a specific funding strategy. It is anticipated that these pump priming costs will be financed from a combination of the £3,000k budget established for this purpose in 2023/24, alongside a release of additional Capital Receipts secured during 2022/23.

Service Operating Budgets

28. Service Operating Budgets represent the majority of the Council's investment in day-to-day services for residents. With the Council continuing to operate in a high inflation environment driven by global and national influences, these budgets were supplemented with £21,691k of funding to meet forecast inflationary pressures and £12,753k for demographic and other drivers impacting on demand for services going into the 2023/24.
29. Table 3 represents the position reported against normal activities for the Service Operating Budgets, the salient risks and variances within this position are summarised in the following paragraphs.

Table 3: Service Operating Budgets

| Cabinet Member Portfolio | | Approved Budget | Forecast Outturn | Variance (As at Month 7) | Variance (As at Month 7) | Movement from Month 6 |
|--|-----------------|-----------------|------------------|--------------------------|--------------------------|-----------------------|
| | | £'000 | £'000 | £'000 | £'000 | £'000 |
| Property, Highways & Transport | Expenditure | 20,277 | 20,431 | 154 | 3 | 151 |
| | Income | (10,418) | (10,994) | (576) | (421) | (155) |
| | Subtotal | 9,859 | 9,437 | (422) | (418) | (4) |
| Finance | Expenditure | 140,708 | 140,493 | (215) | (304) | 89 |
| | Income | (106,809) | (107,297) | (488) | (399) | (89) |
| | Subtotal | 33,899 | 33,196 | (703) | (703) | 0 |
| Corporate Services | Expenditure | 26,632 | 26,818 | 186 | 159 | 27 |
| | Income | (2,053) | (2,272) | (219) | (192) | (27) |
| | Subtotal | 24,579 | 24,546 | (33) | (33) | 0 |
| Residents' Services | Expenditure | 69,426 | 70,800 | 1,374 | 1,139 | 235 |
| | Income | (47,148) | (46,122) | 1,026 | 1,176 | (150) |
| | Subtotal | 22,278 | 24,678 | 2,400 | 2,315 | 85 |
| Children, Families & Education | Expenditure | 96,576 | 97,059 | 483 | (122) | 605 |
| | Income | (24,295) | (25,014) | (719) | 31 | (750) |
| | Subtotal | 72,281 | 72,045 | (236) | (91) | (145) |
| Health & Social Care | Expenditure | 138,379 | 138,195 | (184) | (239) | 55 |
| | Income | (40,508) | (41,332) | (824) | (833) | 9 |
| | Subtotal | 97,871 | 96,863 | (1,008) | (1,072) | 64 |
| Total Service Operating Budgets | | 260,767 | 260,765 | (2) | (2) | 0 |

30. As can be seen from the table above, Service Operating Budgets are forecasting a marginal underspend of £2k which is the cumulative effect of a number of variances which are briefly outlined below by Cabinet Portfolio:

- i. **Property, Highways & Transport** – An underspend of £422k is forecast, representing a favourable movement of £4k from Month 6. The movements in this area relate to the costs associated with property works increasing, offset by recharge income from the capital programme due to the intrinsic link between the property team and the delivery of the Council's capital programme. The overall variance in this area is driven by that connection between the properties service and the capital programme.
- ii. **Finance** – A net underspend of £703k is reported at Month 7, representing no movement from Month 6, with this position being driven by a reduction in the Council's energy requirements, this is being compounded by a number of small overachievements against income targets, with additional grant funding being provided to support Homes for Ukraine provided in the borough and a favourable variance against investment income as a result of high interest rates.

- iii. **Corporate Services** – a net underspend of £33k is reported, representing no movement from Month 6, with the underspend being driven by a number of small variances, with the staffing position forecast to deliver this underspend across the various services within the Corporate Services portfolio, with this position compounded by additional grant funding to support Ukrainian refugees.
- iv. **Residents' Services** – an overspend of £2,400k is forecast for this portfolio, with a gross pressure of £4,000k included within the position offset by £1,600k of measures to reduce the pressure to the reported level, with steady progress being made against these measures. The variance in this portfolio is being driven by three key areas:
 - i. Firstly, the saving programme within the Green Spaces is being impacted by external factors, including exceptional inflationary pressures, leading to approximately a third of the reported pressure.
 - ii. Secondly a third of the pressure is being driven by the Community Safety & Enforcement service, with these pressures being driven by a combination of issues at Heathrow, including Brexit related changes and a cessation of Government funding, as well as pressures against parking income as recovery rates from the pandemic continue to track below budgeted predictions.
 - iii. Finally, pressures within the Planning Service are driving a large quantity of the remaining pressure as a result of income pressures against fees and charges reflecting adverse economic conditions, as well as expenditure pressures from staffing costs and the use of external consultants to carry out planning activities.
 - iv. The above pressures are being managed down by measures aimed at delivering a £1,600k reduction in expenditure, through staffing spend controls, a review of discretionary spend and securing of additional grant funding. Steady progress is being reporting in reducing the outstanding balance of this £1,600k.

The movement in this portfolio relates to a combination of increased expenditure in the Housing service being offset by grant income related to Ukraine support, with an adverse movement on parking income from a refreshed trend analysis for the service.

Within this portfolio there are two areas that fall within the Council's Demand-Led Growth section of the budget strategy as a result of the impacts of demographics and volatility, with these two areas being Homelessness Prevention and Waste Disposal. Homelessness Prevention is experiencing a substantial uplift in demand with a gross pressure of £818k anticipated to be managed out during 2023/24 through a variety of actions and approaches. Waste Disposal costs are currently forecast in line with budget and the Demand-Led Growth bid included in the budget proposals in February 2023.

- v. **Children, Families & Education** – an underspend of £236k is being forecast at Month 7, which represents a favourable movement of £145k, with education functions including SEND and Adult Education largely breaking even, with additional

expenditure being incurred to support Children in Need alongside the running of the Early Years Centres, offset by a reduction in the cost of service delivery for Looked After Children and measures put in place to contain staffing expenditure to deliver a further benefit for the portfolio. The movement in this area relates to a reduction in respite costs for Children with Disabilities, with the large movements between expenditure and income relating to Asylum support of £750k offset by grant funding.

Within this portfolio, there are three services that are reported in the Council's budget strategy under Demand-Led Growth: Children's Placements, Asylum Funding and SEND Transport. There remains inherent volatility in demand for Looked after Children and Asylum services, with the Looked After Children service continuing to present a pressure in Month 7, which is being driven by asylum placements and is offset by Government funding as part of the Asylum Dispersal programme. SEND Transport is currently forecasting a pressure due to higher numbers than anticipated of pupils requiring transport, with this pressure being offset by re-routing efficiencies, leaving a net pressure which is forecast to be funded through the release of Balance Sheet provisions.

- vi. **Health & Social Care** – an underspend of £1,008k is reported for this portfolio, with staffing underspends after Social Care activities being driven by recruitment difficulties for the sector impacting both at a local level and nationally. The reported overachievement of income is spread across services within the remit of this portfolio with no material variances, with the largest being additional grant income. The movement at Month 7 is driven by a number of minor updates, the most material of which relates to an increase in the forecast spend on Adult Social Care Placements offset by a number of smaller forecast updates spread across the remaining services within the Health & Social Care portfolio.

Within this portfolio, Adult Social Care Placements is the only area that falls within the Demand-Led Growth section of the Council's budget strategy, with the Month 7 refresh of the impact of demographics and inflation forecasting an emerging pressure being driven by both demographic demand and price pressures, with these pressures forecast to be funded in-year by a further release of Balance Sheet provisions.

Collection Fund

- 31. A surplus of £3,671k is reported within the Collection Fund at Month 7. Within the Collection Fund, an adverse position is reported within Council Tax of £1,426k, offset by a favourable position within Business Rates of £5,097k. This position is driven by 3 key factors:
 - i. The pressure in Council Tax is predominantly driven by a reduction in the forecast growth of the taxbase as construction continues to slow down, due to inflationary pressures in the sector, with the slippage equating to 1,467 Band D properties.
 - ii. This position is then compounded by an adverse position within Council Tax Support due to a short period of increased demand driven by the cost-of-living crisis, with demand returning to a declining rate, with the short-term increase accounting for a pressure of 478 Band D properties.

- iii. The favourable position within Business Rates is being driven by the Month 7 refresh continuing to suggest that benefits of the increased revenue from the national revaluation of commercial property can be released into the Council's financial position, with a favourable movement of £42k being driven by a number of small movements.

- 32. Any deficits within the Collection Fund impact on the Council's future year budgets, with the position reported up to Month 9 impacting on the 2024/25 saving requirement and will be included in the Council's refresh of the budget strategy that will be presented to Cabinet in December 2023, with any further updates between Month 10 and outturn impacting on 2025/26. This position will therefore reduce the Council's gross saving requirement by £3,671k for 2024/25, with any movement from Month 10 onwards to be factored in the next update to the Council's Budget Strategy for 2025/26.

General Fund Capital Programme

- 33. As at Month 7 the General Fund forecasts are reporting a variance of £9,380k, an increase of £4,171k from Month 6. Demand for school places and inflation on tender prices remain the most significant risks to the Council's investment programme with £27,810k contingency in place over the MTFP period as part of the broader mitigation strategy. Strong progress is reported across the Council's asset disposal programme, which forms a key element of the financing strategy for the DSG Safety Valve and broader transformation programme, alongside a mechanism to avoid recourse to borrowing to finance local investment.

Capital Programme Overview

- 34. Table 5 below sets out the latest forecast outturn on General Fund capital projects. Forecasts for future years include capital projects and programmes of work approved by Cabinet and Council in February 2023. Projected variance against budget for the 2023/24 financial year are analysed between cost and rephasing, in the case of the latter, budget will only be rolled forward for use in future financial years with the explicit approval of Cabinet. As of Month 7, a total favourable variance of £9,380k is projected against the rephasing variance. Full details are included in Appendix A1 to this report.

Table 5: General Fund Capital Programme Summary

| | Approved Budget 2023/24 | Forecast 2023/24 | Cost Variance 2023/24 | Project Re-phasing 2023/24 | Total Project Budget 2023-2028 | Total Project Forecast 2023-2028 | Total Project Variance 2023-2028 | 5-year Movement |
|----------------------------------|-------------------------|------------------|-----------------------|----------------------------|--------------------------------|----------------------------------|----------------------------------|-----------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Cabinet Member Portfolio | | | | | | | | |
| Finance | 9,779 | 9,779 | 0 | 0 | 22,724 | 22,724 | 0 | 0 |
| Residents | 4,625 | 4,142 | 0 | (483) | 10,664 | 10,664 | 0 | 0 |
| Corporate Services | 2,073 | 1,958 | 0 | (115) | 4,805 | 4,805 | 0 | 0 |
| Children, Families and Education | 21,425 | 20,650 | 0 | (775) | 25,499 | 25,499 | 0 | 0 |
| Health and Social Care | 2,850 | 2,850 | 0 | 0 | 14,250 | 14,250 | 0 | 0 |
| Property, Highways and Transport | 76,855 | 68,848 | 0 | (8,007) | 214,849 | 214,849 | 0 | 0 |
| Contingency | 11,810 | 11,810 | 0 | 0 | 17,810 | 17,810 | 0 | 0 |
| Total Capital Programme | 129,417 | 120,037 | 0 | (9,380) | 310,601 | 310,601 | 0 | 0 |
| | | | | | | | | |
| Major Projects | 80,887 | 77,480 | 0 | (3,407) | 169,736 | 169,736 | 0 | 0 |
| Programme of Works | 36,720 | 30,747 | 0 | (5,973) | 123,055 | 123,055 | 0 | 0 |
| General Contingency | 11,810 | 11,810 | 0 | 0 | 17,810 | 17,810 | 0 | 0 |
| Total Capital Programme | 129,417 | 120,037 | 0 | (9,380) | 310,601 | 310,601 | 0 | 0 |
| Movement | (33,196) | (4,171) | 0 | 29,025 | 320 | 320 | 0 | 0 |

35. **Finance:** At Month 7, the use of Capitalisation powers to fund Transformation Capitalisation and the DSG Safety Valve agreement commitments are on track for delivery, with the Council's Purchase of Vehicles similarly forecast to breakeven, as reported at Month 6.
36. **Residents:** The Residents portfolio includes rephasing of £483k Month 7, an increase of £83k from Month 6. The Town Centre improvements and Shopping Parade investments forecasting to come in on budget, with these two schemes accounting for £1,927k of the budget. Other Capital Programme activity within this portfolio includes expenditure on the Council's green spaces, environmental and recreational initiatives, and the playground replacement programme forecasting £283k rephasing, alongside the Chrysalis programme which is forecasting £200k rephasing.
37. **Corporate Services:** The Corporate Technology and Innovation budget (£1,873k) includes rephasing of £333k from 2022/23 and is forecasting a balanced budget, as reported at Month 6. Projects this year include telephone improvements and the Laptop and Desktop Refresh programme. The Older Peoples Initiative is forecasting rephasing of £115k at Month 7 as the previous alarms scheme is being phased out.
38. **Children, Families & Education:** The Schools SEND programme is underway on several projects to provide additional special needs places. Work is progressing on site at Charville, Ruislip and Wood End Primary. The pre-construction service agreement for the Harefield Academy site to be used as a satellite school to be managed by Meadow High School has changed to a demolition and rebuild scheme. A revised planning application is pending, and it is expected that approval to appoint the main works contractor will be requested in January for an expected start on site in February 2024. The main works contractor has been appointed for the Meadow Site expansion and work will start on site in December 2023. Revised cost estimates remain significantly above confirmed grant funding however, discussions are taking place with the Department for Education on available capital funding to deliver on SEND provision within the Safety Valve agreement. The budget for the SEND provision expansion

is forecasting a balanced budget this year, as reported at Month 6. However, the Youth Provision budget is forecasting rephasing of £775k, work is expected to commence this year.

39. **Health and Social Care:** The capitalisation of social care equipment is forecast in line with budget, as reported at Month 6. The Disabled Facilities Grant adaptations includes rephasing from 2022/23 of £279k and is forecasting rephasing of £1,659k, an increase of £159k from Month 6. The full budget is projected to be committed; however, a significant number of adaptations will commence this year but will complete in 2024/25. Both budgets are financed by the Disabled Facilities Grant, and the Council have been allocated a further £445k grant for 2023/24.
40. **Property, Highways & Transport:** The single largest project within this portfolio is the new West Drayton Leisure Centre, with the Capital Programme approved budget for this project being a total investment of over £36m over 3 years. Construction works were halted when the contractor entered administration at the beginning of September 2023. In the interim, the Council will continue with weather-tight works to keep the structure safe while procurement of a replacement contractor takes place. Work is not expected to restart until February 2024 at the earliest and as a result rephasing of £11,535k was proposed and approved at Month 6. The forecast for Month 7 a balanced budget of £8,521k.
41. Planning for the Hillingdon Water Sports Facility has been submitted and a decision is expected at the end of January. Procurement of a contractor was progressing through a Pre-Construction Services Agreement route, however the process has had to be restarted as the contractor has entered into administration. While some enabling works can still take place as planned, the main works contract is now expected to commence early in the new financial year. Rephasing of £10,843k was proposed and approved at Month 6. The forecast at Month 7 is a balanced budget of £1,095k.
42. New slippage is reported at Month 7 for the Northwood Hills Library Buyback and rephasing of £2,392k is proposed. Planning, designs and surveys is underway at New Years Green Lane proposed extension, work has started later than planning and rephasing of £1416k is proposed. Design and survey work has commenced on Uxbridge Cemetery Gatehouse and Botwell leisure Centre adaptations, however works are not now expected to be commenced until next financial year and rephasing of £400k and £200k is proposed.
43. The Carbon Zero Initiatives revised budget of £18,855k, funded from a grant of £13,751k from the Department for Business, Energy and Industrial Strategy, has been fully earmarked for the Park Farm Solar Farm, installation of PV panels at the Civic Centre, Winston Churchill Hall, Hillingdon Sports and Leisure Centre, and Highgrove swimming pool. The contract award to Ameresco was made in September 2023 and the equipment order has now been placed. The forecast at Month 7 £15,120k as reported at Month 6. There is little headroom against the grant allocation, with any further slippages requiring a conversation with the grant awarding body.
44. As of Month 7 the Transport for London (TFL) programme confirmed grant award is £2,527k, and is based on the 2023/24 Local Implementation Plan award and is significantly lower than pre-pandemic funding levels. The forecast is to budget, as reported at Month 6.

45. The Civic Centre transformation project has commenced with a number of projects under various workstreams to start in 2023/24. The main works contractor for the refurbishment was appointed in June and works are started in September on the pilot phase. The forecast is to budget, as reported at Month 6.
46. The Schools Building Condition Works programme has been agreed and as reported at Month 6 is projecting slippage of £1,272k for works planned for next summer and for final stage payments due next year.

Capital Financing - General Fund

Table 6: Capital Financing

| | Approved Budget 2023/24 £'000 | Forecast 2023/24 £'000 | Cost Variance £'000 | Phasing Variance £'000 | Total Financing Budget 2023-2028 £'000 | Total Financing Forecast 2023-2028 £'000 | Total Variance £'000 | 5-year Movement |
|--------------------------------|-------------------------------|------------------------|---------------------|------------------------|--|--|----------------------|-----------------|
| Source of Finance | | | | | | | | |
| Capital Receipts | 28,734 | 22,000 | 0 | (6,734) | 93,617 | 93,617 | 0 | 0 |
| CIL | 2,463 | 2,463 | 0 | 0 | 18,963 | 18,963 | 0 | 0 |
| Prudential Borrowing | 41,780 | 41,780 | 0 | 0 | 65,848 | 65,848 | 0 | 0 |
| Total Council Resources | 72,977 | 66,243 | 0 | (6,734) | 178,428 | 178,428 | 0 | 0 |
| Grants & Contributions | 56,440 | 53,794 | 0 | (2,646) | 132,173 | 132,173 | 0 | 0 |
| Capital Programme | 129,417 | 120,037 | 0 | (9,380) | 310,601 | 310,601 | 0 | 0 |
| Movement | (33,196) | (4,171) | 0 | 29,025 | 320 | 320 | 0 | 0 |

47. The MTFE disposals programme 2023-28 forecasts total capital receipts of £93,617k and includes £39,888k of further specific capital receipts to be identified. In 2023/24 forecast capital receipts are £22,000k, with solid progress being reported across the board on progressing potential asset disposals. These receipts will form a key strand to financing the Council's DSG Safety Valve and broader transformation programme, and therefore this activity remains a key corporate priority.

Schools Budget

48. The Dedicated Schools Grant (DSG) monitoring position reported for Month 6 was an in-year overspend of £4,462k. However, it was also reported that this position was deteriorating significantly, and that an updated forecast would be reported for the Month 7 budget monitoring report to Cabinet, following conclusion of an internal zero based review and refresh of the Safety Valve work programme.
49. Following this review work the forecast overspend has been updating accordingly and the Month 7 forecast is an in-year overspend of £12,820k. The cumulative deficit carried forward to 2024/25 is now forecast at £26,487k. This overspend is due to ongoing pressures in the cost of High Needs placements, which are largely being driven by inflationary factors and increasing numbers and complexity of pupils with High Needs, with these pressures not being reflected in the funding which the Council is receiving from the DfE.
50. The forecast spend on Education Healthcare Plan (EHCP) has increased significantly over the past year. Total High Needs costs for 22/23 were £58.1m and forecast costs for 23/24 are £69.4m, so the projected increase in total High Needs block spend between 22/23 and 23/24 is £11.3m.
51. Approximately £6m of this year-on-year cost increase is due to a 10% growth in the number of EHCPs and the remainder of the total cost increase (around £5.3m) is due to a 9% increase in the average cost of an EHCP placement.
52. The Council has already identified that under-capacity in borough has driven increases in the number and cost of independent placements significantly and is a key area of management action within the High Needs Block.. Inflationary pressures across the sector have continued to increase and are impacting on the costs of High Needs placements within each type of school setting as we continue to preserve these services to pupils with High Needs. Measures are in place to reduce the number of high cost Out of Borough Independent placements which present the largest unit cost within the High Needs Block, costing 58% more on average than In Borough Independent placements. However, these improvements will take time to deliver as there is a significant time lag between implementing new policies and the impact on costs.
53. The issue of mounting DSG deficits is a national issue with London Councils estimating that deficits could rise across London to almost £300m by the end of 2023/24 and a deteriorating. The number of students with Education, Health and Care Plans (EHCPs) and those requiring SEN support has risen substantially over the past year and is expected to continue to rise through to 2025/26 with no changes in either statutory responsibilities or the funding regime expected in the near future.

Table 7: DSG Income and Expenditure Summary

| Funding Block | Month 7 | | Variance (As at Month 7) £'000 | Variance (As at Month 6) £'000 | Change from Month 6 £'000 |
|--|-----------------------------|------------------------------|---|---|------------------------------------|
| | Approved Budget £'000 | Forecast Outturn £'000 | | | |
| Dedicated Schools Grant Income | (348,931) | (348,931) | 0 | 0 | 0 |
| Schools Block | 266,069 | 266,069 | 0 | 0 | 0 |
| Early Years Block | 26,511 | 26,511 | 0 | 0 | 0 |
| Central Schools Services Block | 2,938 | 2,938 | 0 | 0 | 0 |
| High Needs Block | 55,693 | 68,513 | 12,820 | 4,462 | 8,358 |
| Total Funding Blocks | 2,280 | 15,100 | 12,820 | 4,462 | 8,358 |
| Balance Brought Forward 1 April 2023 | 21,887 | 21,887 | | | |
| Safety Valve Funding | (7,750) | (10,500) | | | |
| Balance Carried Forward 31 March 2024 | 16,417 | 26,487 | | | |

54. As noted above, the sole material variance on the Schools Budget at Month 7 remains the High Needs Block where inflationary pressures on individual High Needs placements are significantly outstripping funding made available by the DfE through the DSG. This differential accounts for the budgeted £2,280k pressure, with continuing high levels of inflation exacerbating this in the new year. There is no standard mechanism for the DSG to be varied to reflect inflationary pressures and therefore the shortfall represents a continuing challenge in the context of the Safety Valve.

Housing Revenue Account

55. The Housing Revenue Account (HRA) is currently forecasting a breakeven position compared to the budget, with ongoing inflationary risk being closely monitored. The 2023/24 closing HRA General Balance is forecast to be £15,101k, marginally higher than the £15,000k target level. The table below presents key variances by service area, with a reduced requirement on capital financing offsetting additional investment being undertaken through the revenue account in year.

Table 8: Housing Revenue Account

| Service | Month 7 | | Variance (+ adv / - fav) | | |
|------------------------------------|-----------------|------------------|--------------------------|--------------------------|-----------------------|
| | Budget | Forecast Outturn | Variance (As at Month 7) | Variance (As at Month 6) | Movement from Month 6 |
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Rent & Other Income | (74,063) | (73,863) | 200 | 0 | 200 |
| Net Income | (74,063) | (73,863) | 200 | 0 | 200 |
| Operational Assets | 13,420 | 15,097 | 1,677 | 40 | 1,637 |
| Director of Housing | 9,287 | 9,381 | 94 | 144 | (50) |
| Other Service Areas | 1,080 | 1,080 | 0 | (82) | 82 |
| Contribution to Shared Services | 12,631 | 12,915 | 284 | (102) | 386 |
| HRA Operating Costs | 36,418 | 38,473 | 2,055 | 0 | 2,055 |
| Capital Programme Financing | 21,597 | 20,023 | (1,574) | 0 | (1,574) |
| Interest and Investment Income | 16,133 | 15,452 | (681) | 0 | (681) |
| Capital Programme Financing | 37,730 | 35,475 | (2,255) | 0 | (2,255) |
| | | | | | |
| (Surplus) / Deficit | 85 | 85 | 0 | 0 | 0 |
| General Balance 01/04/2023 | (15,186) | (15,186) | 0 | 0 | 0 |
| General Balance 31/03/2024 | (15,101) | (15,101) | 0 | 0 | 0 |

56. At Month 7, rental income and other income is forecasting an under-recovery position of £200k. This is due to delays expected in handing over new completions and the profile of buyback acquisitions ready to let is expected towards the latter part of the year. Other stock movements, such as voids and the regeneration programme will continue to be monitored closely. The budgets are based on a void rate of 1.35%, with any material variation from this level feeding into rental projections as appropriate.
57. The number of RTB applications received in the first seven months of 2023/24 was 78 compared to 73 for the same period in 2022/23. There have been 31 RTB completions in the first seven months of 2023/24 compared to 36 for the same period in 2022/23. The RTB applications and sales will be kept under review during the year. As at Month 7, the 2023/24 RTB sales forecast is 48 in line with budgeted expectations.
58. The HRA Operating Costs Budget is £36,418k and at Month 7 is forecast to overspend by £2,255k. In line with experience elsewhere in the Council, the risk of significant inflationary pressures is being closely monitored. Within this position, several variances are reported:

- i. The Operational Assets budget is £13,420k and includes repairs and planned maintenance budgets. The forecast is an overspend of £1,677k, partly relating to a specialist team put in place to enhance response times to damp and mould issues and ensure prompt remedial work. This is expected to be an ongoing pressure and is currently expected to be funded in year with a one-off saving from the external decorations budget. The responsive repairs service and planned maintenance budgets are currently not indicating budget pressures and will continue to be kept under review as the winter months approach when pressures tend to increase on day-to-day repairs. Legal disrepair costs are continuing to increase and are being monitored closely. Further pressures in this area are forecast in respect of non-recoverable excess payable on fire damage (at two sites) insurance claims and the increase on Water Quality testing requirement for the current year.
- ii. The Director of Housing budget is £9,287k and includes tenancy management and tenants' services. The forecast is a net overspend position of £94k. This will be kept under review as changes occur during the year. The budgets include utility costs, and these will continue to be monitored given the budgeted increase in costs for electricity and gas.
- iii. The Other Service Areas budget is £1,080k and includes the Careline contract, HRA specific ICT costs and the revenue regeneration costs with spend expected to be in line with budget.
- iv. The Contribution to Shared Services budget is £12,631k and is forecast to overspend by £284k. The budgets include development and risk contingency, overheads and corporate and democratic core, and bad debt provision. The bad debt provision is being closely monitored. There are signs arrears are increasing and additional resource has been seconded to the income recovery team due to the increased caseload.

59. The MTFF savings target is £690k and £284k is yet to be fully identified and the position presented in this report reflects this forecast.

60. As at Month 7 the capital programme financing budget of £36,680k is forecast to underspend. This budget forecast includes £20,023k (depreciation and revenue contributions) to fund the HRA capital programme, an underspend against budget of £1,574k it also includes £15,452k for repayments of loans and interest on borrowing, an underspend against budget of £681k due to £30,531m rephasing on the Hayes Estate Regeneration Programme resulting in lower-than-expected borrowing costs this year.

HRA Capital Expenditure

61. The HRA capital programme is set out in the table below. The 2023/24 revised budget is £84,460k, a movement of £33,678k due to the rephasing approved at Month 6. The Month 7 forecast is a balanced budget with no further rephasing, and a small cost variance of £529k. The five-year projections are forecast to deliver the £529k cost underspend reported for 2023/24, in line with the Month 6.

Table 9: HRA Capital Expenditure

| | Revised Budget 2023/24 | Forecast 2023/24 | Cost Variance 2023/24 | Project Re-Phasing 2023/24 | Total Project Budget 2023-28 | Total Project Forecast 2023-28 | Total Project Variance 2023-28 | Movement 2023-28 |
|-------------------------------|------------------------|------------------|-----------------------|----------------------------|------------------------------|--------------------------------|--------------------------------|------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| HRA Capital Programme | | | | | | | | |
| Major Projects | 56,683 | 56,154 | -529 | 0 | 316,034 | 315,505 | (529) | 0 |
| Works to Stock programme | 22,437 | 22,437 | 0 | 0 | 132,813 | 132,813 | 0 | 0 |
| Green Homes Initiatives | 3,000 | 3,000 | 0 | 0 | 33,141 | 33,141 | 0 | 0 |
| Major Adaptations to Property | 2,340 | 2,340 | 0 | 0 | 13,317 | 13,317 | 0 | 0 |
| Total HRA Capital | 84,460 | 83,931 | -529 | 0 | 495,305 | 494,776 | (529) | 0 |
| Movement | (33,678) | 0 | 0 | 33,678 | 0 | 0 | 0 | 0 |

62. As reported at Month 6 there is a small favourable cost variance of £529k on Major Projects. The Council acquired a property from a Registered Provider providing accommodation to vulnerable adults. The HRA will provide landlord services and Adults will continue to provide care.
63. At Month 7 slippage on the Hayes Estates Regeneration scheme is possible and depends on progress of piling works over the winter period. Demolition work is nearing completion at Hayes Town Centre Phase 1 and Avondale Drive Phase 1a. Piling is expected to commence shortly. The rephasing of expenditure from the current financial year reflects the latest project programming from the developer. As a result of this revised profiling, vacant possession of Wellings House is not needed now until summer 2024 and the block is being utilised for temporary accommodation until then, and all leaseholder interest vested to the council as planned on 31 October 2023. The compulsory purchase negotiations on the remaining phases will complete as planned by the 31 March 2025 with expenditure forecasts aligned accordingly.
64. The annual acquisitions cap for 141 receipts funded buybacks has increased from 20 units to 37, due to the commencement on site for the Maple and Poplar North Block redevelopment. Over the summer the council was success securing GLA and DLUCH grant to purchase 27 properties. Total new supply this year from acquisitions is therefore expected to be 64 units. The MTFE has set aside funding for 100 new units, and it is assumed that external grant funding would be secured towards financing the new supply together with the one-for-one replacement RTB receipts. The council share of the new GLA grant funded schemes being funded from the HRA Unallocated Acquisition budget. At Month 7 28 properties have been identified and approved on capital release of which 22 have been acquired. A further 33 properties have been identified for acquisition and are progressing through the approval process. The forecast is expected to be in line with budget, as reported at Month 6.
65. Construction works have commenced on site at Petworth Gardens, Sullivan Crescent and Rowan Road, following the recent appointments of the main contractors, to provide a total of ten 2, 3 and 4 bedroom houses. The forecast at Month 7 is in line with budgets, with no movement reported from Month 6.

66. The Works to Stock programme 2023/24 is in various stages of progress with works ongoing across the housing estate under numerous workstreams. Workstreams are forecast to spend in line with revised budgets, as reported at Month 6.
67. Agreement has been reached to deliver a lower number of units under the Green Homes Initiatives due to rising prices, works are nearing completion on delivering the Social Housing Decarbonisation Fund (SHDF) grant Wave 1, funded by £1,581k grant which is required to be spent by the 30 June 2023 after the granting of a short extension. Council match fundings of £2,069k towards Wave 1 is to be delivered by 31 October 2023.

HRA Capital Financing

68. The below table sets out the HRA Capital Financing forecast at Month 6:

Table 10: HRA Capital Financing

| | Approved Budget 2023/24 £'000 | Forecast 2023/24 £'000 | Cost Variance £'000 | Phasing Variance £'000 | Total Financing Budget 2023-2028 £'000 | Total Financing Forecast 2023-2028 £'000 | Total Variance £'000 | Move-ment |
|--------------------------------|-------------------------------|------------------------|---------------------|------------------------|--|--|----------------------|-----------|
| Source of Finance | | | | | | | | |
| Capital Receipts | 8,122 | 8,122 | | 0 | 38,109 | 38,109 | 0 | 0 |
| Revenue Contributions | 20,436 | 20,436 | | 0 | 122,761 | 124,334 | 1,573 | 0 |
| Prudential Borrowing | 39,576 | 39,047 | (529) | 0 | 232,918 | 231,485 | (1,433) | 0 |
| Total Council Resources | 68,134 | 67,605 | (529) | 0 | 393,788 | 393,928 | 140 | 0 |
| Grants & Contributions | 16,326 | 16,326 | 0 | 0 | 101,517 | 100,848 | (669) | 0 |
| Capital Programme | 84,460 | 83,931 | (529) | 0 | 495,305 | 494,776 | (529) | 0 |
| Movement | (33,678) | 0 | 0 | 33,678 | 0 | 0 | 0 | 0 |

69. At Month 7, the £529k Capital Programme underspend is being funded by additional revenue contributions, leading to a reduction in prudential borrowing, with a reduction in grant income linked to the Green Homes Initiative, linked to the reduction in the number of units as mentioned above. The movement of £33,678k to the approved budget relates to the Hayes Regen capital programme rephasing approved at Month 6.

Treasury Management Update as at 31 October 2023

Table 10: Outstanding Deposits

| Period | Actual (£m) | Actual (%) | Movement from Month 6 (£m) |
|-----------------------------------|-------------|---------------|----------------------------|
| Call Accounts and MMF's* | 23.1 | 49.46 | 0.5 |
| Up to 3 Month Fixed-Term Deposits | 8.6 | 18.42 | (0.3) |
| Total | 31.7 | 67.88 | 0.2 |
| Strategic Pooled Funds | 15.0 | 32.12 | 0.0 |
| Total | 46.7 | 100.00 | 0.2 |

*Money Market Funds

70. Deposits are held with UK institutions, all of which hold a minimum A- Fitch (or lowest equivalent) long-term credit rating and AAA rated Money Market Funds (MMFs). UK deposits are currently held in NatWest Bank plc and the DMADF. There is also an allocation to Strategic Pooled Funds.
71. The average rate of return on day-to-day operational treasury balances is 4.71%, an increase of 0.05% since Month 6. As part of the Council's investment strategy for 2023/24, the Council continues to hold a total of £15m in three long-dated strategic pooled funds (£5m in each). The strategic pooled funds have a long-term investment horizon with dividends being distributed periodically. When including projected dividend income on these strategic pooled funds, the overall rate of return decreases to 4.59% based on the previous six months income average. With rising market interest rates there is a lag in terms of dividend yield whilst the underlying assets mature and are refinanced, however it is anticipated that income on these funds should increase over the investment horizon. As the fair value of these strategic pooled funds are currently lower than the sum initially invested it is not feasible to disinvest at this time.
72. The Council aims to minimise its exposure to bail-in risk by utilising bail-in exempt instruments and institutions whenever possible. However, due to the significant amount held in instant access facilities, which is needed to manage daily cashflow, it is not possible to fully protect Council funds from bail-in risk. At the end of October, 73% of the Council's day-to-day operational treasury investments had exposure to bail-in risk compared to a September benchmark average of 59% in the Local Authority sector (latest benchmark provided quarterly by the Council's treasury advisors). The Council's exposure reduces to 0% once instant access facilities are excluded from the total bail-in percentage.
73. Liquidity was maintained throughout October by placing surplus funds in instant access accounts and making short-term deposits, including overnight deposits, in the DMADF. Also, a £5m temporary local authority loan was rolled over for another year with only the interest being repaid. Cash-flow was managed by ensuring maturities of any short-term deposits with the DMADF were matched to outflows.

Table 11: Outstanding Debt

Average Interest Rate on Total Debt: 3.18% (3.17% in Month 6)

Average Interest Rate on Debt Excluding Temporary Borrowing: 3.15% (3.15% in Month 6)

Average Interest Rate on Temporary Borrowing: 3.42% (3.28% in Month 6)

| | Actual (£m) | Actual (%) | Movement from Previous Month (£m) |
|---------------------|--------------------|-------------------|--|
| General Fund | | | |
| PWLB | 78.60 | 28.28 | 0 |
| Long-Term Market | 15.00 | 5.40 | 0 |
| Temporary | 35.00 | 12.59 | (5.00) |
| HRA | | | |
| PWLB | 116.32 | 41.86 | 0 |
| Long-Term Market | 33.00 | 11.87 | 0 |
| Total | 277.92 | 100.00 | (5.00) |

74. During October one temporary loan of £5m with another local authority was repaid. In addition, a £5m temporary local authority loan which had reach maturity was rolled over for another year.
75. Gilt yields fluctuated during October, however they ended the month about 0.05% higher than at the beginning. Although many loans are in discount, the Council's long-term borrowing need and the high interest rates on new borrowing makes early repayment unviable.
76. To maintain liquidity for day-to-day business operations during November, cash balances will be placed in instant access accounts and short-term deposits.
77. It is anticipated further borrowing will be required by the end of 2023/24 to manage cash flow requirements, and four forward dated temporary loans amounting to £30m were arranged in advance in October. Opportunities to secure further temporary borrowing will be monitored.

PART B: FINANCIAL RECOMMENDATIONS

That the Cabinet:

- a. **Accepts a grant of £153,440 from the North West London Integrated Care Board to fund the development of an evidence base to support the health and emotional wellbeing of children and young people.**
- b. **Accepts a grant of £1,583,351 from the Department of Health and Social Care's Market Sustainability and Improvement Fund (MSIF) Workforce Fund to address adult social care workforce pressures during the winter period to 31 March 2024.**
- c. **Accepts a grant of £163,419 from the North West London Integrated Care Board to fund two staffing posts to support the implementation of Population Health Management.**
- d. **Approve the acceptance of a grant of £34.7k from Groundwork London in respect of the Crane Valley Project Fund.**
- e. **Approve the acceptance of additional grant of £445k from Department for Levelling Up, Housing and Communities for Disabled Facilities Adaptations.**
- f. **Approve the acceptance of a grant of £10.2k from Arts Council England LibraryOn Grant Programme for the creation of bespoke room booking website for bookable spaces in libraries.**
- g. **Approve a budget virement from the general fund capital risk and contingency budget for £300k to the ICT Corporate Technology & Innovation budget for the Oracle Fusion Cloud upgrade / implementation project.**
- h. **Approve a budget virement from the general fund capital risk and contingency budget for £74k to the Cranford Park project budget for sewer treatment plant works.**
- i. **Approve the commissioning of Grant Thornton to undertake an accelerated process, working in collaboration with Officers and Members, to deliver a zero-based budget plan to support and inform the Councils MTF process for 2024/25 and beyond. This will provide a detailed analysis of opportunities for efficiencies and savings within services. The cost of this work is £238,213 plus VAT. This work will also support the Council's continuing Transformation programme.**
- j. **Notes the £420k increase in insurance premiums as part of the annual premium's renewal process from £1,419k to £1,839k (29.5%), and increase in insurance excesses from £100k to £500k for Property claims.**

Reasons for recommendation

78. **Recommendation 2a** seeks approval to accept grant funding of £153k that is intended for research that will provide an evidence base to support the development of emotional wellbeing services for young people, particularly those aged 16-25 years, with the aim of addressing and preventing social exclusion.
79. **Recommendation 2b** seeks approval to accept grant funding of £1,583k in accordance with grant conditions, with this funding to be used to pay for a short-term increase in the rate paid to some providers; increasing workforce capacity and retention and reducing Adult Social Care waiting times. The Cabinet Member for Health and Social Care will be asked to approve a spending plan in her capacity as co-chairman of the Health and Wellbeing Board, which is also a grant condition.

80. **Recommendation 2c** seeks approval to accept grant funding of £163k to support the implementation of Population Health Management (PHM) which uses historical and current data to understand what factors are driving poor outcomes in different population groups. This informs the design new proactive models of care that will improve the health and wellbeing of these groups and contribute to managing demand on health and social care services. The grant will be added to the NHS funding received in 2022/23 to enable the Council to employ two suitably qualified people on two-year contracts to provide the capacity to implement PHM approaches in Hillingdon.
81. Groundwork London have awarded a grant of £34.7k from the Crane Valley Project Fund for a project for environmental improvements within Cranford Park, with **recommendation 2d** proposing to accept this grant, with the funding aiming to improve the biodiversity and nature conservation value of the important network within Cranford Park, targeting ditches and the River Crane. Feasibility and habitat works will take place at the western edge of Cranford Park, where it joins up with the River Crane at the south east end of the park. The project will be part of the Environmental and Recreational Initiatives capital programme.
82. **Recommendation 2e** seeks approval to accept a £445k grant from Department for Levelling Up, Housing and Communities awarded the London Borough of Hillingdon in the form of an additional Disabilities Facilities Grant award to fund works such as widening doorways and installing ramps for wheelchair access and providing access to bathroom facilities, either by means of a stair lift or a new ground floor bathroom.
83. **Recommendation 2f** proposed to accept an Arts Council England grant award of £10.2k from the LibraryOn Grant Programme for the creation of bespoke room booking website for bookable spaces in libraries in order to:
- improve the online presence of libraries through improvements made to their digital presence,
 - to improve the digital capability of libraries, making it easier to engage with their users,
 - To enhance online discoverability by making it easier for existing and new users to find, access and engage with libraries.
84. **Recommendation 2g** seeks approval for a £300k virement from the approved Capital Contingency for the upgrade from the current Oracle R12 system to the new Oracle Fusion Cloud system which will benefit the Council and is needed to replace the current Oracle R12 system which is no longer supported by Oracle and is being phased out. Investment in the Council's core financial systems will ensure that the necessary infrastructure is in place for the Finance Directorate to support the move towards a modern, well managed digital Council. Furthermore, the project is intended to deliver cashable savings in moving to a more modern cloud platform. The £300k release and has been approved by a Cabinet Member Decision Report.
85. **Recommendation 2h** requested a £74k virement from Capital Contingency to the Cranford Park project budget for sewer treatment plant works which is needed as currently there is no proper foul drainage system on the Cranford Park site. The £74k release has been approved by a Cabinet Member Decision Report which now requires funding through this virement proposal.

86. **Recommendation 2i** seeks approval to contract with Grant Thornton on a zero-based budgeting exercise. The Council's current approach to the development of the budget and MTFF (Medium Term Financial Forecast) is largely based on incremental changes to the previous year's plans combined with detailed rebasing of demand-led service areas rather than a fully "zero-based" approach, over which savings proposals emerging from services and wider transformation initiatives are overlaid. As in previous years a significant body of work has already been undertaken through the established MTFF process with wide engagement from service managers and budget holders. However, the Council like its peers is now required to embark on a much more ambitious programme of change and with funding projections necessitating the ongoing delivery of material savings in the medium-term there are a number of risks of continuing to place a heavy reliance on an incremental approach:

- There is an inherent assumption on the principle of 'business as usual' and continuity between one year and the next,
- As the incremental approach uses last year's budget as a baseline incorrect estimates or misstatements can be carried forward into future years.
- As the process tends to be backward looking there is the risk that service budgets do not always reflect the evolving needs of residents or changes in the strategic objectives and operational requirements of the Council.
- Whilst MTFF challenge sessions are service-led the incremental approach does not necessarily encourage full participation from budget holders and may reduce the scope for innovation and different options for service delivery. As the current process is conducted on a service basis it can also prevent development of cross-cutting savings and entrench departmental silos.

87. The delivery of year-on-year savings programme since 2010/11 has seen the Council deliver gross savings of £180m or 68% of 2023/24 net expenditure, necessitating an innovative approach to secure further savings against the ongoing challenge of limited funding that ensures all viable opportunities are identified, with which this work will assist.

88. **Recommendation 2j** - The current insurance contract was awarded on 1st December 2021 for a period of three years with the provision to extend for a further two years, covering 6 tendered lots:

- Property Insurance
- Liability Insurance
- Motor Fleet Insurance
- Personal Accident and Schools Insurance
- Engineering and Inspection Insurance
- Terrorism Insurance

89. Following an increase in claims, insurance premiums will increase by £420k as part of the annual premium's renewals process, primarily across the Property and Motor Fleet portfolios. £269k of the increased premium will be borne by the HRA, with an additional General Fund premium of £151k. Increases are within scope of the existing long-term agreement awarded in December 2021 which allows for rates to be renegotiated if the loss ratio exceeds 20%.

Additionally, Property insurance excesses will increase from £100k to £500k to minimise the increase in premium levels, with only 2 claims within this threshold in the current financial year.

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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> |
| <p>Putting our Residents First</p> <p>Delivering on the Council Strategy 2022-2026</p> | <p>This report supports our ambition for residents / the Council of: An efficient, well-run, digital-enabled council working with partners to deliver services to improve the lives of all our residents</p> <p>This report supports our commitments to residents of: A Digital-Enabled, Modern, Well-Run Council</p> |
| 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

ITEM 12 - AWARD OF CONTRACT FOR THE DELIVERY OF REVENUES AND BENEFITS SERVICES

| | |
|-------------------------------|--------------------------------|
| Relevant Cabinet Portfolio(s) | Finance |
| Relevant Ward(s) | N/A |
| Relevant Select Committee | Finance and Corporate Services |

Information

Following a competitive procurement process, Cabinet will consider a report on the contract for the delivery of the Council's revenues and benefits services to residents and businesses.

This includes the administration, collection and recovery of Council Tax and Business Rates in excess of £500m per year, alongside the administration and payment of Council Tax Support and Housing Benefit to more than 25,000 households. The service has also played a leading role in delivering a broad range of additional exceptional support to households and businesses relating to the Covid-19 pandemic.

The Council regularly ranks high across London councils with its collection rates and processing times and the contract for this services is intended to ensure residents and local businesses are effectively supported in matters relating to local taxation and welfare benefits.

ITEM 13 - AWARD OF CONTACT FOR GIS LICENCES, SOFTWARE SUPPORT, MAINTENANCE AND PROJECT ENHANCEMENT

| | |
|-------------------------------|--------------------------------|
| Relevant Cabinet Portfolio(s) | Corporate Services |
| Relevant Ward(s) | All |
| Relevant Select Committee | Finance and Corporate Services |

Information

Cabinet will consider a report on a contract for the Council's Geographical Information Systems which are used across service areas. The Council collects and manages large amounts of data tied to maps and spatial locations. The ability to analyse this data quickly is essential to support crucial decisions that are driven by geographical locations.

This includes ensuring that mapping technologies are available to residents, such as to allow them to report various issues as listed above giving the location via a map pinpoint, on their mobile devices or computers. The Council already provide other information via a public-facing server to residents, such as details of Car Parks & charges, our Green Flag areas, CCTV Camera locations, Planning Applications out to Consultation, Public Rights of Way, and even Winter Gritting Routes.

The GIS system also allows staff to produce detailed analysis on behalf of residents, such as mapping the responses received to the ULEZ Zone Expansion in 2023, ongoing work to determine, detail and mitigate against areas of potential flooding. Presenting information this way makes Council information more accessible to residents.

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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 12

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Agenda Item 13

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