



HILLINGDON
LONDON



CABINET

To all Members of the Cabinet:

Date: THURSDAY, 21 MARCH
2024

Ian Edwards, Leader of the Council
(Chair)

Time: 7.00 PM

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

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

Martin Goddard, Cabinet Member for
Finance

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

Douglas Mills, Cabinet Member for
Corporate Services

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

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, 13 March 2024

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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.

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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:

21 March 2024 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

13 March 2024

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 - 20
- 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 Report from the Health & Social Care Select Committee: Review of the CAMHS Referral Pathway (Cllr Jane Palmer & Cllr Susan O'Brien) 21 - 44
- 6 Report from the Property, Highways and Transport Select Committee: Attaining Best Practice and Value for the Council's Highways Resurfacing Activities (Cllr Jonathan Bianco) 45 - 76
- 7 Local Plan - Regulation 18 Consultation / Local Development Scheme (Cllr Eddie Lavery) 77 - 84
- 8 Housing Forward Investment Programme 2024/25 and 2023/24 review (Cllr Jonathan Bianco / Cllr Lavery / Cllr Goddard) 85 - 94
- 9 Monthly Council Budget Monitoring Report: Month 10 (Cllr Martin Goddard) 95 - 120
- 10 Public Preview of matters to be considered in private (All Cabinet Members) 121 - 126

Cabinet Reports - Part 2 (Private and Not for Publication)

- | | | |
|-----------|--|-----------|
| 11 | Occupational Health Services, Employee Assistance Programme and Drug & Alcohol Testing Contract (Cllr Douglas Mills) | 127 - 134 |
| 12 | Fuel Contracts for the Council's Fleet (Cllr Martin Goddard) | 135 - 144 |
| 13 | Social Care and Education Systems Solution (Cllr Douglas Mills) | 145 - 160 |
| 14 | Planned Works Roofing Program - Melbourne House, Yeading (Cllr Jonathan Bianco) | 161 - 172 |
| 15 | Contract for Environmental Specialist Cleaning Services (Cllr Eddie Lavery) | 173 - 184 |
| 16 | Planned Window Renewals at Barr Lodge and Bond Close, Yiewsley (Cllr Jonathan Bianco) | 185 - 194 |
| 17 | Corporate Fencing and Related Services Contract (Cllr Eddie Lavery) | 195 - 204 |
| 18 | Minor Property Transactions: Voluntary Sector Lease for two local Scout Groups (Cllr Jonathan Bianco) | 205 - 212 |

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.

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

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Minutes & Decisions

CABINET

Thursday, 15 February 2024

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



Published on: 16 February 2024

Decisions come into effect from 5pm, 23 February 2024

Cabinet Members Present:

Councillors Ian Edwards (Chair)

Jonathan Bianco (Vice-Chair)

Martin Goddard

Douglas Mills

Susan O'Brien

Jane Palmer

Eddie Lavery

Members also Present:

John Riley

Peter Curling

Stuart Mathers

Jan Sweeting

Scott Farley

June Nelson

Barry Nelson-West

Tony Burles

1. APOLOGIES FOR ABSENCE

All Cabinet Members were present.

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 decisions and minutes of the Cabinet meeting held on 11 January 2024 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, as marked public and private on the agenda, would be considered as such.

5. REPORT FROM THE FINANCE & CORPORATE SERVICES SELECT COMMITTEE: REVIEW INTO PROCUREMENT - SECURING VALUE FOR OUR RESIDENTS

The Chairman of the Finance & Corporate Services Select Committee, Councillor John Riley, presented the Committee’s report into procurement – securing value for our residents, which was warmly received by the Cabinet.

RESOLVED:

That Cabinet welcomes the Select Committee’s report and its findings, which seek to enhance procurement processes and practices in Hillingdon. Furthermore, Cabinet agrees to delegate decisions on taking forward the implementation of the Committee’s specific recommendations to the Cabinet Member of Finance.

Reasons for the decision

Cabinet outlined its support for the Committee’s review, offering practical and effective recommendations to support the Council’s approach to procurement and authorised the Cabinet Member to consider their future implementation. The Cabinet Member for Finance expressed gratitude to the Select Committee for their thorough work in regard to procurement, which had been carried out over the course of a year and had yielded several important recommendations. It was acknowledged that the procurement team bore a heavy burden of compliance, especially given recent legislative changes. The importance of striking a balance between compliance and value addition was underscored by the Cabinet Member, with a commitment to implementing the Select Committee’s recommendations to achieve this balance.

The Leader expressed his gratitude and welcomed the recommendations on the need to prioritise contracts based on risk and value, along with transparency in managing contracts and reducing rollover contracts.

Alternative options considered and rejected

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

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 called-in by 5pm, Friday 23 February 2024. However, the review and recommendations to Cabinet emanates from the same select committee and with their support.
Officer(s) to action	Mark Braddock / Matthew Kelly
Directorate	Central Services / 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>

6. PROPOSED RELOCATION OF UXBRIDGE LIBRARY & LIBRARY STRATEGY UPDATE

RESOLVED:

That the Cabinet:

- 1) Re-affirms the Council's commitment to joined-up public services designed around residents' needs and notes the progress made on the Library Service Strategy 2023-2027;**
- 2) Insofar as the proposal for the relocation of Uxbridge Library, agrees that it would, amongst other things as set out in the report:**
 - Deliver services equal to or better than at the existing site and provide other benefits through its co-location at the Civic Centre;**
 - Improve the health and safety for those with disabilities;**
 - Achieve a net saving in carbon emissions of 165 tonnes CO2e per annum;**
 - Generate an annual saving of approximately £412k;**
- 3) Having regard to the Equalities Impact Assessment and the benefits of a step free, one-floor library and taking into account the views expressed by library service users, agrees to the relocation of Uxbridge Library from UB8 1HD (High Street, Uxbridge) to UB8 1UW (Middlesex Suite & Civic Centre, Uxbridge) subject to satisfactory planning approval being granted and the closure of the existing site at a time to be determined by the Cabinet Member for Residents' Services.**

Reasons for decision

The Cabinet Member for Residents' Services presented a comprehensive report providing an update on the Library Strategy and on the proposal for relocating Uxbridge Library to the Middlesex Suite at the Civic Centre. The report required a minor correction regarding the location history of the library. The Cabinet Member noted that the proposed move had been extensively discussed, including through petitions, emails and a public engagement exercise.

The Cabinet Member outlined the reasons for the relocation, emphasising concerns related to disability access, health and safety and the efficient use of resources. It was highlighted that the current building was not considered fit for purpose due to safety issues and inefficiencies. Moving the library to the Civic Centre was expected to result in reduced operating costs and a lower carbon footprint. Despite the attachment to the existing building, the Cabinet Member clarified that the relocation was a practical move within the town centre boundary, and not a closure.

The Cabinet Member explained the inadequacies of the current library building, including access challenges, unused space, and low book circulation and explained that the proposed new library at the Civic Centre would offer improved facilities,

including study booths, meeting rooms and charging bars for electronic devices. The Cabinet Member also highlighted the presence of two other premier libraries in the Borough, reducing dependence on a single central library.

Additional benefits of the proposed move were listed in the report, along with an equalities impact assessment for consideration. It was noted that the relocation was contingent upon obtaining planning permission for a change of use. The Cabinet Member formally moved the recommendations in the report and the Leader of the Council then asked his Cabinet colleagues for their comments and questions.

Councillor Douglas Mills sought clarity, first asking about the extent of engagement with Uxbridge library users and then inquiring about the approach to ensuring continued operation and development of various groups if the library were relocated. The Cabinet Member responded, explaining that whilst no formal consultation was required, extensive engagement had taken place, including making plans available online, contacting regular users via email, and displaying posters in libraries borough-wide. It was reassured that there would be space for existing library user groups, including for the variability of demand among those groups.

The Leader of the Council then addressed points raised about perceived reductions in library service due to smaller floor space and inquired about the potential for library expansion in the Civic Centre. The Cabinet Member responded, noting the lower library usage post-pandemic and expressing confidence in the available extra space in the Middlesex Suite at the Civic Centre, should it be required in the future for any expansion.

From a property perspective, Councillor Bianco noted how the current Middlesex Suite was currently underused and provided little current value on the Council's operations, highlighting its outdated facilities and limited income generation from outside bookings.

Councillor Goddard was asked about the Council's financial plan and any dependency on realising capital from the present library site. The Cabinet Member clarified that the plans were fully financed independently of any potential capital receipt from selling the current library site.

The Leader of the Council then summarised the discussion, acknowledging resident concerns and highlighting several key points from the report, including the condition of the current library building, anticipated service benefits from co-locating services, reduction in carbon footprint, substantial revenue savings and potential for site expansion. He then asked Cabinet for their consideration of the recommendations in the report.

Giving due consideration to all the factors set out in the report, including the equality impact assessment, the Cabinet agreed to the report's recommendations and the relocation of the Uxbridge Library to the Civic Centre in Uxbridge.

Alternative options considered and rejected

Alternative options, set out in the report considered by the Cabinet, were to stay at the current premises and tackle the legislative and environmental issues, but it was noted that significant capital investment would be needed. Other possibilities for the current site included leasing to partner organisations or selling it for capital receipt.

Relevant Select Committee	Residents' Services
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	Cabinet's decisions can be called in by a majority of the select committee by 5pm, Friday 23 February 2024
Officer(s) to action	Darren Deeks
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>

The Cabinet meeting was temporarily adjourned by the Chair at 19.25pm and then reconvened shortly after.

7. MONTHLY COUNCIL BUDGET MONITORING REPORT

RESOLVED:

That the Cabinet:

- 1) Note the budget monitoring position and treasury management update as at December 2023 (Month 9), 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.
 - a) Accepts a grants totalling £1,070k over three financial years (£12k in 23/24, £719k in 24/25 and indicative £339k 25/26) from the Department for Education to ensure that all parents of primary school children who need it, are able to access wraparound childcare in their local area from 8am-6pm.
 - b) Accepts a grant of £65k from the Department for Education to support the delivery of the expanded early years entitlements.
 - c) Accepts a grant of £45k from the North West London Integrated Care Board to procure an independent evaluation of the Community Champions Outreach pilot.
 - d) Approve the acceptance of a grant of £100k from Smarter Water Crane Valley Fund for the Spider Park River and Wetland Enhancements Project and a further £59k from HS2 for the Bridgewater Open Space / Spider Park River Enhancements Project.
 - e) Approve the acceptance of Department for Transport of £354k for 2023/24 and £354k for 2024/25 towards the resurfacing of the local highways network.

- f) Approve the acceptance of the Department of Education grant of £511k Childcare Expansion Capital Grant for the provision of new childcare places.
- g) Approve a budget virement from the general fund capital risk and contingency budget for £38k to the Bowls Club Refurbishment Programme for the Court Park Bowls Clubhouse Structural and Associated works.
- h) Approve acceptance of £1,918k grant funding from Transport for London to deliver their Local Implementation Plans (LIP) in 2024/25.
- i) Approve acceptance of £13,908 grant funding from HS2/Department of Transport to support the Battle of Britain Bunker's 2023/24 programme to repair the Spitfire wing and repaint replica aircraft.

Reasons for decision

The Cabinet Member for Finance presented the Council's projections for the current financial year, noting some additional cost pressures identified due to increased demand in areas such as homelessness, looked-after children, and adult social care, but that these additional costs were expected to be absorbed within earmarked reserves, projected to be £10.5 million by the year end.

It was noted there was a surplus in the collection fund, with the majority of the benefit to be recognised in the new financial year. In addition to earmarked reserves, there were unallocated general balances amounting to £26.8 million, resulting in a projected total of £37 million in reserves by the end of the 2023-2024 financial year. The Cabinet Member explained that the existing savings program for the year remained on target and unchanged, with a target of £22.8 million.

Regarding capital expenditure, the general fund indicated an underspend of £28.7 million, with anticipated expenditure of £100.6 million. The majority of this underspend was proposed to be carried over into the next year. Overall, the financial position was deemed robust and sound by the Cabinet Member, positioning the Council well for 2024-2025. The Cabinet Member updated Cabinet on the Dedicated Schools Grant and the Housing Revenue Accounts.

The Cabinet Member also highlighted a number of financially oriented recommendations to Cabinet, primarily on the acceptance of grants for approval.

Alternative options considered and rejected

None.

Relevant Select Committee	Finance and Corporate Services
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	Cabinet's decisions 2 (a-i) can be called in by a majority of the select committee by 5pm, Friday 23 February 2024
Officer(s) to action	Andy Evans
Directorate	Resources
Classification	Public

8. THE COUNCIL'S BUDGET - MEDIUM TERM FINANCIAL FORECAST 2024/25 - 2028/29

RESOLVED:

That Cabinet approves for recommendation to Council:

- 1) The General Fund and Housing Revenue Account budgets and Capital Programme proposals for 2024/25 (as detailed in Appendices A, B and C) and beyond, and having taken the consultation responses conscientiously into account outlined in Appendix F Budget Consultation Feedback.**
- 2) The Capital Strategy, Treasury Management Strategy Statement, Investment Strategy, and Minimum Revenue Provision Statement for 2023/24 to 2028/29 as detailed at Appendix D.**
- 3) The proposed London Borough of Hillingdon Pay Policy Statement for 2024/25 set out at Appendix E.**
- 4) That it resolves that Cabinet may utilise the general reserves or balances during 2024/25 in support of functions designated to the Cabinet in line with Part 4 of the Constitution (as set out in Schedule G of the Constitution - Budget and Policy Framework Procedure Rules).**
- 5) Authorise the Corporate Director of Finance, in consultation with the Cabinet Member for Finance, to respond on behalf of the Council to the consultation on the provisional Local Government Finance Settlement and to the Mayor of London's budget consultation.**

That Cabinet:

- 6) Notes the Corporate Director of Finance's comments regarding his responsibilities under the Local Government Act 2003.**

Reasons for decision

The Cabinet Member for Finance introduced the Cabinet's budget proposals and the medium-term financial forecast, which had undergone some changes from the consultation budget approved in December 2023. For the financial year 2024-2025, the final local government settlement had resulted in a net improvement of £974,000, while the counter-fraud team had identified an additional £750,000 in retained business rates income. Despite increased demand for services like homelessness support, looked-after children, and adult social care, the budget proposed remained balanced due to improved commissioning of savings.

It was noted that additional capital expenditure of £30 million was allocated to the General Fund for further investment in special educational needs provision, highways, digital technology and adult residential care provision. Additionally, £108

million was included in the Housing Revenue Account for additional housing provision.

The Cabinet Member highlighted the key provisions of the proposed budget, which included a 2.99% increase in Council Tax, along with a 2% charge for the social care precept, resulting in a total increase of 4.99% before the London Mayoral precept, which amounted to an 8.6% increase. Fees and Charges within the Borough were proposed to be increase by the prevailing rate of inflation only. The budget also ensured the retention of all frontline services with provisions for demand growth and inflation.

The Cabinet Member outlined the proposed savings programme aimed at reducing costs by £33.4 million across the medium-term financial forecast, and the General Fund capital expenditure programme which proposed an investment of £248 million in infrastructure over the next five years, along with an allocation of £7.5 million to enhance reserves.

On housing rents, it was noted that this would increase by the consumer pricing index plus 1%, as permitted, with a capital expenditure programme of £550 million planned in the Council’s housing stock over the next five years.

The Leader of the Council expressed his gratitude to officers for their efforts in compiling the budget proposals, acknowledging the challenges posed and their unseen and tireless work, which he asked the Chief Executive to pass on.

Following consideration of the public consultation and select committee comments, Cabinet, therefore, resolved to recommend its budget proposals to the Council meeting on 22 February 2024 for final consideration.

Alternative options considered and rejected

The Cabinet could have chosen to vary the proposals in its budget before recommending it to Council.

Relevant Select Committee	All
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	N/A – this matter is not for call-in, as it stands referred to Full Council to consider on 22 February 2024.
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>
	<i>This item was also circulated less than 5 clear working days before the Cabinet meeting and it was considered by the Chairman to be urgent, and therefore, considered.</i>

9. THE SCHOOLS BUDGET 2024/25

RESOLVED:

That the Cabinet:

- 1) Approve the Dedicated Schools Grant Income budgets for 2024/25.
- 2) Approve the Primary and Secondary schools block funding formula for 2024/25.
- 3) Note the Early Years Funding Formula allocation, for which a consultation with Early Years providers was launched on 22nd January 2024.
- 4) Note that the indicative budget for the High Needs block is set out in the Council's DSG Management Plan submission to the DfE and that the final 2024/25 income and expenditure budgets for the High Needs block will be dependent on the decisions taken by the DfE in relation to this DSG Management Plan submission.
- 5) Should any further Council approval regarding the Schools Budget 2024/25 be required, agree to delegate authority to the Cabinet Member for Finance and Cabinet Member for Children, Families & Education, in consultation with the Corporate Director of Finance, to determine under urgency provisions.

Reasons for decision

The Cabinet Member for Children, Families & Education presented the schools budget for 2024-2025, seeking Cabinet approval after consultation with relevant stakeholders and the Schools Forum. Proposed funding for the Dedicated Schools Grant overall was to increase by 5.1% driven by pupil numbers, but there remained a funding gap for pupils applying for or starting on the road to an EHCP.

The Cabinet Member outlined the Council's historic efforts to address funding challenges and the increasing demand for special education needs placements. Looking back, it was noted that despite initial resistance from the Schools Forum, the transfer of funds from the main schools budget block to the high needs block, pushed by the Council, had aided in balancing educational funding provisions going forward.

The Cabinet Member outlined the Government's plans for extended free childcare offers for working parents for early years, with new entitlements for two-year-olds rolling out from April 2024. It was noted that the Council was required to set a local formula for these offers and that the proposed rates were shared with schools and were out for consultation with early years providers.

The Leader of the Council acknowledged the challenging backdrop of falling school pupil numbers and inadequate funding for special education needs. Despite this, the Leader expressed satisfaction with the Council's response to these challenges.

Alternative options considered and rejected

Cabinet could have decided to recommend that the Schools Forum reconsider the proposed funding for schools.

Relevant Select Committee	Children, Families & Education
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	Cabinet's decisions can be called in by a majority of the Select Committee by 5pm, 23 February 2024
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>

10. CHANGES TO SCHOOL ADMISSIONS ARRANGEMENTS - WHITEHALL INFANT & JUNIOR SCHOOLS

RESOLVED:

That Cabinet:

1. Note the outcome of the consultation findings, consider and give full regard to the outcome when making a decision on the proposal.
2. Consider the comments made by the Children, Families & Education Select Committee at their meeting on 9 January 2024 which considered the outcome of the consultation and endorsed the proposals.
3. Agree to implement the proposal to reduce the Published Admission Number for Whitehall Infant School and Whitehall Junior School from 120 to 90 September 2025, which will also reduce the distance priority radius from 1250m to 1000m in line with the Council's admissions arrangements and note that in accordance with the School Admissions Code, Admissions Authorities must determine their admissions criteria by 28 February 2024.

Reasons for decision

The Cabinet Member for Children, Families & Education introduced a report, which Cabinet agreed, on admission arrangement changes at Whitehall Infants and Junior Schools, which had undergone consultation following last year's proposal to the

Cabinet and sought to reduce the pupil admission numbers from 120 pupils per year group to 90.

The extensive consultation had been conducted in a fully inclusive manner and subject to Cabinet approval, it was noted that they were set to take effect from September 2025, requiring a considerable lead-in time.

The Leader of the Council again spoke of the backdrop of falling school rolls, particularly in London, due to declining birth rates. He welcomed the admissions adjustments as it aligned school place provision more closely with demand and mitigated the financial impact of falling rolls on the affected schools.

Alternative options considered and rejected

Cabinet could have decided not to amend the Published Admissions Number, but considered this would not meeting the Council's duties insofar as education and could lead to the school suffering financial pressures.

Relevant Select Committee	Children, Families & Education
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	Cabinet's decisions can be called-in by a majority of the Select Committee by 5pm, Friday 23 February 2024
Officer(s) to action	Jenny Chalmers / Hayley Thomas / Abi Preston
Directorate	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>

11. HILLINGDON COMMUNITY INFRASTRUCTURE LEVY CHARGING SCHEDULE REVIEW

RESOLVED:

That the Cabinet:

- 1) Approve the Hillingdon Draft Charging Schedule (DCS) for public consultation in accordance with regulation 16 of the CIL Regulations and Section 212 of the Planning Act 2008.**
- 2) Delegates authority to the Director of Planning, Regeneration and Environment, in consultation with the Cabinet Member for Residents' Services, to make any essential minor modifications to the DCS prior to undertaking the public consultation.**

- 3) **Note that any representations arising from the consultation will be reported back to the Cabinet, as well as any proposed changes to the DCS, prior to it being submitted for examination.**

Reasons for decision

The Cabinet Member for Residents' Services introduced a report on proposed changes to the Council's Community Infrastructure Levy rates (CIL), to go out for consultation, including a forthcoming examination in public. The Cabinet Member highlighted its significance as a contributor to Council resources for borough-wide infrastructure provision. Despite specific Section 106 requirements for particular sites, CIL allowed for broader infrastructure projects.

The Cabinet Member pointed out that the current CIL rates revealed anomalies compared to when the rates were initially set, so adjustments were proposed to address these discrepancies, including provisions for charging data centres and film studios and updating charges for other development projects.

The Leader of the Council acknowledged the housing shortage in the Borough, and how the CIL aimed to provide additional funding for infrastructure to facilitate further housing and commercial development.

Alternative options considered and rejected

Cabinet could have decided to continue to charge the current rates, but considered this would not align with the goal of optimising CIL funding in line with available evidence.

Relevant Select Committee	Residents' Services
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	Cabinet's decisions can be called-in by a majority of the Select Committee by 5pm, Friday 23 February 2024
Officer(s) to action	Alan Tebbutt / Tom Campbell
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. PUBLIC PREVIEW OF MATTERS TO BE CONSIDERED IN PRIVATE

RESOLVED:

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

Reasons for decision

The Leader of the Council highlighted a confidential report to be considered later in the private part of the meeting concerning device refresh and licenses. Whilst the report focused on updating computer systems, hardware, and software, the Leader highlighted how the Council would also seek to donate up to 500 existing devices to residents within the Borough to improve access to online resources and address digital exclusion.

Alternative options considered and rejected

These were set out in the public Cabinet report.

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

13. DEVICE REFRESH & LICENCES

RESOLVED:

That the Cabinet:

1. Approve the upgrade of End User Computer Hardware Devices (Device Refresh), including update of Windows 10 to Windows 11, enhanced Microsoft Licences, and implementation of change & adoption discovery work.
2. Accept the Single Tender from Crayon Limited via the Council's strategic partner Cisilion Ltd for the provision of Microsoft Licenses and associated technologies linked to Microsoft M365 services via the SBS Workplace Solutions Framework to the London Borough of Hillingdon at the cost of £2,962,738.00 for a 3-year period from March 2024 – March 2027.
3. Accept the Single Tender from CHG Meridian UK Ltd via the Council's strategic partner Cisilion Ltd for the leasing of end user computer devices refresh for a period of 3 years, at the value of £1,949,207 via the SBS Workplace Solutions Framework to London Borough of Hillingdon for a 3-year period from April 2024 - April 2027.

4. Agree to the Capital Release request of £2,182k from the 2023/24-2024/25 ICT Corporate Technology & Innovation Programme Capital Budget to fund the device refresh lease one-off payment as set out in the report.
5. Delegate authority to the Chief Digital & Information Officer, in consultation with the Cabinet Member for Corporate Services, to make any further necessary operational decisions regarding the project's implementation.

Reasons for recommendation

Cabinet agreed the necessary tenders and financing to leverage new and emerging technologies to support effective delivery of services, including issuing modern devices for staff, enhancing Microsoft Enterprise user licenses, and upskilling staff in the Microsoft Toolset through an embedded Change & Adoption strategy.

Alternative options considered and rejected

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

Relevant Select Committee	Finance & Corporate Services
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	Cabinet's decisions can be called in by a majority of the Select Committee by 5pm, Friday 23 February 2024
Officer(s) to action	Matthew Wallbridge / Dale Gordon
Directorate	Digital and Intelligence
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. LIBRARY BOOK CONTRACT

RESOLVED:

That the Cabinet:

- 1) Agree to access a new contract with Askews & Holts Library Services via the West Sussex County Councils' Framework for the provision of Library Books and Audio & Visual Materials (adults and children's fiction & non-fiction materials) to all 16 libraries and the mobile library within the London Borough of Hillingdon for a four-year period from 01 April 2024 to 31 March 2028 and at a cost of circa £620,000.
- 2) Note that the new contract would not impose a minimum spend and, therefore, will always remain within the budget approved for the purchase of books.

Reasons for decision

Cabinet agreed to enter into a new contract that would ensure delivery of quality reading materials to residents in the Borough's libraries, that meet their requirements.

Alternative options considered and rejected

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

Relevant Select Committee	Residents' Services
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	Cabinet's decisions can be called in by a majority of the Select Committee by 5pm, Friday 23 February 2024
Officer(s) to action	Darren Deeks
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. PURCHASE OF HEAVY PLANT AND MACHINERY FOR THE COUNCIL'S FLEET

RESOLVED:

That Cabinet:

- 1. Agrees to the purchase of four (4) heavy machines alongside a 5-year maintenance package to be used at the London Borough of Hillingdon's waste and recycling sites as replacements for the present ones.**
- 2. Accepts the tender from T H White Limited to supply one (1) 360 Material Handler and three (3) Loading Shovels at a purchase cost of £1,050,000. The maintenance costs per year including tyres and additional costs associated with heavy usage is £129,513. These machines will be operated over a period of 5 (five) years.**
- 3. Approves the capital release of £1,050,000 to purchase the machines.**
- 4. Agrees to continue to use John Hanlon & Co Ltd for maintenance and hire of heavy machinery whilst the contract and orders are fulfilled by the new supplier for approximately 6 months from placing the purchase order at a value of up to £22,500 per month. This would include £11,000 per month hire charges and maintenance costs.**

Reasons for decision

Cabinet agreed to the purchase of new heavy equipment going forward which would support key services such as those at the Civic Amenity Site in Harefield.

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)	Cabinet's decisions can be called in by a majority of the Select Committee by 5pm, Friday 23 February 2024
Officer(s) to action	Stephen Gunter / Michelle Kenyon
Directorate	Resources
Classification	Private - <i>Whilst the Cabinet's decisions above are always made public, the officer report relating to this matter is not because it was considered in the private part of the meeting and contained information relating to the financial or business affairs of any particular person (including the Authority holding that information) and the public interest in withholding the information outweighed the public interest in disclosing it in accordance with Section 100(A) and paragraph 3 of Part 1 of Schedule 12 (A) to the Local Government Act 1972 (as amended).</i>

16. CONTRACT FOR HOMEFIRST COMMUNITY REHAB SERVICE

RESOLVED:

That the Cabinet:

- 1. Retrospectively accepts a single tender from the Central and North West London (CNWL) NHS Foundation Trust for the provision of additional capacity from the Homefirst Community Rehabilitation Service to the London Borough of Hillingdon for the period 3rd April 2023 to the 31st March 2024 at a cost of £591,598 (£11,377 per week) and;**

- 2. Furthermore, agrees that this includes the provision to extend the contract 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 of Adult Social Care and Health.**

Reasons for recommendation

Cabinet made the necessary contractual decisions to facilitate the timely discharge from hospitals of residents, noting that funding for this was provided by the NHS.

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)	Cabinet’s decisions can be called in by a majority of the Select Committee by 5pm, Friday 23 February 2024
Officer(s) to action	Gary Collier
Directorate	Adult Social Care & 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>

17. MEAD HOUSE, HAYES END

RESOLVED:

That the Cabinet:

1. Declares that Mead House, Mead House Lane Hayes UB4 8EW is surplus to requirements, the Property is shown edged red on Plan A.
2. Authorises the sale of the freehold interest in Mead House to Bidder A at the value and terms set out in the report.
3. Declares that if Bidder A does not exchange on the Property within the time agreed, Officers may proceed to dispose of the Property to Bidder B at the value set out in the report.
4. Authorises the appropriation of the Property from Housing Revenue Account to the General Fund.
5. Delegates all future decisions regarding this disposal to Officers, in conjunction with Cabinet Member for Property, Highways & Transport.

Reasons for decision

Cabinet approval was given to the sale of the freehold interest in Mead House in Hayes End.

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)	Cabinet's decisions can be called in by a majority of the Select Committee by 5pm, Friday 23 February 2024
Officer(s) to action	James Raven / Julia Thompson
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. ANY OTHER ITEMS THE CHAIRMAN AGREES ARE RELEVANT OR URGENT

No additional items were considered by the Cabinet.

The meeting closed at 8.01pm

Internal Use only	Implementation of decisions & scrutiny call-in
When can these decisions be implemented by officers?	<p>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:</p> <p>5pm, Friday 23 February 2024</p> <p>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.</p>
Councillor scrutiny call-in of these decisions	<p>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.</p> <p>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:</p> <p>Scrutiny Call-In - Power Apps (secure)</p>
Notice	<p>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.</p> <p>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:</p> <p>democratic@hillington.gov.uk Democratic Services: 01895 250636 Media enquiries: 01895 250403</p>

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REVIEW BY THE HEALTH AND SOCIAL CARE SELECT COMMITTEE - REVIEW OF THE CAMHS REFERRAL PATHWAY

Cabinet Member(s)	Councillor Jane Palmer
Cabinet Portfolio(s)	Cabinet Member for Health and Social Care
Officer Contact(s)	Nikki O'Halloran, Democratic Services
Papers with report	Health and Social Care Select Committee's review of the 'CAMHS Referral Pathway'

HEADLINES

Summary	To receive the Health and Social Care Select Committee review into the 'CAMHS Referral Pathway' (Child and Adolescent Mental Health Service). To give consideration to the recommendations of the review.
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: Thriving, Healthy Households Joint Health & Wellbeing Strategy
Financial Cost	The recommendations proposed as a result of this review do not in themselves have a direct financial impact on Council finances.
Relevant Select Committee	Health and Social Care Select Committee
Relevant Ward(s)	N/A

RECOMMENDATIONS

That Cabinet welcomes the review by the Health and Social Care Select Committee and acknowledges, appreciates and recognises the work that is already being undertaken across the Borough to improve services in Hillingdon to support children's mental health. Furthermore, Cabinet agrees the recommendations made by the Select Committee set out below to be referred to the relevant body:

SELECT COMMITTEE RECOMMENDATIONS:

1. That Cabinet ask the North West London Integrated Care Board (NWL ICB) to:
 - a) provide a comprehensive action plan by 28 March 2024 detailing how and when the Thrive mapping strategy will be completed;
 - b) complete and implement the Thrive mapping strategy by the end of January 2025;
 - c) provide Hillingdon's Health and Social Care Select Committee with 6-monthly updates on the progress being made on implementing this action plan;
 - d) initiate a "No Wrong Door" policy for parents / children and young people who seek support;
 - e) ensure that all children and young people's services in Hillingdon are asked to adopt the Thrive philosophy/model to ensure there is "No Wrong Door" for children, young people and their families to access mental health and emotional wellbeing support, and that support is provided based on children and young people's needs and preferences; and
 - f) consider how parents can be offered early support on how to navigate the system including the provision of information about where to get this support to schools and GPs (as they are often the first place parents go to).

2. That Cabinet ask that the Health and Wellbeing Board ensure that all commissioners of CYP mental health services are asked to include requirements in their service provider contracts that:
 - a) parents be given a realistic description of the assessment / treatment process, including estimated timelines and information on where they can direct their feedback if the expectations set are not met; and
 - b) all communications sent to parents be reviewed to make sure that the information and tone is sensitive to their situation, not overly medicalised and contains accurate information on other places they can look for support.

3. That the Cabinet Member for Health and Social Care asks CAMHS to develop a service-user involvement strategy that provides opportunities for scrutiny and coproduction of services and includes the formation of a parents/Young People Board so that they can hold the organisation to account for the communications and service they provide.

Reasons for recommendations

To consider the report of the Health and Social Care Select Committee's review into the 'CAMHS Referral Pathway'.

Alternative options considered / risk management

The Cabinet could decide to reject some, or all, of the Select Committee's recommendations or pursue alternative routes by which to progress the objectives of the review.

SUPPORTING INFORMATION

Children's mental health services have been a matter of concern for scrutiny Members for some time and this has been exacerbated by the increasing number of children and young people experiencing mental ill health as a result of the pandemic. At its meeting on 12 October 2022, the Council's Health and Social Care Select Committee received an information report and heard from witnesses in relation to Child and Adolescent Mental Health Services (CAMHS). In light of the evidence received, it was agreed that the Committee would undertake a review of the CAMHS referral pathway in the Borough. The Select Committee has now concluded its review and a report, supported by three recommendations, was endorsed by the Committee at its meeting on 23 January 2024 for submission to Cabinet.

Members discovered that, between April and June 2021, 190,271 individuals aged 0-18 years were referred to children and young people's mental health services. This was an increase of 134% on the same period in the previous year (81,170) and a 96% increase on 2019 figures (97,342). The average waiting time for children and young people to access mental health services ranges from 8 to 82 days (almost 12 weeks). In 2019, specialist services were turning away one in four of the children referred to them for treatment. Around 75% of young people experiencing a mental health problem were unable to access any treatment at all or were forced to wait so long that their condition got worse.

The review heard from key witnesses and considered how partners could work together to help improve access to the mental health support that was needed by children and young people in the Borough.

The following Terms of Reference were agreed by the Select Committee from the outset of the review:

1. to gain a thorough understanding of how children and young people are referred to CAMHS and the associated timescales;
2. to scrutinise the referral pathway and review its effectiveness;
3. to review the current availability of alternative support and how these options are communicated to children, young people and their families;
4. to explore the effectiveness of the different agencies in communicating with each other as well as the effectiveness of their communication with the child, young person and their family on their journey to assessment and treatment; and
5. subject to the Committee's findings, to make any conclusions, propose actions and make service and policy recommendations to the decision-making Cabinet.

Through a range of informal information gathering sessions and formal witness sessions (as outlined in the report), the Select Committee sought to gain an understanding of the nature and extent of the action that was being taken in the Borough to enable children and young people to access services to support their mental health. Considering all factors, the Select Committee has made recommendations to build on the positive work already being undertaken by partners and to ensure that there is oversight of the progress made.

Financial Implications

The recommendations resulting from this review will not require any additional resources.

RESIDENT BENEFIT & CONSULTATION

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

The recommendations will help to improve awareness of oral health and ensure that interventions continue to be in place to support this.

Consultation carried out or required

The Select Committee sought a wide range of external witness testimony as set out in its report.

CORPORATE CONSIDERATIONS

Corporate Finance

Corporate Finance has reviewed this report, noting that there would be no direct financial implications of the Select Committee's recommendations in respect of processes and joint working with partner organisations.

Legal

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

BACKGROUND PAPERS

NIL.

Review of the CAMHS Referral Pathway



A review by the Health and Social Care Select Committee

Councillors on the Committee:

Nick Denys (Chair)

Philip Corthorne (Vice Chair)

Adam Bennett (from May 2023)

Tony Burles

Reeta Chamdal

Alan Chapman (to May 2023)

June Nelson

Barry Nelson West (to May 2023)

Sital Punja (from May 2023)

2023/2024

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Chairman's Foreword

'A Review of the CAMHS Referral Pathway'



"A child's mental health is just as important as their physical health." – Catherine, Princess of Wales

The steep rise in children and young people suffering episodes of mental health problems is well documented. Last year 20% of those in England aged eight to sixteen had a probable mental disorder¹. This is an increase from 11% in 2017². The dramatic rise in the numbers of children and young people wanting help has put great pressure on mental health services, challenging their ability to give what is needed to those in distress.

It is important that children and young people, and their families, get the help they need as soon as possible. Those childhood and teenage years are of critical importance in creating the pathway that a person follows into adulthood. Problems that are not properly resolved when someone is young become ingrained and harder to change as they age. According to the charity YoungMinds half of all mental health problems first become obvious before the age of 15, and 75% by the age of 25³.

The first task of the Committee was to set the Review's terms of reference in a way that was true to our powers and ability to recommend positive differences in how children, young people and their families experience support for mental health problems in Hillingdon. The topic is huge in importance and nature. To produce an effective report meant deciding what matters not to consider. For example, the medical diagnostic process, the societal causes behind the rise in mental stresses on young people, how the transition between youth and adult mental services works, and the correct funding allocation for such services – all important matters, though ones that need to be considered in other places. Instead, we concentrated on improving:

- the effectiveness of the referral pathway;
- the availability and understanding of alternative support; and
- effectiveness and appropriateness of communication.

From early on it became obvious to the Committee that the central ambition for this report would be to make recommendations that help children, young people and their families get the right

¹ <https://digital.nhs.uk/data-and-information/publications/statistical/mental-health-of-children-and-young-people-in-england/2023-wave-4-follow-up>

² <https://www.local.gov.uk/publications/children-and-young-peoples-mental-health-independent-review-policy-success-and>

³ <https://committees.parliament.uk/writtenevidence/23247/html/>

help at the right time. It is easier to deal with small problems before they escalate to crisis point. This may sound obvious, but the Committee found that some young people who were denied services because they did not meet the medical threshold felt like they were being told to go away and come back again once their mental health was broken badly enough.

We hope our recommendations will change the tone from being “turned away” to being offered the right support. An important aspect of this is for young people and their families to understand what help and information there is, and how to navigate the health system.

None of these comments should be taken as criticisms of those who provide mental health services in Hillingdon. The increase in demand has led to a situation where clinicians are constantly firefighting to help those in need. Their efforts are greatly appreciated. The Committee, as outsiders, had the luxury of space to reflect on how the system operates, and time to listen to the voices of young people, their families and multiple practitioners. We hope that this has enabled us to identify solutions that will create a better system for patients and practitioners to be within.

On behalf of the Committee, I would like to thank all the witness who shared their views and time with us, particularly those parents who spoke to us about their experience of children's mental health services in the Borough. I would also like to thank the Committee for their curiosity and analysis of the issue. And finally, this report would not have been possible without the diligent and insightful contribution of Nikki O'Halloran – Democratic, Civic and Ceremonial Manager. I and the Committee thank her for the accomplished support she gives us.

Councillor Nick Denys

Chairman, Health and Social Care Select Committee

Councillor for Eastcote Ward

Summary of recommendations to Cabinet

Through the witnesses and evidence received during the detailed review by the Committee, Members have agreed the following recommendations to Cabinet:

1

That Cabinet ask the North West London Integrated Care Board (NWL ICB) to:

- a) provide a comprehensive action plan by 28 March 2024 detailing how and when the Thrive mapping strategy will be completed;
- b) complete and implement the Thrive mapping strategy by the end of January 2025;
- c) provide Hillingdon's Health and Social Care Select Committee with 6-monthly updates on the progress being made on implementing this action plan;
- d) initiate a “No Wrong Door” policy for parents / children and young people who seek support;
- e) ensure that all children and young people's services in Hillingdon are asked to adopt the Thrive philosophy/model to ensure there is "No Wrong Door" for children, young people and their families to access mental health and emotional wellbeing support, and that support is provided based on children and young people's needs and preferences; and
- f) consider how parents can be offered early support on how to navigate the system including the provision of information about where to get this support to schools and GPs (as they are often the first place parents go to).

2

That Cabinet ask that the Health and Wellbeing Board ensure that all commissioners of CYP mental health services are asked to include requirements in their service provider contracts that:

- a) parents be given a realistic description of the assessment / treatment process, including estimated timelines and information on where they can direct their feedback if the expectations set are not met; and
- b) all communications sent to parents be reviewed to make sure that the information and tone is sensitive to their situation, not overly medicalised and contains accurate information on other places they can look for support.

3

That the Cabinet Member for Health and Social Care asks CAMHS to develop a service-user involvement strategy that provides opportunities for scrutiny and coproduction of services and includes the formation of a parents/Young People Board so that they can hold the organisation to account for the communications and service they provide.

Background to the review

For a number of years, children's mental health had been an issue of some concern for scrutiny Members. Whilst it is normal for children and young people to experience various types of emotional distress as they develop and mature (for instance, it is common for children to experience anxiety during pressure points at school), it is not normal for these symptoms to persist. For most children and young people, mental health distress is episodic (not permanent) and most can successfully navigate the challenges of experiencing a mental health disorder with treatment, peer / professional support and services, and a strong family and social support network.

However, sometimes children and young people need more robust support. In 2019/20, according to data received by the Office of the Children's Commissioner for England, 4,127 children were admitted to inpatient mental health care⁴ and emotional disorders (particularly anxiety and depression) were on the rise. It has been recognised that social media can have a negative impact on young people's emotional health and that young people's inability to access school coupled with the isolation and stress that they felt during the pandemic will have a long-term impact on them.

A huge range of mental health support services are available to children and young people and their families in Hillingdon but the referral criteria and procedure to access to them is not necessarily clear or straightforward. Similarly, if residents are aware of the services that are available, they may often find that liaising between the different service providers can be a disjointed and frustrating experience.

In light of the increasing magnitude of the issue, it was agreed that the Committee would undertake a review of the Child and Adolescent Mental Health Service (CAMHS) referral pathway. The review would look at the experience of young people in accessing mental health services in Hillingdon and explore possible areas for improvement.

⁴ Children and Young People's Mental Health Coalition (2021) 'Reforming the Mental Health Act: Consultation Response', Available at:

<https://www.google.co.uk/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKEwjW06KGx deDAxWpbEEAHZjOBKwQFnoECA0QAQ&url=https%3A%2F%2Fcpymhc.org.uk%2Fwp-content%2Fuploads%2F2021%2F04%2FFMH-Act.Reponse.CYPMHC.April-2021.pdf&usq=AOvVaw1CaogSoOOyqcgExmJDmTli&opi=89978449> (Accessed: 5 January 2023)

Evidence & Witness Testimony

Context - national trends and focus

As at January 2022⁵, boys aged 6 to 10 years were thought to be more likely to have a mental disorder than girls (nearly double), but this pattern reversed in those aged 17 to 23 years, with rates higher in young women than young men (there is a less significant difference in 11-16 year olds). Over half of all mental health disorders had started before the age of 14, with 75% by 24 years of age.

Children and young people were more likely to have poor mental health if they experienced some form of adversity, such as living in poverty, parental separation or financial crisis, where there is a problem with the way their family functions or whose parents already have poor mental health. Young people who identified as LGBTQ+ were also more likely to suffer from a mental health condition and looked after children were four times more likely to experience mental health issues than their peers. A third of people in the youth justice system were estimated to have a mental health problem and nearly ¾ of children with a mental health condition also had a physical health condition or developmental problem.

Over 40,000 children and young people were admitted to hospital after harming themselves in 2017/18 – and there had been an increase in the number of younger children self harming. An average of ten 9-12 year olds were admitted to hospital each week due to self harm.

Referral and Treatment Times

Between April and June 2021, 190,271 individuals aged 0-18 years were referred to children and young people's mental health services. This was an increase of 134% on the same period in the previous year (81,170) and a 96% increase on 2019 figures (97,342). The average waiting time for children and young people to access mental health services ranged from 8 to 82 days (almost 12 weeks).

In 2018, only 20% of children and young people started treatment within four weeks. Spend per child ranged from £14- £191 per person compared to the average adult spend on mental health services, which was £225 per person. On average, local Integrated Care System (ICS) areas spent less than 1% of their overall budget on children's mental health and 14 times more on adult mental health services. However, some local areas were spending considerably more. Government funding for the Early Intervention Grant had been cut by almost £1 billion. Public

⁵ <https://www.local.gov.uk/about/campaigns/bright-futures/bright-futures-camhs/child-and-adolescent-mental-health-and#:~:text=They%20are%20correct%20as%20of%20January%202022.%20At,rates%20higher%20in%20young%20women%20than%20young%20men.>

health funding, which funded school nurses and public mental health services, had seen a £700 million real term reduction in funding between 2014/15 and 2020/21 - a fall of almost a quarter (23.5%) per person.

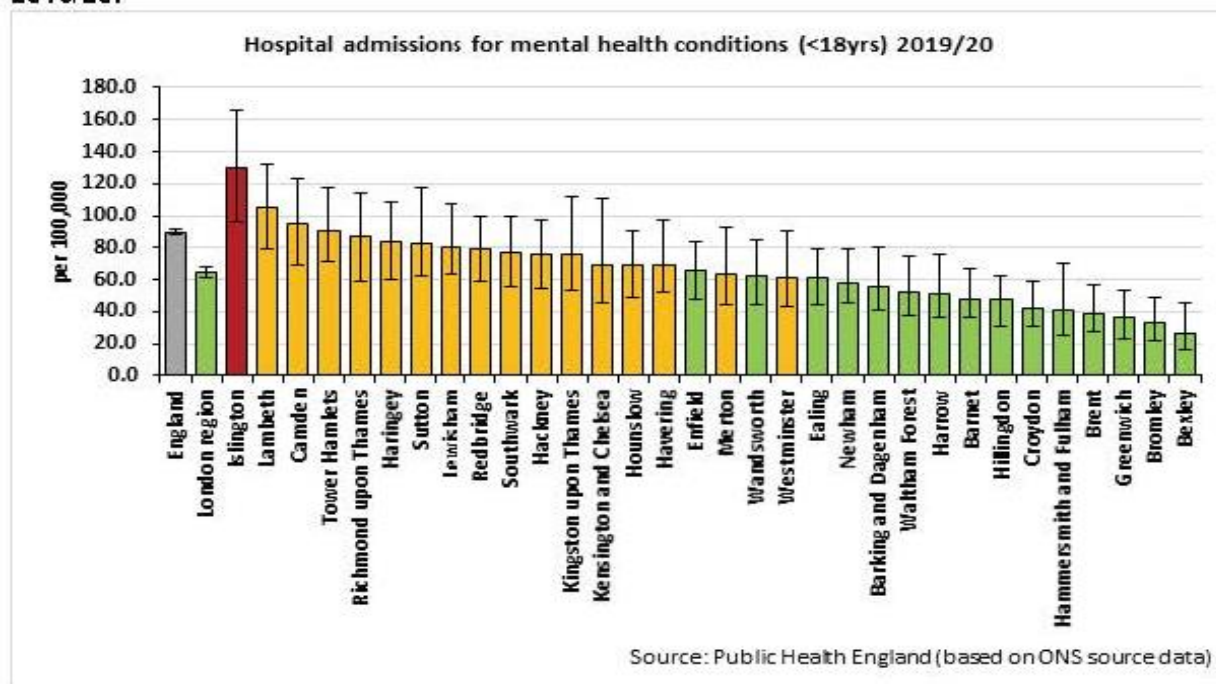
In 2019, specialist services were turning away one in four of the children referred to them for treatment. 4% of children accessed mental health services in 2019/20 which was equivalent to about 1 in 4 children who needed mental health services. There was limited support available for children under the age of five. 42% of CAMHS in England did not accept referrals for children aged two and under and there were only 39 parent-infant teams in the UK.

Around 75% of young people experiencing a mental health problem were unable to access any treatment at all or were forced to wait so long that their condition got worse.

Local context

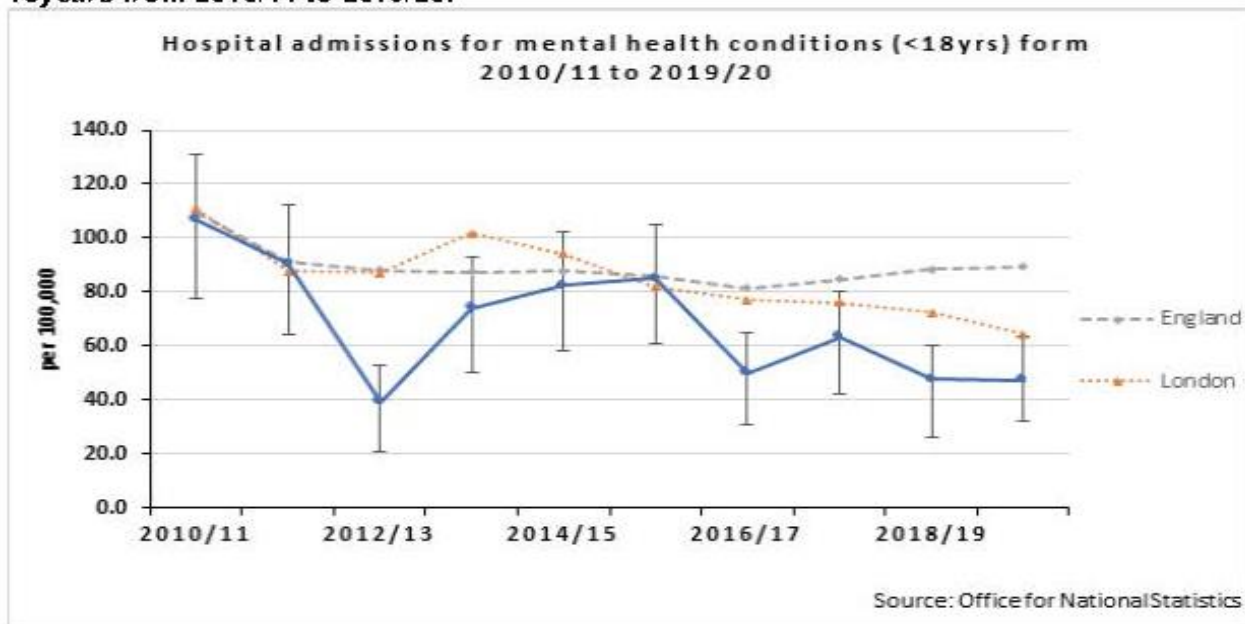
According to Hillingdon’s Joint Strategic Needs Assessment (JSNA⁶), hospital admissions for self-harm in children had increased in recent years for England. In Hillingdon, 85 young people aged between 10-19 were admitted to hospital following self-harm during 2020/21. Hospital admission for mental health conditions for those aged under 18 years was lower for Hillingdon as compared to England and the London region. The trend had decreased between 2010/11 and 2019/20.

Figure 81 Hospital admissions for mental health conditions under 18years for 2019/20.



⁶ https://www.hillingdon.gov.uk/media/9690/Hillingdons-full-JSNA-report-2022/pdf/Hillingdons_Joint_Strategic_Needs_Assessment_2022.pdf?m=1654598108797

Figure 82 Trend in hospital admissions for mental health conditions under 18years from 2010/11 to 2019/20.



CAMHS was a well publicised service which appeared to be the first service that people thought about when dealing with children and young people experiencing mental health issues. However, CAMHS was often not the most appropriate place for these children to be referred and they would often not meet the required threshold. As such, a large number of children and young people experiencing mental health challenges were waiting for a service before then being told that they did not meet the threshold. Improvements are needed to the information that is available to residents and service providers so that children and young people are directed to the most appropriate service in the first instance to prevent escalation of their mental ill health. The improvements should help young people and their families to access the help they need sooner. The earlier young people get the help they need, the better chance there is of minimising the impact of mental health problems. This would not only help the young person themselves, and their families, but also could relieve some of the burden placed on adult health mental services due to resolving mental health issues before the young person reaches adulthood.

The Committee's Findings

The Committee's recommendations to Cabinet

During the course of the Health and Social Care Select Committee's investigations, three areas of improvement emerged:

1. Signposting and accessibility of services – there seemed to be a huge range of services available, but signposting to them did not seem to be as effective as it needed to be;
2. Communication and transparency – some of the communications from service providers seemed overly clinical which could come across as insensitive to some children and young people and their families; and
3. Feedback loop – children and young people and their families need the opportunity to be able to provide and receive feedback on services so that there is a continuous performance improvement loop.

The Select Committee has included recommendations within its report that, it is hoped, will reduce the amount of time that children and young people are spending navigating the system rather than receiving treatment. This should reduce the opportunity for young people's mental health to deteriorate further.

Signposting and accessibility of services

There are so many services offered to support children's mental health that it can make it difficult for parents and GPs to know where a child should go to get the best support for their situation. This can be particularly challenging at a time of significant emotional turmoil. If there is any uncertainty about where the child should be referred, it is likely that the child will be referred to CAMHS by default, even if it isn't the most appropriate place for them.

Primary care has made more referrals to CAMHS than any other sources including urgent care, social services and paediatrics. Despite being a non-medical environment, schools make the second highest number of CAMHS referrals. To help reduce the number of referrals made to CAMHS by schools, pilots had started in the Borough whereby Mental Health Support Teams had been visiting schools for two days each week to work with young people on issues of worry, low mood, anxiety, etc. Supporting this low-level mental health need through early intervention would make it much easier to manage and prevent escalation.

The Thrive methodology had been introduced in Hillingdon to look at the needs-based roots of children's mental health issues and to develop a systems approach to the support that was then provided at the earliest opportunity. Healthwatch Hillingdon and the North West London Integrated Care System have undertaken a mapping exercise (attached at Appendix A) to identify all of the help that is currently available to support children and young people with their mental

health and this information has been sifted through to develop a shared understanding of where each service sits. Although the micro and macro levels have been worked through with partners to identify where improvements need to be made, further work is still needed to identify referral criteria and to provide contact information and further detail about each of the services that are available. It is hoped that the mapping exercise will culminate with each of the services being listed on the Internet with an explanation about the service that is provided and whether or not a referral is needed (and who can make the referral).

Mental Health support services that are available to children and young people include:

1. KOOOTH - a digital offer to children and young people for online counselling and support. Some young people do not want to use Kooth as they are required to sign up for the service and can therefore be deterred by the fact that they could be identified (some young people might not want anyone, including their parents, to know that they are experiencing mental health issues).
2. HACS (Hillingdon Autistic Care and Support) and the Centre for ADHD and Autism (CAAS) provide support for those with autism and ADHD as these young people are statistically more likely to have mental health issues. There are many families that don't know about the services provided by CAAS but who would benefit from them to prevent their child's mental health from deteriorating during their wait for CAMHS. The organisation supports mental wellbeing rather than providing mental health services.
3. Hillingdon Young Adults Programme - a range of support including 121 work and holistic social worker assessments, as well as signposting and referring to other services. A directory of support has been put together for young people up to the age of 18 which includes arts therapy.
4. CAMHS - 24 hour advice and support service that also provides an opportunity to signpost to other services.
5. CNWL - a single point of access for assessment (SPA service) has been set up for young people to contact for advice on where to go but this needs to be more widely publicised through newsletters, apps and posters. Young people have found that their calls are not always being picked up and have been left unanswered, and sometimes the calls go through to adult services. This facility does not seem to be as accessible or available as parents and young people need it to be.

Parents of children with mental health issues regularly turn up at A&E when their child's mental health has deteriorated to such an extent that they don't know what else to do and therefore need the hospital to make an emergency CAMHS referral. Although additional mental health beds would address the issue of not enough beds, it is clearly not in every child's best interest to be admitted and it might be more beneficial to have a separate mental health crisis centre to meet young people's mental health needs rather than presenting at A&E. This could be addressed by having a crisis space for young people included in the new hospital development, co-located with the ability to address any physical health needs.

With regard to children's mental health services, there is a perception that CAMHS is the only service available. As such, GPs often refer children to CAMHS whereas, for adults, there is a greater awareness of a range of services provided to support the mental health of adults. Unnecessary GP CAMHS referrals can sometimes be made because they are not aware of the most appropriate place to refer a young person with mental health issues and sometimes because there is not enough capacity in the services that are available. Not all GPs will be aware of the range of services that have been identified during the Thrive mapping process and a single point of access for these would be useful.

Work has been undertaken by partners in Hillingdon to improve access to the front door. Whilst a lot of support is available for children and young people's mental health in the Borough, many parents and young people find it difficult to know how to access these services and which ones are the most appropriate to meet their needs.

When a child is in distress, they need help so should never be turned away because they don't meet a particular threshold. Children and young people need to be able to access a simple but detailed list of services that sets out what each would be able to offer the child. The child and their family should then be able to make contact with one of these services to ask for help. If it transpires that this is not an appropriate service for that particular child, the service should make contact with other services as soon as possible to find the service that would be most appropriate and then make sure that they hand over the case without the parents or children having to take any further action. During this transition process, the parents and children should proactively be kept updated on the action that has been taken. This is known as "No Wrong Door". Irrespective of whether or not the child has presented at the correct service, action should be taken by partners to ensure that the child receives the most appropriate care and support as quickly as possible without the child or their family having to present anywhere else. Whilst it is recognised that this will pose a resource issue, it is also recognised that the treatment for a child who has deteriorated will be far more costly in terms of the long term impact on their wellbeing as well as on services that are provided. The CAMHS service is currently overworked and there needs to be an honesty with parents about capacity and timelines so that they can manage expectations. Any communication with parents needs to include applicable timelines which need to be adhered to by service providers.

Publicity needs to be improved to advertise the services that are available but also to manage expectations. Work has been undertaken with the North West London Integrated Care Board (NWL ICB) to develop clinical decision trees that provide the options that are available for a range of conditions and highlight where an individual can be referred to. These clinical decision trees are available to GPs on the ICB website. It has been suggested that this information should also be available to schools and CAMHS staff for those young people that do not meet the threshold for CAMHS services.

Action needs to be taken to reduce the need for children and young people to use specialist CAMHS services (rather than just looking at increasing capacity in CAMHS) and to put more

preventative measures in place. To do this, action is needed to complete and publicise the work on the Thrive map (which is an evolving document) and to develop and publicise associated clinical decision trees for GPs.

On that basis, it is recommended that:

1

That Cabinet ask the North West London Integrated Care Board (NWL ICB) to:

- a) provide a comprehensive action plan by 28 March 2024 detailing how and when the Thrive mapping strategy will be completed;**
- b) complete and implement the Thrive mapping strategy by the end of January 2025;**
- c) provide Hillingdon's Health and Social Care Select Committee with 6-monthly updates on the progress being made on implementing this action plan;**
- d) initiate a “No Wrong Door” policy for parents / children and young people who seek support;**
- e) ensure that all children and young people's services in Hillingdon are asked to adopt the Thrive philosophy/model to ensure there is "No Wrong Door" for children, young people and their families to access mental health and emotional wellbeing support, and that support is provided based on children and young people's needs and preferences; and**
- f) consider how parents can be offered early support on how to navigate the system including the provision of information about where to get this support to schools and GPs (as they are often the first place parents go to).**

Communication and transparency

CAMHS in Hillingdon is under significant pressure, which is not helped by the number of inappropriate referrals that it receives. If the number of CAMHS referrals are reduced by removing those children and young people that do not need to see CAMHS, and instead referring them to appropriate alternative services, the demand will be better spread, patients will get a better and quicker service and will therefore be less likely to deteriorate.

In Hillingdon, 636 CAMHS referrals were declined between 1 April 2022 and 31 January 2023. It can take a long time for an assessment to be undertaken after a referral has been made to CAMHS and, if accepted, for subsequent interventions to then be put in place. During this intervening period, parents and children need to be advised of any alternative non-statutory services that are available to them. The Waiting Well initiative had been put in place to provide regular touch points for CAMHS and parents but this was not always working reliably.

The national CAMHS target from referral to treatment is 18 weeks. CAMHS locally has been achieving 100% within 18 weeks from referral to first and second contact. However, this is still a significant period of time for a young person to be waiting without parents being routinely advised about other services that are available to support their children in the interim. Furthermore, timescales for contact are not always provided by CAMHS and the various agencies involved in supporting children and their families are not always communicating effectively (either with the families or with each other). All communication needs to use simple, non-medicalised language and be honest and transparent and, if a referral is not accepted, provide clear reasons as to why the child has not met the threshold and what alternative services are available. Parents need to be proactively advised at the outset of their initial contact with CAMHS about timescales and about the procedure for making a complaint if the process is not working effectively. It is important to receive feedback when this is not the experience of parents so that action can be taken to rectify the situation for those parents as well as others.

When a parent receives their first contact letter from CAMHS with an appointment date, they are often under the impression that this will be for the child's assessment. However, this appointment is usually used to triage the child and determine whether or not they meet the threshold for treatment. Parents understand that the process can take time but they need to be given accurate information about timescales and directed to services that they can access in the interim.

There also seemed to be limited support available for young people who were transitioning to adult mental health services, increasing the possibility that their mental health will deteriorate further in the interim. Clear signposting to support is needed for these young people to address the confusion that exists about what is actually available and how it can be accessed and manage their expectations.

Improving communication between the different service providers would improve awareness and prevent young people from being passed from one service to another. Each organisation should be responsible for making sure that a child is passed to the most appropriate service that will ensure that their needs are being addressed.

On that basis, it is recommended that:

2

That Cabinet ask that the Health and Wellbeing Board ensure that all commissioners of CYP mental health services are asked to include requirements in their service provider contracts that:

- a) parents be given a realistic description of the assessment / treatment process, including estimated timelines and information on where they can direct their feedback if the expectations set are not met; and**
- b) all communications sent to parents be reviewed to make sure that the information and tone is sensitive to their situation, not overly**

medicalised and contains accurate information on other places they can look for support.

Feedback loop

It appears that there is little accountability to patients for the service that CAMHS (and others) provide. It is important that a positive and neutral environment is available for both sides to provide feedback and resolve issues. This forum needs to be person centred and accountable to service users. In order to ensure that the patient voice is heard, participation groups have been set up (Children and Young People Shadow Board and Parent Shadow Board) and a dedicated feedback week has been created to provide an informal feedback opportunity. Furthermore, routine site visits are undertaken and the Friends and Family test continues to be publicised. The Urgent Care Team is also available to provide intensive community support to children, young people and their families to help them to maintain school attendance. Whilst these are all useful interventions, it does not appear that they offer proper accountability and do not necessarily provide a progressive environment, offering understanding, empathy and support to improve the service user experience.

A negative experience of CAMHS can become fraught and, if the parents do not feel that their concerns are being heard, the relationship with CAMHS can become confrontational. The availability of a parent support group where parents can provide feedback in a less confrontational way would be invaluable in making sure that concerns can be dealt with in a way that is sensitive to the situation that parents are in.

The CAMHS Parents' Support Group is run by a family therapist and is attended by clinicians who present on specific topics and receive feedback. There are also participation groups for children and young people and an ethos of co-production with them and their families. It has been suggested that these be further developed as sounding boards for service users to be involved in any new service developments, for example, speaking to parents about their anxiety around their child being discharged and the continued support that would be available.

On that basis, it is recommended that:

3

That the Cabinet Member for Health and Social Care asks CAMHS to develop a service-user involvement strategy that provides opportunities for scrutiny and coproduction of services and includes the formation of a parents/Young People Board so that they can hold the organisation to account for the communications and service they provide.

About the review - witnesses and activity

The following Terms of Reference were agreed by the Committee from the outset of the review:

1. to gain a thorough understanding of how children and young people are referred to CAMHS and the associated timescales;
2. to scrutinise the referral pathway and review its effectiveness;
3. to review the current availability of alternative support and how these options are communicated to children, young people and their families;
4. to explore the effectiveness of the different agencies in communicating with each other as well as the effectiveness of their communication with the child, young person and their family on their journey to assessment and treatment; and
5. subject to the Committee's findings, to make any conclusions, propose actions and make service and policy recommendations to the decision-making Cabinet.

The Committee received evidence from the following sources and witnesses:

<p>Virtual Chairman's briefing – 11 January 2023</p>	<p>External attendees:</p> <ul style="list-style-type: none"> • Jane Hainstock, Head of Joint Commissioning, North West London Integrated Care Board (NWL ICB) - Hillingdon • Enoch Aboagye, Clinical Nurse Manager, NHS NWL
<p>Select Committee Witness Session 1 – 21 February 2023</p>	<p>External witnesses:</p> <ul style="list-style-type: none"> • Richard Ellis, Joint Lead Borough Director, North West London Integrated Care System (NWL ICS) • Jane Hainstock, Head of Joint Commissioning, North West London Integrated Care Board (NWL ICB) - Hillingdon • Dr Paul Hopper, Divisional Medical Director, Central and North West London NHS Foundation Trust (CNWL) • Dr Ritu Prasad, Co-Chair, Hillingdon GP Confederation • Keith Spencer, Managing Director, Hillingdon Health and Care Partners (HHCP) • Tina Swain, Service Director for CAMHS & Eating Disorders - Goodall Division, Central and North West London NHS Foundation Trust (CNWL) <p>Council officers in attendance:</p> <ul style="list-style-type: none"> • Alex Coman, Director - Safeguarding, Quality Assurance and Partnerships, LBH • Kelly O'Neill, Interim Director of Public Health, London Borough of Hillingdon

<p>Private / Confidential Witness Session 1 – 21 February 2023</p>	<p>Committee Members in attendance: Councillors Tony Burles, Philip Corthorne, Reeta Chamdal, Nick Denys, June Nelson and Barry Nelson-West</p>
<p>Private / Confidential Witness Session 2 – 2 March 2023</p>	<p>Committee Members in attendance: Councillors Philip Corthorne and Nick Denys</p>
<p>Virtual Chairman’s briefing - 15 March 2023</p>	<p>External attendees:</p> <ul style="list-style-type: none"> • Tina Swain, Service Director for CAMHS & Eating Disorders - Goodall Division, Central and North West London NHS Foundation Trust (CNWL)
<p>Select Committee Witness Session 2 – 21 March 2023</p>	<p>External witnesses:</p> <ul style="list-style-type: none"> • Clare Byrne, Divisional Nurse for Acute Medicine and Governance in Unplanned Care, The Hillingdon Hospitals NHS Foundation Trust (THH) • Evelyn Cecil, Head of Adult Mental Health Services, Hillingdon Mind • Amanda Erasmus, SENCO, Uxbridge High School • Alison Foster, Deputy Head and Deputy Designated Safeguarding Lead, Vyners School • Therese Glynn, Director of Services, Centre for ADHD & Autism • Eamonn Katter, Deputy Chief Operating Officer, The Hillingdon Hospitals NHS Foundation Trust (THH) • Lisa Taylor, Managing Director, Healthwatch Hillingdon • Katrina Warkcup, Emergency Department Matron, The Hillingdon Hospitals NHS Foundation Trust (THH) • Summer Wessels, Deputy Designated Safeguarding Lead and Senior Mental Health Lead, Douay Martyrs School LBH Officers
<p>Select Committee Witness Session 3 – 20 June 2023</p>	<p>External witnesses:</p> <ul style="list-style-type: none"> • Richard Ellis, Joint Lead Borough Director, North West London Integrated Care System (NWL ICS) • Jane Hainstock, Head of Joint Commissioning, North West London Integrated Care Board (NWL ICB) - Hillingdon • Dr Paul Hopper, Divisional Medical Director, Central and North West London NHS Foundation Trust (CNWL) • Dr Azer Mohammed, Clinical Director, Central and North West London NHS Foundation Trust • Vanessa Odlin, Managing Director for Hillingdon and Mental Health Services, Goodall Division, Central and North West London NHS Foundation Trust (CNWL) • Alastair Penman, Hillingdon Mental Health, Central and North West London NHS Foundation Trust • Dr Ritu Prasad, Co-Chair, Hillingdon GP Confederation

	<ul style="list-style-type: none">• Tina Swain, Service Director for CAMHS & Eating Disorders - Goodall Division, Central and North West London NHS Foundation Trust (CNWL)• Lisa Taylor, Managing Director, Healthwatch Hillingdon
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Appendix



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REVIEW BY THE PROPERTY, HIGHWAYS AND TRANSPORT SELECT COMMITTEE: *ATTAINING BEST PRACTICE AND VALUE FOR THE COUNCIL'S HIGHWAYS RESURFACING ACTIVITIES*

Cabinet Member(s)	Councillor Jonathan Bianco
Cabinet Portfolio(s)	Cabinet Member for Property, Highways and Transport
Officer Contact(s)	Mark Braddock, Democratic Services
Papers with report	Final review report

HEADLINES

Summary	To receive the final report detailing the major review conducted by the Property, Highways and Transport Select Committee which considered the Council's highways resurfacing activities. The review makes recommendations for Cabinet to consider.
Putting our Residents First - Delivering on the Council Strategy 2022-2026	This report supports our ambition for residents / the Council of: Live in good quality, affordable homes in connected communities. This report supports our commitments to residents of: A Green and Sustainable Borough.
Financial Cost	There are no direct financial costs arising from the recommendations in this report.
Select Committee	Property, Highways and Transport Select Committee
Relevant Ward(s)	All

RECOMMENDATIONS

That Cabinet:

- 1) Welcomes the Select Committee's report and its insights and findings, which seek to support and enhance the delivery of Highways resurfacing and maintenance across the Borough, taking a broad assessment of existing procedures, new technologies, methods, materials and scheduling possibilities to obtain best value and service for residents.
- 2) Agrees to delegate decisions on taking forward the implementation of the Committee's specific recommendations to the Cabinet Member for Property, Highways and Transport, in conjunction with officers.

SELECT COMMITTEE RECOMMENDATIONS:

Engagement and Communication

- 1) To develop a standardised Highways Resurfacing response template for Members Enquiries, to include the reasoning behind the response, the scheduling of works and estimated timescales, or reasons why a timescale cannot be given.**
- 2) To endorse the principle of feedback from residents and Ward Councillors contributing to the process by which the Council assesses the condition of footways and roadways and their priority for repair.**
- 3) To ensure that information regarding planned major resurfacing works is transparent and available to the Ward Councillors and the public where possible.**
- 4) To seek to enhance communication with relevant authorities that manage prominent highways in the Borough (National Highways and Transport for London) regarding any deterioration of their network impacting Hillingdon's residents.**
- 5) That the Council's Highways, and Green Spaces Teams consult each other formally and frequently to ensure the issue of tree root protrusion on footways and roadways is mitigated effectively.**

Promoting Green Initiatives and Cost Efficiencies

- 6) That where possible, adopt and promote less energy intensive resurfacing techniques such as the recycling of materials and expanding trials using Warm Mixed Asphalt.**
- 7) Endorse the use of new resurfacing technologies and techniques including the new machine purchased for the delivery of reactive highways maintenance work.**
- 8) Support cost effective methods of repaving footways such as the move to tarmac where appropriate, rather than replacing all footways 'like for like'.**
- 9) Encourage the early ordering of works and volume of works discounts offered by the Council's Resurfacing Contractor.**

Reasons for the recommendations

The recommendations arising from this major review aim to support the Cabinet and Council in developing its delivery of Highways resurfacing and maintenance across the Borough.

Alternative options considered / risk management

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

SUPPORTING INFORMATION

The Property, Highways and Transport Select Committee have been conducting a major scrutiny review into attaining best practice and value for the Council's highways resurfacing activities. The primary purpose of the review was to take a broad assessment of new technologies, methods, materials and scheduling possibilities to obtain best value and service for residents. By looking at the local context within Hillingdon, the London-wide setting, and the national picture, the Select Committee is now in a position to offer their findings and recommendations to the decision-making Cabinet.

The following Terms of Reference were agreed by the Committee from the outset of the review:

1. To understand the Council's current position and procedures with regard to highways reconstruction and resurfacing;
2. To explore the national legislative setting and initiatives undertaken by other London Boroughs and local authorities in relation to highways resurfacing;
3. To explore recent developments in resurfacing technologies, methods and materials;
4. To assess options for adopting new scheduling possibilities in an effort to improve the efficiency of the Council's resurfacing programme;
5. To influence any emerging Council plans with respect to footways and roadways management in terms of meeting carbon reduction targets;
6. Subject to the Committee's findings, to make any conclusions, propose actions, service and policy recommendations to the decision-making Cabinet.

Information Gathering:

As part of its witness and evidence sessions, the Select Committee received direct evidence from the following witnesses in addition to conducting a site visit to observe a reactive maintenance road surface repair:

- Poonam Pathak - Head of Highways
- Wayne Greenshields – Network Operations Manager
- Martin Kenealy – Reactive Maintenance Supervisor
- Christopher O'Hara – Director, O'Hara Bros. Surfacing Ltd
- Councillor Jonathan Bianco – Cabinet Member for Property, Highways and Transport

Additionally, a broad range of evidence, best practice and supporting information was provided as part of the Committee's deliberations.

Findings and recommendations

As stated in the review report, the Committee generally commended the condition of roads within Hillingdon and understood that local highway authority budgets were currently squeezed in all parts of the country. The Select Committee was also encouraged at the Council's intention to increase the amount of resurfacing and repair work conducted on Hillingdon's highway network in future.

The Committee's recommendations seek to support the direction of travel of the Highways Service are grouped into two broad categories, 'Engagement and Communication' and 'Promoting Green Initiatives and Cost Efficiencies'.

The recommendations around Engagement and Communication seek to take into account the way that the Council interacts with residents and Ward Councillors about highways matters, in addition to external stakeholders including contractors and other relevant authorities tasked with maintaining some of the Borough's prominent highways.

The recommendations around Promoting Green Initiatives and Cost Efficiencies look at more cost-effective ways of maintaining our roads in the future, along with the Council's commitment to reducing its carbon emissions. This is all acknowledged with the need for managing cost within approved budgets.

Officer Comments on Recommendations

The recommendations have been reviewed by the relevant senior officers in the Place Directorate. Officers are supportive of the recommendations and have raised no issues regarding their feasibility as part of the direction of travel for the Highways Service. The Service will work with the Cabinet Member on the most suitable way they can be implemented.

Financial Implications

There are no new financial costs arising from the recommendations in this report. Furthermore, many of the Committee's recommendations aimed at less energy intensive resurfacing, new technologies and more cost-effective repaving techniques support the delivery of financial savings for the service area.

There are no direct capital finance impacts from the data within this report.

RESIDENT BENEFIT & CONSULTATION

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

The recommendations seek to both support and provide further strategic direction on the Council's Highways resurfacing activities in addition to providing residents with increased levels of transparency. A standardised Highways Resurfacing response template for Members' Enquiries will also improve engagement between Ward Councillors and Highways Teams.

Consultation carried out or required

The Committee sought a range of internal and external witness testimony, as set out in the report.

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 in this report.

Legal

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

BACKGROUND PAPERS

NIL.

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Attaining Best Practice and Value for the Council's Highways Resurfacing Activities



A review by the Property, Highways and Transport Select Committee 2023/2024

Councillors on the Committee: Councillors Keith Burrows (Chairman), Steve Tuckwell (Vice Chairman), Peter Money (Opposition Lead), Alan Chapman, Darran Davies, Elizabeth Garelick and Kamal Preet Kaur



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Chairman's Foreword

On behalf of the Property, Highways and Transport Select Committee, I am pleased to present this report to Cabinet summarising our major review into the Council's highways resurfacing activities. The Committee identified an opportunity to conduct an in-depth scrutiny review into how the Council could attain value for residents in terms of highways resurfacing whilst ensuring best practice and quality.

This report is the culmination of the Committee's evidence gathering sessions during which Committee Members had the opportunity to meet with a range of Senior Council Officers, external partners and the Cabinet Member for Property, Highways and Transport, all of whom gave good evidence on which the Committee has based its findings and recommendations.



The recommendations are split into two overarching themes that became apparent over the course of the review; 'Engagement and Communication' and 'Promoting Green Initiatives and Cost Efficiencies'. Engagement and Communication was of paramount importance to the Committee, especially in the way that the Council's interacts with residents and Ward Councillors, but also with external stakeholders including contractors and other authorities tasked with maintaining some of the Borough's prominent highways. Promoting Green Initiatives and Cost Efficiencies encompasses the Council's commitment to reducing its carbon emissions whilst acknowledging the need for managing cost within approved budgets.

Finally, I would like to take this opportunity to thank those witnesses and officers who gave up their time to assist the Committee and commend officers for their continued hard work in striving to ensure Hillingdon's Highways and footways remain in good condition and fit for purpose.

Councillor Keith Burrows

Chairman of the Property, Highways and Transport Select Committee

Ward Councillor for Uxbridge

Summary of recommendations to Cabinet

That Cabinet welcomes the Select Committee's report and recommendations which seek to support and enhance the delivery of Highways resurfacing and maintenance across the Borough. The aim of the review was to take a broad assessment of existing procedures, new technologies, methods, materials and scheduling possibilities to obtain best value and service for residents.

Engagement and Communication

1

That Cabinet develop a standardised Highways Resurfacing response template for Members Enquiries, to include the reasoning behind the response, the scheduling of works and estimated timescales, or reasons why a timescale cannot be given.

2

That Cabinet endorse the principle of feedback from residents and Ward Councillors contributing to the process by which the Council assesses the condition of footways and roadways and their priority for repair.

3

That Cabinet ensure that information regarding planned major resurfacing works is transparent and available to the Ward Councillors and the public where possible.

4

That Cabinet seek to enhance communication with relevant authorities that manage prominent highways in the Borough (National Highways and Transport for London) regarding any deterioration of their network impacting Hillingdon's residents.

5

That the Council's Highways, and Green Spaces Teams consult each other formally and frequently to ensure the issue of tree root protrusion on footways and roadways is mitigated effectively.

Promoting Green Initiatives and Cost Efficiencies

6

That where possible, Cabinet adopt and promote less energy intensive resurfacing techniques such as the recycling of materials and expanding trials using Warm Mixed Asphalt.

7

That Cabinet endorse the use of new resurfacing technologies and techniques including the new machine purchased for the delivery of reactive highways maintenance work.

8

That Cabinet support cost effective methods of repaving footways such as the move to tarmac where appropriate, rather than replacing all footways 'like for like'.

9

That Cabinet encourage the early ordering of works and volume of works discounts offered by the Council's Resurfacing Contractor.

Background to the review

The Select Committee formally agreed at its meeting on 20 September 2022, to commence with a major scrutiny review into attaining best practice and value for the Council's highways resurfacing activities.

The aim of the review was to take a broad assessment of new technologies, methods, materials and scheduling possibilities to obtain best value and service for residents. The Cabinet Member for Property, Highways and Transport noted at the review's onset that they appreciated the Select Committee's undertaking of a major scrutiny review into highways resurfacing and highlighted how highways maintenance was a constantly generating area of work due to the expected degradation of the Council's highways network as a result of regular heavy usage, usual and extreme weather impacts, and regular maintenance and utility works.

By looking at the local context within Hillingdon, the London-wide setting, and the national picture, the Select Committee is now in a position to offer their findings and recommendations to the decision-making Cabinet.

Hillingdon's Highways Network

The Council is tasked with maintaining 905 kilometres of footways and 700 kilometres of carriageways (roadways) within Hillingdon. This makes up the vast majority of Hillingdon's Highways Network, with a small number of highways being maintained by other authorities such as National Highways (previously Highways England) and Transport for London.

Of the roads that the Council is responsible for maintaining, these have been categorised into groups A – D within Hillingdon's road hierarchy. Categories are determined based on road classification with due regard to functionality, traffic use, character and trends. The vast majority of the Borough's road network (82%) falls within category D.

Feature	Hierarchy	Functionality factor	General description	Category	Length (m)
Road	Main Distributor	Borough principal roads; very high traffic flow routes.	Routes linking strategic network.	A	51,662
	Secondary Distributor	Traffic sensitive roads; classified non-principal roads; high traffic flow routes.	Routes linking main distributor network	B	20,343
	Link Road	Medium traffic flow routes. Mainly unclassified.	Routes linking secondary distributor network; industrial interconnecting roads.	C	52,700
	Residential / Local Access	Low traffic flow routes. No traffic generator. Unclassified.	Residential roads; access to individual properties and land.	D	574,151

Similarly, the footway hierarchy takes into account local factors such as the proximity to town centres, shopping parades, schools, hospitals, and public transport hubs. Footways are categorised in groups 1 – 4 detailed below. Again, the majority of footways (94.5%) fall within category 4.

Feature	Hierarchy	Functionality factor	General Description	Category	Length (m)
Footway	Primary Walking Route	Very high pedestrian volume. Major bus route.	Busy urban town centre; shopping and business centre; main train stations; main pedestrian routes.	1	14,197
	Secondary Walking Route	High pedestrian volume.	High usage routes through local areas feeding into primary routes; shopping parades; large schools.	2	5,437
	Link Footway	Medium pedestrian volume.	Linking local access footways; local shops.	3	46,824
	Local Access Footway	Low pedestrian volume.	Low usage footways; residential housing estates; cul-de-sacs.	4	1,148,302

Highways Maintenance and Management

The Council's highways maintenance activities can be categorised under three primary functions:

- **Reactive Maintenance**
 - Patching
 - Potholes
 - Drainage
 - Road markings
 - Highway Inspections
 - Street Lighting Repairs
- **Regulatory Functions**
 - Network Management
 - Utility Inspections
- **Planned Maintenance**
 - Resurfacing
 - Surface Dressing

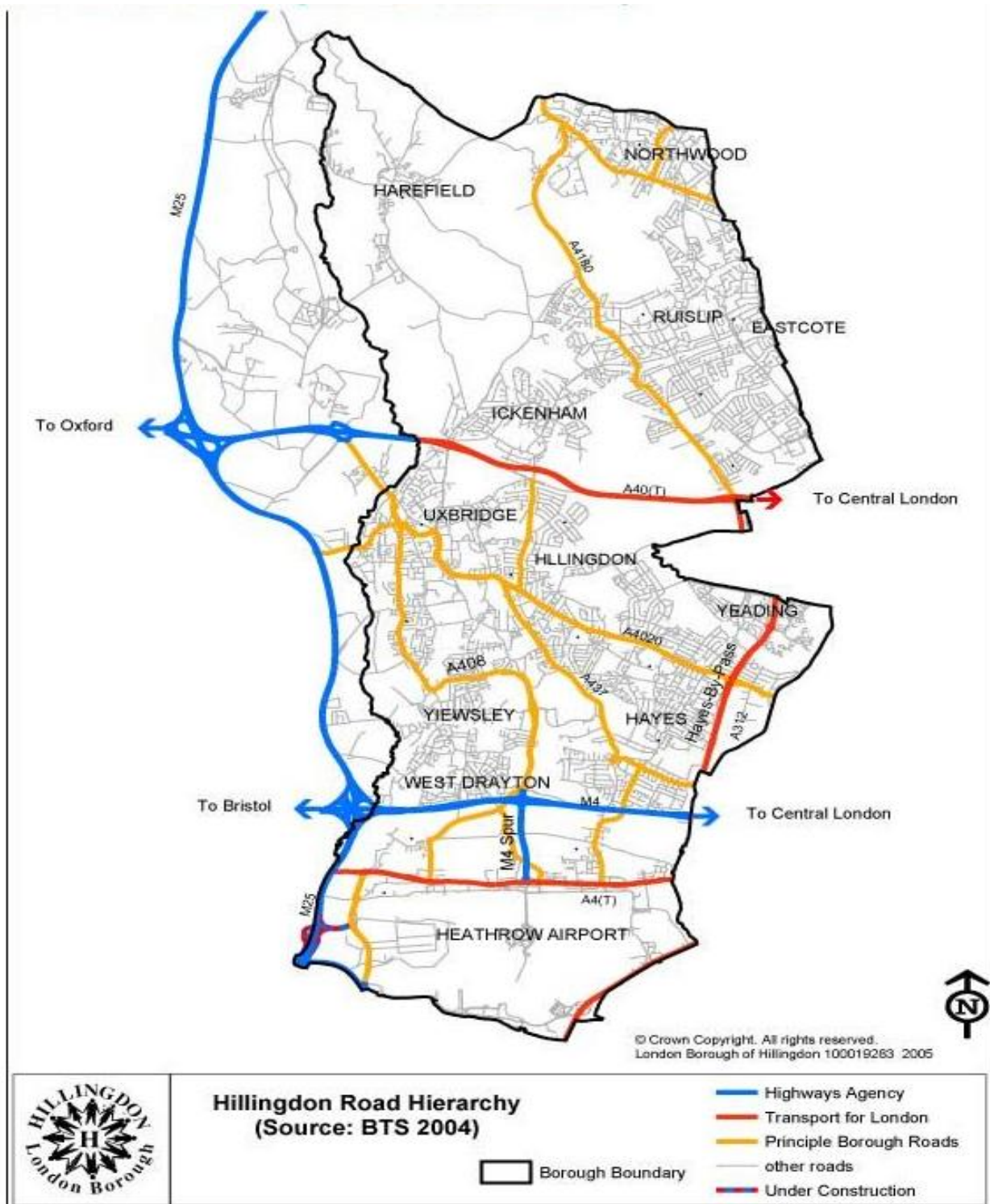
For the benefit of residents, the Council's website provides a list of the Borough's road closures authorised for roadworks by the Council. For road closures pertaining to communications and utility companies, Network Rail, Transport for London, and National Highways, the Transport for London website provides a register of roadworks taking place across London.

Management of the Council's highways asset is a strategic endeavour that enables the Council to make decisions over what service is provided and what can be achieved within budget limits. It enables officers to identify the best allocation of resources for the management, operation, preservation and enhancement of highway infrastructure to meet the needs of current and future residents. Good asset management therefore supports business decisions and provides longer term financial benefit.

The Council is not responsible for the maintenance of a number of prominent highways in the Borough, these include:

- A4 Bath Road
- A40 Western Avenue
- A30 Great South West Road
- A312 The Parkway
- A4180 West End Road south of the Polish War Memorial (including the roundabout)
- A3113 Airport Way (including the roundabout on Stanwell Moor Road)
- M4 Motorway including Heathrow spur
- M25 Motorway

These highways are maintained by a mix of National Highways (previously Highways England) and Transport for London as detailed below.



Safety Inspections in Hillingdon

The Council has an Inspection Regime in place that sees all roads and footways in the Borough inspected for defects on an agreed frequency in line with the Code of Practice for Well Managed Highways Infrastructure and the Borough's road and footway hierarchies.

Defects can also be reported by residents through the Council's Contact Centre or on the Council's website.

Footway and Roadway Defects

When a defect is reported, highway inspectors will objectively assess the severity, nature and location of defects to determine how urgent the required work is. Defects will only be repaired if they are regarded as hazardous or serious and, in order that consistent standards are adopted throughout the Borough, clearly defined categories known as 'investigatory levels' are set. If the defect assessed is not considered to be hazardous or serious and does not meet the required 'investigatory level', repair will not be undertaken. However, if it does, the priority allocated will depend on the severity, nature and location of the defect.

It is recognised that on any highway network, a multitude of minor defects will exist which do not pose any risk to either the safety or the integrity of the highway and for which it may be impractical and inefficient to expend limited financial resources to undertake repairs. Investigatory levels provide guidelines to highways inspectors, as to which defects should be considered for treatment or repair. All defects inspected that meet investigatory levels are evaluated and the likelihood of injury or damage to a highway user assessed. This approach helps to ensure that defect repairs are appropriately planned, resourced and completed to the correct standard. It should be noted that minimum investigatory levels are provided as a guide only. Should the Inspector, following a risk assessment, deem it necessary to record any specific defect at a higher level, then they should do so.

Hillingdon's Investigatory Levels

Item	Defect	Investigatory Level
Carriageway	Pothole / depression (<i>depth/width</i>)	>40mm & >200mm
Cycleways	Pothole / depression (<i>depth only</i>)	25-40mm
Controlled crossing points (<i>zebra, pelican, puffin, toucan etc</i>)	Pothole / depression (<i>depth only</i>)	25-40mm
Carriageway	Standing water / water flowing onto public highway / blocked drain	> 1/3 width of carriageway and > 40mm deep
Signs/bollards/pedestrian guard rails	Damaged/misaligned item causing a hazard (including sign fixings)	Defect present
Footway	Trip / pothole / sunken cover	> 20mm
Footway	Rocking flagstones / block	> 20mm vertical movement
Footway	Loose kerbs (<i>All</i>)	50mm horizontal 20mm vertical
Footway	Missing kerb section	> 20mm
Footway	Depression / ponding	>1m sq & >40mm deep
Footway	Horizontal gap (<i>paving slabs</i>)	>20mm wide & >20mm deep
Footway	Fillets / open joints	>20mm wide & >20mm deep

Prioritisation criteria

Hillingdon previously adopted a “worst-first” approach to asset management whereby the worst condition roads were identified, and a one-year programme of road resurfacing and reconstruction works was developed. Officers are currently preparing a 5-year work programme which will include both major resurfacing and preventative maintenance which is the first step towards long-term programme development.

Condition surveys are commissioned and used to determine which roads will be suitable for major resurfacing and preventative maintenance. Recently, a number of factors have been taken into account other than road condition in determining surfaces for repair, such as accident claim, defect records, complaints, road usage levels, and footfall.

The prioritised future years works programmes of highways capital resurfacing schemes are reviewed and updated based on the results of the latest road condition survey data.

Evidence & Witness Testimony

Hillingdon's Highways Prioritisation Principles

Through witness sessions with Council Officers, Highways Resurfacing Contractors and the relevant Cabinet Member for Property, Highways and Transport, the Committee noted that Hillingdon regularly commissioned condition surveys of the entire Highways network that the Council was responsible for in the Borough, Members were informed that these surveys adhered to the UKPMS (United Kingdom Pavement Management System). Recent changes in the Council's procedures meant that prioritisation for works had not only been relying on the condition surveys but included a combination of factors such as engineering implications, bus routes, footfall, road users, proximity to schools, accident claim data and enquiries from the public and Members. Once the data had been combined, each section of Highway in the Borough received a prioritisation score which fed into the scheduling of works under the Highways forward planning programme.

The condition surveys are carried out on the Council's entire Highways network every two years by an independent contractor; this survey project is time consuming and lasts for approximately one year, following this there's a further project to assess the survey data which lasts for a further year; the process then repeats. The prioritisation score and data given to each stretch of highway required specialist knowledge to interpret. It was also noted by the Committee that there was a separate in-house process for carrying out separate Highways inspections.

Throughout the review, the Committee regularly queried as to how Members' Enquiries from elected councillors and petitions received from members of the public fed into the prioritisation of repair and resurfacing works. Members were informed that in recent years, information received from ward councillors and members of the public had been given more weight in putting together the work programme; it was also noted that a relatively small number of petitions had been received requesting resurfacing works in recent years. If a petition were to be received, then it would prompt further condition analysis of the stretch of highway it pertained to.

Reactive Highways Maintenance and New Technologies

During the witness session in January 2023, the Select Committee heard of the innovative Highways repair and resurfacing techniques that the Council was currently trialling, this included Warm Mix Asphalt (WMA) which offered a low emissions approach by manufacturing and laying asphalt at lower temperatures, without

compromising performance. It was noted that this technique had been trialled in both the north and south of the Borough and was soon to be trialled along Brickwall Lane in Ruislip. It was again highlighted that there was a difference in the natural structure underneath the roads in the north and south of the Borough; where the south of the Borough had strong and solid sub soil, the north side of Hillingdon had a softer London clay base. This structural issue had recently manifested itself when works were being carried out on Northwood Way in Northwood, where the road had collapsed due to the soft sub soil level. This was highlighted as the reason why structural works more commonly took place north of the A40.

Further detail was given to the Committee with regard to the warm mix asphalt material produced by a number of asphalt suppliers, including Hanson Asphalt, based in West Drayton; the product was called Era 140 which was a WMA produced at 40 degrees Celsius lower than traditional mix asphalt, this equated to a 15% saving in greenhouse gas emissions associated with production; it was noted that the material performed in the same way and still met BBA (British Board of Agrèment) standards and was fully recyclable. It was stated that, despite the environmental positives brought by the use of WMA, it was currently more expensive than traditional asphalt as it was only made in small batches due to a smaller demand; it was expected that in the future, as more Boroughs and clients request the use of WMA, the cost would come down through the economies of scale. The Committee were supportive of the use of WMA and placed an importance on exploring less energy intensive methods of resurfacing.

Another product, which had been created in-house by the Council's resurfacing contractor and was in its infancy, was an aggrebind underlayer sub base for footways; which would reduce the import of quarried aggregate by primarily utilising excavated soil. The substance had been trialled recently in a number of London Boroughs, including a small section of Hayes, however the Covid-19 pandemic had halted the testing of the substance which was conducted by an external consultant, testing was expected to resume in 2023 and it was hoped that this would lead to a reduced environmental impact and carbon footprint in addition to increased cost savings. The new aggrebind material currently being trialled was believed to be a stronger, more robust product that would result in lower carbon emissions.

During the Committee's information gathering sessions, Members heard that roughly 85% of regular highway maintenance works were carried out in-house by the Council's operatives and around 15% of the work was issued to the external contractor; the larger scales maintenance works were usually issued to the contractor.

There was a dedicated team at Harlington Road Depot of ten operatives who carried out immediate reactive repairs to footways that were considered dangerous within the parameters set by the Council's Highways Inspection Policy. Such repairs were



currently carried out using the Council's Rhino Patch resurfacing machine. As part of the review, the Select Committee conducted a site visit in March 2023 to see a reactive maintenance road surface repair using the Rhino Patch machine in Warren Road, Ickenham.

Left and below: Images from the Select Committee's site visit to observe a reactive maintenance road surface repair

The Committee were disappointed to initially have been told that the Council had two operating Rhino Patch repair machines, only to later be informed that, due to both machines coming to the end of their serviceable life, one was not being used and only remained to supply replacement parts for the operating machine. Options for the replacement of the machines were considered whilst the review was ongoing. In May 2023, following



extensive market research undertaken by officers, the Cabinet Member for Property, Highways and Transport and the Cabinet Member for Finance agreed to the purchase of a new machine package deal from Roadmender Asphalt for the delivery of highways reactive maintenance work undertaken by the Council's in-house Highways Team. This included two KM2-18X infrared heaters, a trailer mounted mastic boiler with a tool heater and ancillary tools. This technology allows for the quick and easy repair of defects and potholes without the need for excavations. This technology is expected to limit deterioration

Left: Image of the Roadmender Asphalt solution purchased by the Council for reactive maintenance road surface repairs

without the need for premature resurfacing and reduce the work assigned to our term service contractor. The Committee plan on conducting a further site visit to observe the use of the newly purchased technology.

Green Initiatives and Cost Efficiencies

Members initially sought to understand through the review, the criteria which dictated why different materials and resurfacing types were used on different footways in the Borough. It was noted that, with regard to footways, the Council had previously operated on a 'like for like' basis by which if a slabbed footway required resurfacing, it would be repaved with slabs similar to that of the original condition, however, the Council had recently moved away from this approach, to a more cost effective, blanket method of repaving footways using tarmac regardless of the original type of surfacing on the footway. Where there were exceptional considerations, such as the works being undertaken in an area of special local character, officers would investigate whether 'like for like' was the best approach. The Committee were informed that resurfacing with paving slabs was on average 20% more expensive than tarmac resurfacing though it was noted in one road, the pavement referenced was up to 60% more expensive. Further to this it was noted that the life cycle of paving slabs was often inferior to tarmac as slabs tended to break where vehicles had mounted the pavement. Although it was noted that a 'like for like' method was preferred by residents, the priority for the Council had to be the safety and durability of the footways and by adopting a more cost-effective approach, the Council could maintain the safety of a higher quantity of footways to an appropriate safety standard. There were occasions where further analysis and discussion needed to take place before agreeing the appropriate resurfacing techniques, this was most commonly within conservation areas where conservation officers were consulted with.

On the Council's reactive highways maintenance activities and the newly purchased Roadmender Asphalt solution, the Committee learned that the machine would assist in reducing the carbon footprint of patch repairs by 85%. Unlike conventional repairs that require potholes to be saw cut and excavated purely to accommodate the compaction requirements of using asphalt, the material used for the new technology is a flowable material that is simply poured into and over the top of defects in a fraction of the time. Once applied, the adhesive, flexible material welds itself to the existing road surface, locking out any potential for the ingress of water while extending the life of the road for years to come. The resurfacing material used for the machine is prepared using end-of-life waste tyres otherwise destined for incineration, with 9 end-of-life waste tyres recycled into each tonne of material. This material would cost roughly £16 per 20kg bag. Patching repairs can be finished in a short amount of time, with a minimal number of operatives and a minimal amount of material required, which

makes repairs more cost effective.

Resident and Ward Councillor Engagement

Through discussions with witnesses, the Select Committee wished to emphasise the importance of resident and Ward Councillor engagement regarding the way in which Members' Enquiries and service requests for highways resurfacing were dealt with, particularly where the roads in question were of a lower priority on the highways network, for example quieter residential roads with less footfall and traffic. Members sought to have a system in place whereby a steer could be given from officers as to roughly when the surfaces would be due for resurfacing or due for a condition survey to help inform residents and give them a loose timescale. It was noted that all of the Council's highways network was inspected at least once per year and there was a team of inspectors out 'walking' the Borough each day.

Members highlighted their experiences to officers during the review, noting that they had encountered frustration when seeking responses regarding where stretches of highway sat on the Borough's prioritisation list for resurfacing and repair. Members felt that providing this information should not be a time consuming exercise and should not requiring repeated attempts to obtain. Given the regular condition surveys conducted on the Borough's entire highway network, it was felt that this information should be readily available, even if it did not ascertain exactly when a road surface was due for repair, Members sought more ease in communicating with officers.

Resurfacing Procedures and the Council's Highway Safety Inspection Policy

Over the course of the review, the Select Committee were informed that there was a dedicated team at the Harlington Road Depot of ten operatives who carried out immediate repairs to footways that were considered dangerous within the parameters set by the Council's Highways Inspection Policy.

On matters of the contractor's level of work and communication with the Council, it was stated that it varied based on the work being issued by the Council, there were regularly two to three reactive maintenance gangs present in the Borough throughout the year, additionally there was typically a machine gang of up to 11 operatives carrying out main carriageway works in Hillingdon for seven or eight months of the year, there were around four civil element/footways teams of up to six operatives working within the Borough at any one time, and there were also two gully cleanser machines operating in the Borough year round. It was noted that when the budgets

were released, Council officers and the contractor could plan and programme works; works would tail off slightly towards the end of the financial year as the annual budget gets spent; it was noted that this was the way in which the contractor worked with all local highways authorities. The Cabinet Member highlighted the important partnership that was maintained between the Council and the contractor for the benefit of the service provided to Hillingdon's residents.

The Committee sought clarification on what inspection work was done following any highways repair or resurfacing work, whether it be undertaken by the Council's in-house team or the resurfacing contractor, to ensure the work was carried out to an appropriate standard. It was noted that, with limited resources, the Council was unable to inspect 100% of the reactive maintenance works carried out by contractors, however, the majority of works were inspected and randomised checks were carried out regularly by Hillingdon's officers. In regard to the planned resurfacing works, a project engineer was assigned to supervise the work to ensure that the standard meets the specifications and that any issues identified during the construction phase were resolved efficiently. Further to this the Contractor confirmed that appropriate internal checks were carried out following any works including a walk and snagging of the works, ensuring any ironworks were raised and gullies were cleaned; the Council were then asked to come out and inspect the works to then be signed off following review. Contractually, all works were guaranteed for 12 months. It was highlighted that it would be incredibly rare to see surfaces failing shortly after the guarantee period, the contractor noted that works tended to last a lot longer than the guarantee period and it would only be under very exceptional circumstances, for example when the underlying earth had slipped, where surfaces would fail within even three years of the works. It was noted that the earth underneath a roadway was a significant factor in the lifespan of the roadworks above it, London clay was endemic to the north of the Borough which had an impact on the lifespan of roads in that area where some roadworks had not lasted as long as initially hoped due to water build up in the clay beneath degrading the road at a faster rate. It was also noted that, although the contractor worked with a number of local highways authorities, where materials had been reclaimed from Hillingdon roads to be recycled, the material would primarily be kept within the Borough, this was to ensure that any material was not necessarily transported causing further costs and carbon emissions.

Other Authorities Responsible for Managing Highways within the Borough

Throughout the review the Select Committee heard how Highways Authorities outside of London would traditionally apply for funding from central government, the equivalent funding for London Boroughs would come through Transport for London (TfL). The

financial pressures seen by TfL in recent years in the wake of the Covid 19 pandemic had led to more budget pressures which was having a real impact on the quantity of work that could be carried out by the Council's Highways team. Members heard how all London Boroughs were lobbying central government for alternative funding streams through the 'State of the City' report, and that Hillingdon had contributed its condition survey data to the report.

Members sought clarification with regard to any potential works that may be undertaken by the Council on some of the major highways in the Borough, whereby maintenance of which did not fall under the Council's responsibilities. It was noted that Borough Principal Roads, including the Uxbridge Road and Hillingdon Hill, traditionally were funded for resurfacing by Transport for London (TfL); however, due to the financial issues experienced by TfL, the funding for this resurfacing work had stopped leading to rapid deterioration of these high traffic flow routes, used constantly as primary bus routes by TfL. Members noted that, as TfL emerges from the financial issues brought on by the pandemic, it was hoped that TfL funding would recommence, the Council continued to bid for TfL funding for these roads.

Members noted that some of the prominent highways in the Borough, which were maintained by other authorities, were in a relatively poor condition, Members specifically highlighted the Bath Road, which came under the purview of TfL and queried what could be done to communicate to the authorities responsible for the maintenance of those roads that they are in need of repair. It was highlighted that requests had been made for TfL to address the deterioration of the Bath Road although it was noted that TfL would have their own prioritisation criteria and the Council did not have any powers to force repair works from TfL, any defect reports were communicated with TfL however, unfortunately the Council was unable to spend its own Highways budget on the TfL road network. Should an accident claim be made due to the defective nature of the footway or roadway, TfL would be the responsible authority.

With regard to utility companies and their activity in the Borough which required works to the highway, the Committee heard how there was a dedicated Council team that coordinated all streetworks, this team was highlighted as being extremely busy, currently receiving in excess of 300 permit and permit amendment requests per day from statutory undertakers to carry out works on the Council's highways network, they also ensured the safety aspect of works undertaken within the Borough, the difficulty of this work was highlighted specifically with regard to emergency works carried out by utility companies and statutory undertakers where they do not require the Council's permission, as the local highway authority, to undertake those works. Officers met with the statutory undertakers every three months whereby they would coordinate with them regarding planned works from the Council and planned works from the statutory

undertakers, this was in an effort to align works to cause the least disruption possible. It was also noted that if works were carried out by statutory undertakers on a newly resurfaced roadway or footway, it would be agreed with the statutory undertaker that they must resurface and make good the area of works. It was highlighted that there were a significant number of emergency works taking place at any given time in the Borough and that this varied depending on the time of year, for example where a cold bout of weather had impacted the aging drainage mains infrastructure which was often from the Victorian era and made from cast iron which would expand and retract.

The Committee's Findings

General Conclusions

From the early stages of the review the Select Committee had expected that many of the findings and recommendations arising could be grouped into two broad categories, 'Engagement and Communication' and 'Promoting Green Initiatives and Cost Efficiencies'. Engagement and Communication holistically takes into account the way that the Council's interacts with residents and Ward Councillors, in addition to external stakeholders including contractors and other authorities tasked with maintaining some of the Borough's prominent highways. Promoting Green Initiatives and Cost Efficiencies encompasses the Council's commitment to reducing its carbon emissions whilst acknowledging the need for managing cost within approved budgets.

The Committee generally commended the condition of roads within Hillingdon and understood that local highway authority budgets were currently squeezed in all parts of the country. The Select Committee was also encouraged at the Council's intention to increase the amount of resurfacing and repair work conducted on Hillingdon's highway network in future.

Engagement and Communication

The Select Committee's primary findings related to the frustration experienced by some Members in how hard it was to receive information and answers from Highways Officers to where certain roads sit on the prioritisation list for resurfacing. The Committee felt that it was too difficult and took too long to receive this fairly straight forward information. Although it was understood that there was difficulty in giving out even rough timescales for certain projects due to the reactive nature of much of the Council's resurfacing works impacting the scheduling of works; it was felt that this type of information should be available to be readily shared with Members. This would facilitate honest and open communication between Members and officers, and allow

Members to correctly frame their conversations with residents.

The Committee also agreed on the importance of communication with all stakeholders, including residents, in avoiding disturbances for businesses and residents as a result of resurfacing works. Whilst it was noted that communication of the Council's own planned resurfacing programme could be effectively communicated, issues would arise when statutory utility companies were required to undertake emergency works at short notice. Throughout the review it was repeatedly noted that there was an issue with promising that works would be carried out within a certain timescale in that, it was not known which emerging highways maintenance issues would occur around the Borough in any given time period, making it incredibly difficult to plan far ahead in terms of which specific roads would receive works. The Committee are minded to increase the transparency of the way in which Members' Enquiries and service requests are responded to, potentially through a standardised response template, which would improve the way in which Members and residents were communicated with regarding the reasoning behind the scheduling of works. This could lead to a system whereby a steer could be given from officers as to roughly when particular surfaces may be due for either a condition survey or repair works.

As a suggestion which could put a spotlight on the commendable and challenging work undertaken by the Council's Highways Team, the Committee suggested that it would be useful if a summary, in layman's terms, of the work that goes into prioritising, scheduling and carrying out resurfacing works, could be put into an article in Hillingdon People magazine.

A specific matter that arose during the review pertained to the Council's Highways Safety Inspection Policy & Procedure document, which showed that its last revision had taken place in February 2020; it was confirmed with officers and Members that the policy was reviewed annually, however, reviews were only noted on the policy document when revisions were made as a result of the review. The Committee felt that the policy should state when the last review took place, regardless of whether any changes were made as a result; this would show anyone inspecting the policy that the document was regularly reviewed.

Promoting Green Initiatives and Cost Efficiencies

The Select Committee wish to make of paramount importance the need for promoting green initiatives and cost efficiencies through the Council's highways resurfacing activities. The Committee were supportive of the trials using Warm Mixed Asphalt, and sought to encourage the expansion of said trials, an importance was placed on exploring less energy intensive methods of resurfacing. The Committee heard of the

exciting developments within the field and that many stakeholders within the industry had a lot of new developments coming forward, particularly in terms of a reduction in carbon emissions. Where greener products were currently more costly due to only being produced in small batches, the potential cost efficiencies that the Council could see would be led by uptake of the new product among other highways authorities. Production of small batches is more expensive, therefore as more highways authorities buy into the new materials, the more promising that the product would be in terms of delivering cost savings. The Committee highlighted that the use of innovative and less carbon intensive resurfacing methods would be an incredibly important step with regard to the Council's green agenda.

The Select Committee also found that, where cost could be addressed, there was a mechanism within the current contract with the external resurfacing contractor for the early ordering and volume of works discounts where works were procured ahead of time as it helped the contractor forward plan their scheduling and resources. The Committee were encouraged by this and sought to ensure that the Council pursued these discounts where possible to deliver value for residents.

The Committee's Recommendations to Cabinet

Through the witnesses and evidence received during the detailed review by the Committee, Members request that Cabinet welcomes the Committee's report and recommendations which seek to both support and provide further strategic direction on the Council's Highways resurfacing activities.

Engagement and Communication

The Select Committee felt that there was a need for increased transparency, particularly between Ward Councillors and the Council's Highways officers where Members' Enquiries had been raised. On the basis of facilitating transparency and engagement between Members and the Highways Teams, it is recommended:

1

That Cabinet develop a standardised Highways Resurfacing response template for Members Enquiries, to include the reasoning behind the response, the scheduling of works and estimated timescales, or reasons why a timescale cannot be given.

Members sought to ensure that Ward Councillor and resident feedback was factored into the prioritisation criteria whereby highways were assessed for resurfacing. As a result of the Committee conducting their review, officers now give a weighting to this feedback within the prioritisation process. It is therefore recommended:

2

That Cabinet endorse the principle of feedback from residents and Ward Councillors contributing to the process by which the Council assesses the condition of footways and roadways and their priority for repair.

Whilst understanding the difficulty in anticipating the need for emergency works from statutory undertakers, Members felt that there was scope to improve the amount of information available to help forewarn and assist the public in avoiding roadworks disruption. On that basis, it is recommended:

3

That Cabinet ensure that information regarding planned major resurfacing works is transparent and available to the Ward Councillors and the public where possible.

In an effort to facilitate better engagement between the Council and other authorities responsible for maintaining some of the Borough's prominent highways. It is recommended:

4

That Cabinet seek to enhance communication with relevant authorities that manage prominent highways in the Borough (National Highways and Transport for London) regarding any deterioration of their network impacting Hillingdon's residents.

The Select Committee, in relation to how the protrusion of tree roots on footways was accounted for, felt that the relationship between the highways resurfacing team and the green spaces team should be bolstered to ensure this issue was mitigated effectively. On that basis, it is recommended:

5

That the Council's Highways, and Green Spaces Teams consult each other formally and frequently to ensure the issue of tree root protrusion on footways and roadways is mitigated effectively.

Promoting Green Initiatives and Cost Efficiencies

Upon learning of the trials of Warm Mixed Asphalt and the recycling of materials, the Committee sought to encourage the expansion of products and technologies with lower associated carbon emissions. On that basis, it is recommended:

6

That where possible, Cabinet adopt and promote less energy intensive resurfacing techniques such as the recycling of materials and expanding trials using Warm Mixed Asphalt.

The Select Committee were encouraged to hear of the new, carbon efficient and cost effective reactive highway maintenance technologies being pursued by the Council. On that basis, it is recommended:

7

That Cabinet endorse the use of new resurfacing technologies and techniques including the new machine purchased for the delivery of reactive highways maintenance work.

One of the primary focusses for the review pertained to promoting cost effective resurfacing techniques where possible. The Committee support the recent move to repaving most footways in the Borough with tarmac rather than replacing footways 'like for like'. This improves the longevity of the footway, improves safety (when compared to paving slabs), and is roughly 20% cheaper than paving slabs. Therefore, it is recommended:

8

That Cabinet support cost effective methods of repaving footways such as the move to tarmac where appropriate, rather than replacing all footways 'like for like'.

The review also highlighted that there was, and should always be, a mechanism built into any contract with external highways resurfacing providers for early ordering and volume of works discounts where works were procured ahead of time. This helped the contractor forward plan their scheduling and resources, and offered greater value for the Council and residents. Therefore, it is also recommended:

9

That Cabinet encourage the early ordering of works and volume of works discounts offered by the Council's Resurfacing Contractor.

About the review - witnesses and activity

The following Terms of Reference were agreed by the Committee from the outset of the review:

1. To understand the Council's current position and procedures with regard to highways reconstruction and resurfacing;
2. To explore the national legislative setting and initiatives undertaken by other London Boroughs and local authorities in relation to highways resurfacing;
3. To explore recent developments in resurfacing technologies, methods and materials;
4. To assess options for adopting new scheduling possibilities in an effort to improve the efficiency of the Council's resurfacing programme;
5. To influence any emerging Council plans with respect to footways and roadways management in terms of meeting carbon reduction targets;
6. Subject to the Committee's findings, to make any conclusions, propose actions, service and policy recommendations to the decision-making Cabinet.

The Committee received evidence from the following sources and witnesses:

<p>Witness Session 1 and report on Highways Network Prioritisation and Maintenance</p> <p>18 October 2022</p>	<p>Council officers in attendance:</p> <ul style="list-style-type: none"> • Poonam Pathak Head of Highways
<p>Witness Session 2</p> <p>11 January 2023</p>	<p>External Witnesses present:</p> <ul style="list-style-type: none"> • Christopher O'Hara Director O'Hara Bros. Surfacing Ltd <p>Council officers in attendance:</p> <ul style="list-style-type: none"> • Wayne Greenshields Network Operations Manager Highways

	<p>Cabinet Members present:</p> <ul style="list-style-type: none"> • Councillor Jonathan Bianco Cabinet Member for Property, Highways and Transport
<p>Reactive Maintenance Machine Site Visit</p> <p>21 March 2023</p>	<p>Highways officers in attendance:</p> <ul style="list-style-type: none"> • Wayne Greenshields Network Operations Manager Highways • Martin Kenealy Reactive Maintenance Supervisor Highways
<p>Select Committee Meeting</p> <p>06 April 2023</p>	<p>Council officers in attendance:</p> <ul style="list-style-type: none"> • Poonam Pathak Head of Highways

References

[Cabinet Member Decision - Highways Purchase of New Machine \(Purchase of Vehicles Release No 1\)](#) – London Borough of Hillingdon, May 2023

[London Borough of Hillingdon - Highway Safety Inspection Policy & Procedure](#) – London Borough of Hillingdon, November 2018

[Well-managed Highway Infrastructure: A Code of Practice](#) – UK Roads Liaison Group

[Roadmender Asphalt](#) – Reactive Highways Maintenance Patching Machine

[Guideline document for the assessment and certification of high-friction surfacing for highways](#) – British Board of Agreement Highway Authorities Product Approval Scheme for Highway Products and Systems, March 2017

LOCAL PLAN - REGULATION 18 CONSULTATION

Cabinet Member(s)	Cllr Eddie Lavery
Cabinet Portfolio(s)	Cabinet Member for Residents' Services
Officer Contact(s)	Gavin Polkinghorn – Team Leader Planning Policy Planning, Regeneration and Environment, Central Services
Papers with report	Appendix 1: Consultation Material for Local Plan Regulation 18 Consultation Appendix 2: Integrated Impact Assessment Scoping Report. Appendix 3: Draft Local Development Scheme (Appendices circulated separately)

HEADLINES

Summary	<p>This report seeks Cabinet agreement to undertake a public consultation on the Local Plan in line with Regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations. A draft version of the consultation document is provided (Appendix 1). This decision also seeks approval for a number of other related steps that are deemed necessary to progress the Local Plan after the Regulation 18 Consultation.</p>
<p>Putting our Residents First</p> <p>Delivering on the Council Strategy 2022-2026</p>	<p>This report supports our ambition for residents to:</p> <ul style="list-style-type: none"> • Live active and healthy lives, • Enjoy access to green spaces, leisure activities, culture and arts, • Live in a sustainable borough that is carbon neutral, • Be/feel safe from harm, • Live in good quality, affordable homes in connected communities, • Stay living independently for as long as they are able, • Achieve well in education, with opportunities for learning at all ages, and • Have opportunities to earn an income that supports their families. <p>This report supports our commitments to residents for:</p> <ul style="list-style-type: none"> • Safe and strong communities, • Thriving, healthy households, • A green and sustainable borough, and • A thriving economy.

Financial Cost	The costs of the Local Plan work including the estimated £3k cost arising from Recommendation 1 below to approve the Regulation 18 Consultation are funded from the existing Planning Service revenue budget.
Relevant Select Committee	Residents' Services Select Committee
Relevant Ward(s)	All Wards.

RECOMMENDATIONS

That the Cabinet:

1. **Authorise Regulation 18 consultation for the Hillingdon Local Plan using the draft document (Appendix 1) as the basis for the consultation and consulting on the Integrated Impacts Assessment Scoping Report (Appendix 2);**
2. **Delegates authority to the Director of Planning, Regeneration and Environment, in consultation with the Cabinet Member for Residents' Services, to make any necessary editorial amendments and minor changes to the appendices prior to consultation;**
3. **Notes that completed documents forming part of the evidence base will be published alongside the two appendices;**
4. **Endorse and recommend the revised draft Local Development Scheme (Appendix 3) for adoption by Full Council;**
- 2) **Delegates authority to the Director of Planning, Regeneration and Environment, in consultation with the Cabinet Member for Residents' Services, to make any necessary editorial amendments and minor changes to the Local Development Scheme prior to agreement by Full Council; and**
- 3) **Authorise post consultation Local Plan work, including preparing a consultation report outlining responses to the Regulation 18 consultation and a subsequent Regulation 19 consultation with draft Local Plan policies, that will be brought back to Cabinet for approval.**

Reasons for recommendation

The planning system is 'plan-led' whereby planning applications must be determined in accordance with the development plan, unless material considerations indicate otherwise. A Local Planning Authorities' Local Plan forms the key part of the development plan and sets policies for their area. The National Planning Policy Framework (NPPF) directs that each Local Planning Authority should have a Local Plan. Failure to have an up to date adopted Local Plan reduces the

Local Planning Authority's ability to control development in accordance with local policies and priorities.

This decision, if approved, will authorise the first public consultation in the Local Plan process. The new Local Plan will replace the existing policies which were adopted in 2012 and 2020. Reviews at least every five years are a legal requirement for all local plans.

Alternative options considered / risk management

An alternative is to not update the Local Plan. The risk of this would be that Hillingdon's local planning policies would be considered out of date and there would be no mechanism to create new planning policies to respond to the challenges of building homes, allowing the economy to grow, and protecting character, amenity and green spaces. In decision making, the Council would not be able to place appropriate weight on policies which are out of date leading to inappropriate development. The Council would also be at higher risk of losing planning appeals and receiving applications for cost.

The Regulation 18 stage consultation is limited to seeking views on what the Local Plan should contain and consulting on the Integrated Impact Assessment (IIA) evidence base. In this stage the Council does not draft or adopt new local planning policies and as such there are no identified risks to disrupting the existing decision-making process on planning applications.

Democratic compliance / previous authority

Cabinet is the requisite body to initiate a review to the Local Plan and to initiate consultation on it, with ultimately this forming part the Council's policy framework to be adopted by the full Council. As part this review process, Democratic Services note that the Local Development Scheme, if agreed, will need to be presented to a subsequent meeting of the full Council.

Select Committee comments

The Residents' Services Select Committee will be engaged and consulted as part of the Local Plan review process.

SUPPORTING INFORMATION

Introduction and background

1. The purpose of this document is to seek approval to undertake the Hillingdon Local Plan Regulation 18 consultation using Appendix 1 as the basis for consultation. This document seeks to gather issues and feedback from residents and stakeholders on what the Hillingdon Local Plan ought to contain and ask for feedback on broad policy directions. The responses from this consultation will be considered by the Council when drafting the Hillingdon Local Plan.

2. The new Local Plan would replace the Hillingdon adopted Local Plan:

- Hillingdon Local Plan Part 1: Strategic Policies (adopted 2012)
- Hillingdon Local Plan Part 2: Development Management Policies (adopted 2020)
- Hillingdon Local Plan Part 2: Site Allocations (adopted 2020)

The Local Plan is important because through its planning policies it shapes the future development of the London Borough of Hillingdon. The Local Plan, alongside the adopted London Plan (2021), sets the overall spatial strategy for new development in the borough, as well as detailed policies covering housing, economic development, the environment, design, heritage, transport and infrastructure. The Local Plan will be key to delivering Hillingdon's Corporate Strategy.

3. Work has been underway on the Local Plan since 2023 to gather evidence, establish governance arrangements and programme the project. Evidence gathering is well underway with some reports completed and a programme of evidence gathering planned throughout 2024.
4. It is important to commence the Local Plan review now to ensure that the majority of adopted policies will be updated before they are five years old (the starting point for considering if a policy is out of date).
5. The Local Plan programme is currently being developed. At present the next major phase of the programme is proposed to be consultation on the Proposed Submission Local Plan in early 2025. This is a shortened programme to meet the governments deadline for Local Plans to be submitted under the current system by 30 June 2025. This programme may change as new information comes to light on the implications of this deadline, including the Government publishing details on the new planning system, planned for November 2024.
6. A Local Plan Governance Board has been established to steer the project. Two meetings have taken place and meetings are held every eight weeks. The Governance Board comprises:
 - Leader of the Council,
 - Cabinet Member for Residents' Services,
 - Chief Executive,
 - Corporate Director of Central Services,
 - Place Directorate
 - Director of Planning, Regeneration and Environment,
 - Head of Strategic Planning and Regeneration,
 - Planning Policy and Infrastructure Manager, and
 - Planning Policy Team Leader.

Consultation

7. The consultation proposed is a formal statutory public consultation which will be carried out in accordance with The Town and Country Planning (Local Planning) (England) Regulations 2012, specifically Part 6, Regulation 18.

8. The Regulation 18 consultation document (Appendix 1) sets out the content which is proposed to be utilised for the consultation. Consultation is proposed to be undertaken shortly following the Cabinet decision and to run for a minimum of six weeks. It will be undertaken in line with both the regulations and the Council's own Statement of Community Involvement (2021). Officers will continue to work with the Communications Service and Customer Engagement Team to ensure the consultation aligns with best practice.
9. The Council will undertake the following consultation actions:
 - Publish the questionnaire (based on Appendix 1) and details of how to respond and deadlines for comments on the Council website.
 - Make hard copies of the questionnaire and consultation details available for inspection at the Civic Centre reception.
 - Send emails to all contacts on the Hillingdon Planning Policy Consultation Database, including statutory consultees. Letters will be sent to contacts without email addresses.
 - Place notices at key locations around the borough.
 - Post information on the Council's social media accounts leading up to and during the consultation period.
 - Hold workshops: a minimum of one in-person and one online to present the Local Plan and answer questions from residents and stakeholders.
 - Place a notice in the West London Gazette.
10. The above consultation activities exceed the minimum consultation requirements set out in the regulations and in the Hillingdon Statement of Community Involvement 2021. By using social media, in person and online meetings and notices in key locations and in the local newspaper the proposed consultation goes beyond the statutory minimums to reach a broad range of residents and stakeholders and ensure an effective consultation.
11. Following the consultation, the Council will consider the responses received when preparing the Local Plan. The Council will prepare a consultation report setting out the consultation activities undertaken, a summary of the responses received and how they have been considered in drafting the Local Plan. This report will be published along with the Local Plan in the following stage of consultation. The next stage in the Local Plan will be subject to a separate Cabinet decision.

Questionnaire

12. The Regulation 18 Consultation Document (Appendix 1) takes the format of a questionnaire. The document has been developed to help stakeholders focus their representations on matters which the Local Plan can address to improve the quality and relevance of consultation. The document is broken into 10 topic areas:
 - Objectives and vision
 - Growth and spatial strategy
 - Design
 - Housing
 - Social infrastructure

- Economy
 - Heritage and culture
 - Green infrastructure and natural environment
 - Sustainable infrastructure
 - Transport
13. For each topic area the questionnaire summarises key challenges, existing approach, what the Local Plan needs to achieve, and asks for feedback on these matters and what the Local Plan ought to contain. For some topic areas more directed questions have been included for policy matters which the Council has identified may need to be specifically addressed in the Local Plan.

Open space evidence

14. The questionnaire invites residents and stakeholders to submit evidence for the Council's Open Space Review to improve the study and take advantage of local knowledge. The Council is undertaking a review of open spaces in the borough which will be an evidence document for the Local Plan. As part of the Regulation 18 consultation the Council will invite residents and stakeholders to submit open spaces for assessment in the study. The scope of the open space review is open spaces that fall within the typologies set out in Appendix 1.

Call for Sites – additional consultation

15. The Council undertook a call for sites exercise to gather information on land that individuals or organisations may consider having development potential. This exercise ran from Friday 26 May to Friday 29 September 2023. The results of this exercise will form part of the evidence gathering for the review of the Local Plan. The Council received a number of submissions and is now in the process of reviewing and assessing these sites.
16. To ensure the Council has an up-to-date evidence base the Council will open the call for sites again for the period the call for views consultation. Stakeholders are again invited to submit sites they consider having development potential. The call for sites is for sites greater than 0.25 ha in area, able to accommodate 10 or more homes or 1,000 sqm or more of non-residential floorspace.

Integrated Impact Assessment (IIA) Scoping Report

17. The Local Plan will be subject to an Integrated Impact Assessment. This assessment includes Strategic Environmental Assessment (SEA), Sustainability Appraisal (SA), Equalities Impact Assessment (EqIA), Community Safety Impact Assessment (CSIA), and Health Impact Assessment (HIA). The Council has started the IIA process by collecting baseline information in an IIA Scoping Report (Appendix 2). In line with best practice, the Council proposes consulting on the IIA Scoping Report in the Regulation 18 consultation. The IIA Scoping Report has been through an initial consultation stage in December 2023 to January 2024 where a draft report was shared for comment with statutory consultees and relevant key stakeholders. The IIA scoping report has been updated after consideration of representations from these stakeholders.
-

Publication of evidence documents

18. The Council is preparing a suite of up-to-date evidence documents to support production of the Local Plan. The evidence documents cover a wide range of topics including economic, environmental, design, housing, transport, infrastructure and viability. It is proposed that the Council publishes evidence documents that are complete at the time of Regulation 18 consultation. This will comprise:
- Hillingdon Townscape and Character Study 2023 (Urban Initiatives)
 - Hillingdon Employment Land and Capacity Study 2023 (Avison Young)

Next steps

19. Following the decision, if approved, the Council will undertake the Regulation 18 consultation as soon as practical. Consultation responses will be reviewed by the Council and will inform preparation of the draft Local Plan. Local Plan work, including collecting evidence and drafting policies will proceed throughout 2024 and into 2025.
20. A separate approval by Cabinet will be required for the next stage of consultation (Regulation 19) of the Local Plan, which will involve consultation on a full set of policies. As set out in Appendix 3, a revised draft Local Development Scheme (Appendix 3) has been prepared for endorsement and progression to the next appropriate Full Council meeting.
21. In accordance with Section 15 of the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011) the London Borough of Hillingdon ('Hillingdon') must prepare and maintain a Local Development Scheme (LDS). The LDS is a three-year project plan for the preparation of new planning policy documents. Officers will be revising the LDS accordingly and proposing a new version for agreement at the next available Full Council meeting.

Financial Implications

22. The costs of the Local Plan work including the estimated £3k cost arising from Recommendation 1 above to approve the Regulation 18 Consultation are funded from the existing Planning Service revenue budget. Officers will seek to manage costs associated with the consultation, utilising economical approaches wherever possible, whilst ensuring it remains effective and far-reaching. Costs will be funded from within the Planning Service revenue budget.

RESIDENT BENEFIT & CONSULTATION

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

23. The Local Plan will benefit Hillingdon residents, service users and communities by providing an up-to-date suite of planning policies which help achieve the aims of the

Council Strategy and help achieve sustainable development, including building homes, supporting economic growth, conserving heritage, improving design and accessibility, and protecting green spaces and community facilities. The full effects on Hillingdon residents, service users and communities will be thoroughly tested through the IIA.

Consultation carried out or required

24. This decision is to allow the first stage of formal consultation for the Local Plan (regulation 18 stage). As set out above, the results of the consultation will feed into the next stage of the Local Plan, which will be a further consultation subject to a separate Cabinet decision.

CORPORATE CONSIDERATIONS

Corporate Finance

Corporate Finance have reviewed this report and concur with the Financial Implications set out above, noting there are no material financial impacts associated with the recommendations included in this report, with £3k of expenditure required to support the consultation that will be met from within the approved budget.

Legal

The Planning and Compulsory Purchase Act 2004 requires the LPA to prepare its Local Plan in accordance with the local development scheme and have regard to policies and plans including national policies, the London Plan, national waste management plan, and policies developed by a local transport authority, any other local development document adopted by the LPA.

When preparing the Local Plan, the LPA must comply with consultation requirements set out in Regulation 18 of The Town and Country Planning (Local Planning) Regulations 2012 (“the Regulations”) and ensure that it consults with specific consultation bodies as defined in Regulation 2 of the Regulations and where the LPA considers that such bodies may have an interest in the proposed local plan. Any representations received will have to be taken into account before proceeding to a formal consultation on the documents that are proposed to be submitted together with the statement of the representations procedure (“Regulation 19”).

Property

Property Services support the proposal.

BACKGROUND PAPERS

- [Hillingdon Townscape and Character Study 2023 \(Urban Initiatives\)](#)
- [Hillingdon Employment Land and Capacity Study 2023 \(Avison Young\)](#)

HOUSING HRA FORWARD INVESTMENT PROGRAMME 2024/25 (INCLUDING 2023/24 REVIEW)

Cabinet Member(s)	Councillor Jonathan Bianco Councillor Eddie Lavery Councillor Martin Goddard
Cabinet Portfolio(s)	Cabinet Member for Property, Highways & Transport Cabinet Member for Residents' Services Cabinet Member for Finance
Officer Contact(s)	Gary Penticost, Place Directorate
Papers with report	None

HEADLINES

Summary	<p>The report details the significant investment planned for the Council's housing stock to both upgrade tenants' homes and make them more energy efficient for the 2024/25 financial year. The report also seeks the continuation of streamlining decision-making in this particular service area, as provided for by Cabinet in September 2023, by providing specific, targeted delegated authority to the Director to implement the programme over the remaining period within approved budgets and contracts. Progress will be subject to oversight by Cabinet Members,</p> <p>The report also includes a look-back at delivering the previous year's programme for Cabinet review and wider transparency.</p>
Putting our Residents First Delivering on the Council Strategy 2022-2026	<p>This report supports our ambition for residents / the Council of: Live in good quality, affordable homes in connected communities</p> <p>This report supports our commitments to residents of: Thriving, Healthy Households</p>
Financial Cost	The HRA Works to Stock 2024-25 Capital Programme has an approved budget of £26,767k & Green Homes Initiative budget of £6,756k. The recommendations in this report are proposing a continuation of the streamlined approach for how these funds are released and to enable the effective delivery of the programme, whilst maintaining effective controls over this spend.
Select Committee	Property, Highways and Transport
Relevant Ward(s)	All Wards

RECOMMENDATIONS

That the Cabinet:

- 1) **Note the delivery of the 2023/24 HRA Works to Stock Programme set out in the report which has provided essential upgrades to the Council's housing stock, along with higher energy efficiency standards, whilst improving the quality of life of tenants.**
- 2) **Agree the HRA Works to Stock Programme for the 2024/25 financial year, as set out in the report.**
- 3) **Delegate to the Director of Operational Assets, the authority to:**
 - a) **Utilise existing internal or external framework agreements or develop new LBH framework agreements for Cabinet approval, to enable the effective delivery of appropriate works, tenders and contracts.**
 - b) **Approve project specific works completed using an approved LBH Framework or Term contract.**
 - c) **Release capital funds for the specific works, as set out in the programme and strictly within approved budgets;**
 - d) **Agree minor variations to specific projects within the programme, subject to agreement from the Cabinet Member for Property, Highways and Transport;**
 - e) **Make any other operational decisions required to implement the works agreed by the Cabinet.**
- 4) **Agree that relevant portfolio Cabinet Members receive quarterly summary updates, on progress delivering the programme providing capital releases and also capital spend to-date for monitoring purposes. Furthermore, any contracts entered into by the Director, via framework agreement, exceeding £500k be reported to Cabinet for information as part of the budget monitoring report.**
- 5) **Agree, that any variations to the overall programme or approved programme budget be reported to Cabinet for approval in the first instance.**

Reasons for recommendations

In September 2023, Cabinet received an interim report on the Forward HRA Works to Stock Programme which agreed the programme of works for the remainder of the year and also provided special delegated authority to officers and streamline decision-making where necessary for efficient delivery of the works.

Cabinet is recommended to agree the programme of HRA works to the housing stock for the ensuing financial year and continue with the associated delegated authority as set out in the recommendations, which are the same as those granted by Cabinet in September 2023.

This important programme of works, led by the Operational Assets Division of the Council, ensures that the Council manages essential upgrades to the housing stock, ensures that houses, flats and their tenants are safe and also is increasingly now transitioning properties to higher energy efficient standards, such as through new boilers and home insulation.

Alternative options considered and rejected

Cabinet could decide to maintain existing authority levels reserved to Cabinet Members. Also, Cabinet could choose to amend the specific works programme as set out in the report.

Democratic compliance and previous authority

The proposed decision-making on this programme enables to Cabinet to set the strategy and overall programme, and then charge officers to deliver it within approved budgets and approved procurement arrangements which will develop further over time. Similarly, officers will have accountability to Cabinet Members on delivery.

Select Committee comments.

None at this stage.

SUPPORTING INFORMATION

Review of the delivery of the programme during 2023/24

The Operational Assets team have continued to deliver across a wide range of work areas in 2023/24.

Working with the procurement team, we are developing and using framework agreements to deliver works and where leaseholder consultation and recharges are required, we are continuing to tender work packages to ensure that we are compliant with leaseholder consultation requirements.

The mix of works throughout the year not only included required internal and structural works to improve the fabric of the housing stock and corporate buildings, but they also included all additional works to deliver substantial investment in the stock to meet future energy efficiency requirements and to support delivery of the Council's climate change strategy targets.

The warm safe and dry budget is allocated to enable capital works to services and equipment (CCTV systems, door entry, security systems, alarms etc) which are not scheduled under the main budget heads and are normally at lower financial costs.

Framework contract development

We have completed the stage 1 procurement of a Framework agreement for the "design and supply of domestic kitchens" and have appointed Howdens Joinery Ltd as the supplier. We are in the process of preparing tender documents for the stage 2 procurement for a framework of Contractors for the Installation of kitchens and bathrooms throughout the Borough for an initial

period of 5 years to speed up the process, increase the number of installations and reduce office admin/procurement time.

Adaptations in homes

Adaptations Framework agreement is in place with three contractors for an initial period of 4 years undertaking all adaptation and wet room works.

Gas

New service and maintenance contracts for Domestic Gas and Passenger Lift service and maintenance have been procured and are in place. Domestic Boiler replacement contract is in place and is on target to replace over 1,900 No. units this financial year. This contract has also been used to Pilot the installation of two stand-alone heat pump system in refurbished void properties.

Decarbonisation / Energy efficiency

Social Housing Decarbonisation Fund (SHDF) Wave 1 – Project is nearing completion and has installed the following energy efficiency measures to 158 number properties:

- 58 Cavity Wall insulations
- 150 Loft Insulations
- 144 MVHR installations
- 124 Window replacements
- 89 Replacement Doors
- 39 External Wall Insulations

Kitchen & Bathroom replacements

In 2023/24, the Council has tendered in numerous phases and awarded contracts for the replacement of 566 Kitchens and 575 Bathrooms with works in progress.

Window replacements

In 2023/24 the following works have been undertaken / progressing:

- Barden Court - Communal doors and windows replaced.
- Barden Court – Old asbestos cladding removed and replaced with composite cladding.
- 200 Planned works window replacements to general housing stock (+124 in SHDF)
- Barr Lodge & Bond Close Windows awaiting Capital Release.
- Phases 14 – 20 tendered and include 590 properties of which 60+ are leaseholders.

Roofing works

In 2023/24 the following works have been undertaken / progressing:

- Whitby Road Properties tendered and works to commence on site 18th March 2024 with a 20-week contract duration. Section 20 processes followed for the leasehold dwellings.

- Shawfield Court Properties tendered and works commence on site 25th March 2024 with a 20-week contract duration. Section 20 processes followed for the leasehold dwellings.
- Melbourne House Roofing, External & Internal Decs tendered and works commence on site following Cabinet Approval (March 2024) with a 20-week contract duration. Section 20 processes followed for the numerous leasehold dwellings.

Fire Safety

The installation of water sprinkler systems has been completed in 6 No high-rise blocks. Additionally, Officers have completed the submission of all safety reports to the Fire Safety Commission and have prepared and issued safety information packs to residents in high rise blocks.

Proposed 2024/25 Works-to-Stock Programme

The operational assets team lead on delivery of all planned works to the Council's housing stock and will continue to use and develop framework agreements where possible to deliver works programs for the new financial year 2024/25.

The planned programme for 2024/25 includes the following activity:

Roofing Programme

Property locations where essential roofing works are required have been identified from referrals from the reactive repairs team and the existing asset database. These locations are currently being surveyed by external consultants (Keegans) with a view to tendering Spring 2024 and completion by Autumn 2024. The final number of locations to receive new roofs will be confirmed on completion of the condition surveys and budget estimates on required works. However, the currently expected programme for 2024/25 is for 17 Blocks and 21 houses.

Window replacement

This will target the replacement of first-generation metal/ aluminium windows in solid wall properties in approximately 500 properties as a priority to assist with the prevention of Damp, Mould, and Condensation. This will be support by the installation of heat recovery fans which have successfully been installed as part of the SHDF wave 1 project. The solid walled properties are being reviewed to assess further requirements to improve energy efficiency, i.e. external or internal wall insulation. This process will also investigate development opportunities where possible.

Framework agreements are being prepared for tender with the aim to appointment several contractors for the supply and installation of A+ Double glazed window installations in non-leasehold properties. This procurement is in its development stage and may take approximately 9 months to complete. In the interim, phases will be tendered as required.

Kitchen renewals

For 2024/25 the Council plans renewals to approximately 500 properties will be delivered via the new framework agreements. Stage 1 procurement of a Framework agreement for the "design and

supply of domestic kitchens” is complete. Stage 2 kitchen installers will be procured in the spring of 2024 with a view to going live in the summer / autumn. In order for the programme to progress, in the interim, multiple small phases will be tendered.

Bathrooms

Officers estimate the replacement of 1000 bathrooms will be undertaken in line with home improvement requirements.

Domestic and Communal Boilers

This replacement program will continue and replace a further approximate 1,900 obsolete units in houses. For communal boilers, currently scheduled for major works to one communal heating system in the Borough with the installation heat meters and an upgrade of the boiler plant.

Passenger lifts upgrade

Current, officers are planning to upgrade four lifts; however, they are in blocks which are under wider review, including one block in Avondale House and another in Queens Lodge. Therefore, this budget will be reviewed.

Fire Doors Sets

External Framework agreement from Hyde Housing for the estimated replacement of 750 Fire Door Sets is currently scheduled for Cabinet approval in April 2024. During 2023/24, we have continued to procure contracts and have replaced 4,869 since 2017 with a further 283 units scheduled for replacement in the latest tendered phase of works.

Compliance and Fire Safety

This important work continues each year and covers building and engineering related activities associated with the housing and corporate building stock. The team also leads on all statutory works contracts; Gas, Electrical, Legionella, Asbestos and Fire (Building Safety) undertaking statutory servicing, maintenance and associated capital works to ensure buildings are safe places to live and work.

Decarbonisation / Energy Efficiency

For the Social Housing Decarbonisation Fund (SHDF) Wave 2.2 project, officers have submitted the Council’s bid for grant funding to carry out Energy Efficiency Measures (EEM) to approx. 250 Council owned dwellings. We should be notified by mid-March if we have been successful.

Revenue Expenditure

In addition to the Works-to-Stock Programme there are revenue budgets for maintaining the condition of stock.

Procurement activity and further framework agreements in the pipeline

Corporate Procurement are working with the Service area in respect of the effective delivery of works, tenders and contracts by developing framework agreements for certain services and also longer-period term contracts for Cabinet approval. Developments include:

- External Repairs and Redecoration Programme - properties identified by Programme Team are currently being surveyed by consultants (Quatrefoils) with a view to tendering Spring 2024 and completion by Autumn 2024.
- Voids Repair – the framework agreement for Voids refurbishment contract works is going through the procurement process, this will appoint up to three contractors and one back up with a view to start in July 2024.
- Minor Works Framework – the Council are currently developing a Minor works framework agreement to be used for smaller buildings works projects across several workstreams as follows:

Workstream 1 – General Building & Repair Works (Domestic)

Workstream 2 – General Building Works (Education, Corporate & Public Buildings)

Workstream 3 – Domestic Extension & Conversions - Capital

Workstream 4 – Decarbonisation Works – Capital and grant funding

Each workstream will have 5 contractors and will work on a cascading call off process and will assist with developing relationships between client and contractor and create efficiencies within any programmes. This Framework is currently in the development stage with a view to approaching the market in the Spring 2024.

Financial Implications

The 2024/25 HRA Capital Programme, approved by Cabinet and Council in February 2024, includes a capital budget for the Works to Stock programme of £26,767k and Green Homes Initiatives of £6,756k.

This gives a revised total budget for the Works to Stock 2024/25 capital programme of £33,523k breakdown provided in the table below.

The table also highlights the 2023-24 budget against approved capital releases for the various HRA Capital Programme workstreams.

Table - HRA Works to Stock Programme and specific planned works to the housing stock already approved and then for the remainder of the 2024/25 financial year.

Workstream	2023/24				2024/25	
	Revised Budget	Approved with Capital Release	Forecast	Budget to Capital release Variation	Revised Budget 2024/25	Number of units
	£'000	£'000	£'000	£'000	£'000	No.
Roofing Programme	2,522	902	1,227	325	2,943	TBC
Windows Programme	2,198	1,857	2,198	341	3,150	500
Kitchens Programme	2,820	7,253	7,253	0	3,918	600
Bathrooms Programme	2,820	281	497	216	3,918	1,000
Structural Works Programme	1,620	1,104	1,620	516	1,794	TBC
Electrics Programme	0	0	0	0	0	0
Domestic Boiler Replacement	4,670	4,670	4,670	0	4,590	1,900
Communal Heating	540	461	540	79	252	1
Communal Lifts	324	166	324	158	512	TBC
Sprinkler Systems Tower Blocks	457	457	457	0	0	0
Fire Doors	916	122	458	336	1,824	750
Replacement of Emergency Lighting	125	0	0	0	160	1
Fire Alarms / Detection	1,671	245	916	670	161	130
Warm Safe Dry	1,080	908	1,297	389	1,124	TBC
Contingency	404	0	0	163	2,202	TBC
Playground Replacement Programme	270	148	270	122	219	0
HRA WTS Total	22,437	18,574	21,727	3,315	26,767	4,882
Green Homes Initiatives Programme	3,000	3,291	3,291	(291)	6,756	250
Total - Capital HRA Works to Stock & Green Homes Initiative	25,437	21,865	25,018	3,024	33,523	5,132

Elements of the works within the above programme will be subject to statutory leaseholder consultation. The Council will seek leaseholder contributions on post completion of the works, which will reduce the financing contribution from the HRA Major Repairs Reserve.

To ensure accountability and transparency there will be quarterly reporting to the relevant Portfolio Cabinet Members. The report will include updates of progress on delivery of the programme, capital released, spend to date, and forecast spend for monitoring purposes, this report will highlight any significant variations to the programme. Any contracts entered into, and any decisions made by the Corporate Director that exceed £500k will be reported to Cabinet as part

of the Monthly Budget Monitoring Report. Any significant variations to the programme or change to the approved budget will be reported to Cabinet for formal approval prior to any action taken.

RESIDENT BENEFIT & CONSULTATION

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

This report will enable transparent approval of the important housing works programme and help streamline the decision-making process in this area of Council activity, speeding up project delivery, the transformation of the housing stock and ultimately resident satisfaction.

Consultation carried out or required

No external consultation required.

CORPORATE CONSIDERATIONS

Corporate Finance

Corporate Finance have reviewed this report and concur with the Financial Implications set out above, noting the recommendations to agree the HRA Works to Stock Programme for 2024/25 as set out in the table above and release the Capital Programme budget for this element of the HRA Capital Programme in line with the approved budget as agreed by Cabinet, with the relevant Cabinet Members to receive quarterly summary reports on the progress against the planned budget. Furthermore, it is noted that any contracts entered into as part of these workstreams that exceed £500k will be reported back to Cabinet through the Council's budget monitoring updates.

Legal

Legal Services confirm that there are no legal impediments to Cabinet agreeing the recommendations set out in the report which will assist the Council in improving its performance on repairs and reduce the potential for legal claims from tenants.

BACKGROUND PAPERS

NIL

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COUNCIL BUDGET - 2023/24 REVENUE AND CAPITAL MONTH 10 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 January 2024 (Month 10), with no movement on the position at Month 9. As would be expected, there are a number of potential risk areas and pressures which need to be managed to deliver this headline outturn. Total reserves are projected to be £37,212k at 31 March 2024, being unallocated reserves of £26,848k and earmarked Reserves of £10,364k.</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 4.0% which is in line with budgeted assumptions.</p> <p>The Collection Fund is forecast to deliver a surplus of £3,800k due to lower than anticipated appeals against the 2023 Business Rates revised list. This surplus has not been reflected in this outturn forecast with £3,651k allocated to support the Council's 2024/25 budget and £149k supporting 2025/26.</p> <p>The Dedicated Schools Grant (DSG) monitoring position continues to indicate a deficit to be carried forward to 2024/25 of £26,487k, as reported at month 9. This in year 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).</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 in capital financing costs.</p>
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Putting our Residents First	This report supports the delivery of the Council Strategy. 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 January 2024 (Month 10), 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 January 2024 (Month 10), with no movement from Month 9, 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. In particular the timing of the delivery of savings, increasing pressures on demand-led services and continuing inflationary pressures against a background of static Central Government grant funding.
 - i. Within this position, £17,859k of the £22,762k savings planned for 2023/24 are banked or on track for delivery in full by 31 March 2024, with £4,904k or 22% 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 have been 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, together with increasing approaches from residents seeking support with homelessness and reduced income from planning fees derived from a reduced number of major developments, as a result of challenging economic conditions. Across these areas, officers continue to develop mitigations, 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.
7. 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 difficult economic environment, these management actions are being 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 covers application of any unallocated

third-party contributions or grants, provisions for doubtful debts and risk items, and historic overprovision of Minimum Revenue Provision.

8. 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 10 forecast, including the 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 £9,696k of this balance, with £4,550k of this being planned use within the Council's budget strategy, leaving a projected closing balance of £10,364k as at 31 March 2024, which is an adverse movement of £172k from Month 9, with this adverse movement being derived from expenditure incurred in carrying out School Conditions surveys. The closing balance remains available to support the Council's ongoing financial resilience and to fund project and cyclical based work in 2024/25 and beyond.
9. Within the Collection Fund, a surplus of £3,800k is reported at Month 10, with the surplus being derived from a favourable position within Business Rates of £5,181k 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, which is attributable to the ongoing slowing down in construction industry activity. This position is further compounded by an adverse position reported against Council Tax Support, as demand has been impacted by cost-of-living pressures, although this has now started to decline again in line with budgeted assumptions. In aggregate, these pressures lead to a forecast collection deficit of £1,381k on Council Tax.
10. These in-year pressures on Council Tax are being mitigated through the overachievement of Business Rates income, resulting in a net £3,800k favourable movement against the approved budget.
11. Variances against the Collection Fund do not directly impact upon the 2023/24 monitoring position, but instead the variance up to Month 9 was factored into the Council's budget proposals for the forthcoming year presented to Cabinet in February 2024 as part of the final budget proposals, with movement from Month 10 to outturn not impacting until 2025/26 with resulting impacts on MTFE forecasts. The positive variance of £3,651k up to Month 9 therefore reduced the Council's saving requirement for the 2024/25 budget, with the favourable movement since Month 10 of £149k impacting on 2025/26.
12. Continuing challenging national economic conditions will continue to drive a requirement to closely monitor service expenditure and trends for the last quarter of 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

13. As at Month 10 a £33,292k underspend is projected on the 2023/24 General Fund Capital Programme of £129,598k, representing a forecast movement of £4,371k from Month 9, with the forecast outturn variance over the life of the 2023/24 to 2027/28 programme estimated to breakeven. General Fund Capital Receipts of £14,000k are forecast for 2023/24 and are projected to achieve 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 General Fund capital programme is forecast to be on budget at £75,848k.

SCHOOLS BUDGET

14. The Dedicated Schools Grant (DSG) monitoring position being reported for Month 10 is an in-year overspend of £12,820k when compared to the budgeted position, this is consistent with the position at Month 9 and continues to be driven by High Needs placement demand and cost pressures. This position 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.
15. 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

16. The Housing Revenue Account (HRA) is currently forecasting a breakeven position at Month 10, 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 £84,460k 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 9.

FURTHER INFORMATION

General Fund Revenue Budget

17. A marginal £2k underspend is projected across the General Fund at Month 10, representing no movement from Month 9, 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 for 2023/24 of £22,000k to £41,000k as approved by Cabinet and Council in February 2023.

Table 1: General Fund Overview

Service	Month 10		Variance (As at Month 10) £'000	Variance (As at Month 9) £'000	Movement from Month 9 £'000
	Approved Budget £'000	Forecast Outturn £'000			
Service Operating Budgets	267,843	267,841	(2)	(2)	0
General Contingency	500	500	0	0	0
Unallocated Budget Items	(5,065)	(5,065)	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)			

18. 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 & MTFP under the "demand-led growth" banner, with pressures continuing to emerge across both Adult Social Care Placements and SEND Transport, with new emerging pressures being reported across homelessness support and Looked After Children, with these areas forecast to be funded from the release of provisions and reserves from the Council's Balance Sheet to manage the in-year volatility.
19. Within the Council's payroll budget there is a Managed Vacancy Factor across the board of 3.5%, or £4,358k, to reflect natural levels of turnover and resulting structural underspend in the workforce budgets. The higher vacancy rate experienced during 2022/23 has continued into the current financial year and therefore results in an underspend over and above the Managed Vacancy Factor, which is contributing to the management of local pressures within the overall monitoring position. 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.
20. The Council budgeted for a pay award in 2023/24 of 4%, however, due to the exceptional inflationary environment, the approved pay offer exceeded 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.

21. Provision for use of Earmarked Reserves has been included in this position, with £1,754k 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, £3,450k to fund demand pressures and a net £835k 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 £9,696k to leave a closing balance of £10,364k at 31 March 2024
22. This represents an adverse movement of £172k on Month 9 which predominantly relates to the expenditure associated with previously planned Schools Conditions surveys against which timing of expenditure has been firmed up. The reported surplus against the Collection Fund of £3,800k offers an element of offsetting against the use of reserves in 2023/24 when £3,651k of these are realised in the 2024/25 financial year, with a further £149k being available in 2025/26.

Progress on Savings

23. 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	(1,037)	(289)	(108)	(50)	0	(1,484)
Cabinet Member for Residents' Services	(4,462)	(5,932)	(289)	(1,842)	0	(12,525)
Cabinet Member for Children, Families & Education	(552)	(338)	(130)	(415)	0	(1,434)
Cabinet Member for Health and Social Care	(2,395)	0	0	0	0	(2,395)
Cross-Cutting	(1,300)	0	(500)	(1,150)	0	(2,950)
Total 2023/24 Savings Programme	(10,567) 46.0%	(7,292) 32.0%	(1,144) 5.0%	(3,760) 17.0%	0 0.0%	(22,762) 100.0%
Month on Month Movement	(2,702) 12%	1,623 -7%	(80) 0%	1,159 -5%	0 0%	0 0%

24. As of Month 10, £10,567k (46%) of the savings programme has already been banked, with a further £7,292k (32%) being reported as delivery in progress and £4,904k (22%) in the early stages of delivery which are ultimately expected to be delivered in full. Where challenges are reported with the delivering of savings (Amber II), these primarily relate to the phasing of delivery and are ultimately expected to either be delivered in full or replaced with alternative proposals.
25. 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.
26. 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 £7,533k 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

27. 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.
28. 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 9)	Variance (As at Month 9)	Movement from Month 7
		£'000	£'000	£'000	£'000	£'000
Property, Highways & Transport	Expenditure	20,616	20,855	239	283	(44)
	Income	(10,418)	(11,117)	(699)	(688)	(11)
	Subtotal	10,198	9,738	(460)	(405)	(55)
Finance	Expenditure	141,320	141,166	(154)	(157)	3
	Income	(106,809)	(107,359)	(550)	(548)	(2)
	Subtotal	34,511	33,807	(704)	(705)	1
Corporate Services	Expenditure	27,637	27,738	101	196	(95)
	Income	(2,053)	(2,291)	(238)	(231)	(7)
	Subtotal	25,584	25,447	(137)	(35)	(102)
Residents' Services	Expenditure	71,290	72,218	928	841	87
	Income	(47,142)	(45,347)	1,795	1,845	(50)
	Subtotal	24,148	26,871	2,723	2,686	37
Children, Families & Education	Expenditure	98,999	99,665	666	280	386
	Income	(24,435)	(25,787)	(1,352)	(1,051)	(301)
	Subtotal	74,564	73,878	(686)	(771)	85
Health & Social Care	Expenditure	145,862	146,503	641	588	53
	Income	(47,024)	(48,403)	(1,379)	(1,360)	(19)
	Subtotal	98,838	98,100	(738)	(772)	34
Total Service Operating Budgets		267,843	267,841	(2)	(2)	0

29. 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 £460k is forecast, representing a favourable movement of £55k from Month 9. 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, plus a favourable variance reported against the Council's Business Rates liability following an update to from the Valuation Office Agency (VOA).

- ii. **Finance** – A net underspend of £704k is reported at Month 10, representing a £1k adverse movement from Month 9, 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 £137k is reported, representing a £102k improvement from Month 9, with the underspend being driven by a number of small variances, predominantly across three service areas including Digital, Data & Technology, Legal Services and Democratic Services, 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 £2,723k is forecast for this portfolio, with a gross pressure of £4,323k included within the position offset by £1,600k of measures to reduce the pressure to the reported level, with strong 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. Strong progress is being reported in reducing the outstanding balance of this £1,600k and is expected to be delivered in full by year end.

The movement in this portfolio relates to a favourable update on food safety income offset by an adverse movement in parking services expenditure.

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 £2,528k with £1,710k proposed to be funded from earmarked reserves and £818k anticipated to be managed out during the last quarter of 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 £686k is being forecast at Month 9, which represents an adverse movement of £85k, 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 increased expenditure on Children with Disabilities due to an increase in the complexity of cases, with the large movements between expenditure and income relating Education services with increased expenditure being offset by increased 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 Looked After Children reporting an adverse variance, which in part is linked to a lack of General Needs Housing to move 18+ clients into more appropriate settings, with this pressure proposed to be funded from Earmarked Reserves. SEND Transport is currently forecasting a pressure due to higher numbers than anticipated of pupils requiring transport, with this pressure previously being offset by re-routing efficiencies, however, these are being eroded due to push back on the revised routes, leading to increased pressure in this area, with the adverse movement proposed to be funded from earmarked reserves, leaving the previously reporting pressure to be funded through the release of Balance Sheet provisions.

- vi. **Health & Social Care** – an underspend of £738k 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 10 is driven by a number of minor updates, with no material movements being reported.

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 10 continuing to report demographics and inflation pressures with the adverse variance proposed to be funded from earmarked reserves, with the remaining previously reported pressure forecast to be funded in-year by a further release of Balance Sheet provisions.

Collection Fund

30. A surplus of £3,800k is reported within the Collection Fund at Month 10. Within the Collection Fund, an adverse position is reported within Council Tax of £1,381k, offset by a favourable position within Business Rates of £5,181k. 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 1,307 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 498 Band D properties.
 - iii. The favourable position within Business Rates is being driven by the Month 10 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 £72k being driven by a number of small movements.
31. 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, leading to £3,651k being included in the Council's refresh of the budget strategy presented to Cabinet in February 2024, with any further updates between Month 10 and outturn impacting on 2025/26, with this sum equating to £149k at Month 10. This position therefore reduced the Council's gross saving requirement by £3,651k for 2024/25, with £149k to be factored in the next update to the Council's Budget Strategy for 2025/26.

General Fund Capital Programme

32. As at Month 10 the General Fund forecasts are reporting an in-year underspend of £33,292k, an increase of £4,371k from Month 9 with the 5-year programme forecast remaining in line with budgeted expectations. At Month 10, no further slippage is reported across the Council's asset disposal programme, the forecast remains sufficient to fund the financing strategy for the DSG Safety Valve and broader transformation programme. Key movements within the overall £4,371k include £953k on the Corporate Technology and Innovation, £500k on Disabled Facilities Grant Adaptations and £1,391k School Building Condition Works.

Capital Programme Overview

33. 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 10, a total favourable variance of £33,292k is projected against the rephasing variance.

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	7,049	0	(2,730)	22,724	22,724	0	0
Residents	3,887	3,107	0	(780)	9,219	9,219	0	0
Corporate Services	2,373	1,221	0	(1,152)	5,105	5,105	0	0
Children, Families and Education	21,425	12,856	0	(8,569)	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	78,583	58,522	0	(20,061)	217,284	217,284	0	0
Contingency	10,701	10,701	0	0	26,701	26,701	0	0
Total Capital Programme	129,598	96,306	0	(33,292)	320,782	320,782	0	0
Major Projects								
Major Projects	81,673	60,913	0	(20,760)	170,522	170,522	0	0
Programme of Works	37,224	24,692	0	(12,532)	123,559	123,559	0	0
General Contingency	10,701	10,701	0	0	26,701	26,701	0	0
Total Capital Programme	129,598	96,306	0	(33,292)	320,782	320,782	0	0
Movement	181	(4,371)	0	(4,552)	181	181	0	0

34. **Finance:** At Month 10, the use of Capitalisation powers to fund Transformation Capitalisation and the DSG Safety Valve agreement commitments are on track for delivery. A review of the electric vehicle charging structure is underway to ensure there is sufficient capacity for the rollout of electric fleet, with the rollout of electric fleet is expected to start next year.
35. **Residents:** The Residents portfolio includes a proposed rephasing variance of £780k at Month 10, a movement of £297k from Month 9. The Town Centre improvements and Shopping Parade investments are 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 into future years as reported at Month 9, alongside the Chrysalis programme which is forecasting £497k rephasing, an increase of £297k from Month 9.
36. **Corporate Services:** The Corporate Technology and Innovation programme budget of £2,373k includes rephasing of £333k from 2022/23 and was increased by a £300k release from the general capital contingency budget and is forecasting an in-year underspend of £1,152k which is proposed to be rephased into 2024/25. Projects this year include telephone improvements and the Laptop and Desktop Refresh programme, which is expected to roll out new hardware next year and will result in rephasing of £952k, not previously reported. The

Older Peoples Initiative driving the in-year forecast underspend and proposed rephasing of £200k, an increase of £85k from Month 9.

37. **Children, Families & Education:** The Schools SEND programme is underway with several projects set to provide additional special needs places. Work is progressing on site at Wood End Primary, and complete at Ruislip and Charville 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 shortly for an expected start on site in March 2024. The main works contractor has been appointed for the Meadow Site expansion and work commenced on site in December 2023 and is expected to complete in December 2024 and is forecasting rephasing of £7,794k required to be rephased into 2024/25. Revised cost estimates remain significantly above confirmed DfE grant funding. There is an estimated funding gap on the Harefield site, with specific capital contingency having been set aside to fund this risk in the capital programme.
38. The Youth Provision budget is forecasting rephasing of £775k as reported at Month 9, work is expected to commence this year, with this update alongside the £7,794k for the Schools SEND Programme taking the total proposed rephasing to £8,569k for the portfolio.
39. **Health and Social Care:** The capitalisation of social care equipment is forecast in line with budget, as reported at Month 9. The Disabled Facilities Grant adaptations includes rephasing from 2022/23 of £279k with this area now forecasting rephasing into 2024/25 of £2,159k, an increase of £500k from Month 9. Adaptation works approved at this point in the year will be for work undertaken next financial year. 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. Approval to appointment interim contractor to undertake mechanical and electrical work is expected shortly while procurement of a replacement contractor takes places.
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 next year. Rephasing of £10,843k was proposed and approved at Month 6. The forecast at Month 10 is £1,200k, and slight increase of £105k reported at Month 9.
42. Northwood Hills Library Buyback is forecasting rephasing of £2,392k as reported at Month 9. Planning, designs and surveys for the New Years Green Lane proposed extension, started later than planned and rephasing of £416k is forecast, as reported at Month 9. 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 the next financial year and rephasing of £400k and £200k is forecast respectively, as reported at Month 9. The Battle of Britain Underground Bunker will complete in March, forecast rephasing of £130k is expect for retention, not previously reported.

43. The Carbon Zero Initiatives programme budget stands at £18,855k and is partially funded from a grant of £13,751k from the Department for Business, Energy and Industrial Strategy which has been fully earmarked for the Park Farm Solar Farm and the installation of PV panels at the Civic Centre, Winston Churchill Hall, Hillingdon Sports and Leisure Centre, and Highgrove swimming pool. The forecast at Month 10 is £15,120k as reported at Month 9.
44. As of Month 9, 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, with the forecast being in line with the approved budget, as reported at Month 9.
45. The Civic Centre transformation project has commenced with a number of workstreams already underway. The main works contractor for the refurbishment was appointed in June and work started in September on the pilot phase. The project is making good progress and is forecast to come in on budget over the life of the programme, with a review of the timing of cashflows leading to a forecast in-year underspend of £8,000k, with this amount being proposed for rephasing into later years to provide funding to see the project through to completion.
46. The Schools Building Condition Works programme has been agreed and is forecasting rephasing into 2024/25 of £2,663k, an increase of £1,391k reported at Month 9. Survey and design work is in progress and works planned for next summer to coincide with the summer break.

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	14,000	0	(14,734)	93,617	93,617	0	0
CIL	2,463	2,166	0	(297)	18,963	18,963	0	0
Prudential Borrowing	41,780	36,031	0	(5,749)	75,848	75,848	0	0
Total Council Resources	72,977	52,197	0	(20,780)	188,428	188,428	0	0
Grants & Contributions	56,621	44,109	0	(12,512)	132,354	132,354	0	0
Capital Programme	129,598	96,306	0	(33,292)	320,782	320,782	0	0
Movement	181	(4,371)	0	(4,552)	181	181	0	0

47. The MTFF 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 £14,000k resulting in slippage of £14,734k, as reported at Month 9. Progress is being made identifying and progressing potential asset disposals and £20,756k remains to be identified. 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 being reported for Month 10 is an in-year overspend of £12,820k when compared to the budgeted position, in line with the position at Month 9 which continues to be driven by High Needs placement demand and cost pressures. This 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.
49. 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. 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.
50. 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.
51. The Council submitted an updated DSG Management Plan to the DfE in December 2023 as part of the DfE's Safety Valve programme. The Council is awaiting feedback and outcomes from the DfE in relation to the refreshed plan.
52. The challenge 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 10		Variance (As at Month 10) £'000	Variance (As at Month 9) £'000	Change from Month 9 £'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	12,820	0
Total Funding Blocks	2,280	15,100	12,820	12,820	0
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			

53. As noted above, the sole material variance on the Schools Budget at Month 9 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

54. The Housing Revenue Account (HRA) is currently forecasting a breakeven position, with ongoing inflationary risk continuing to be 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 10		Variance (+ adv / - fav)		
	Budget	Forecast Outturn	Variance (As at Month 10)	Variance (As at Month 10)	Movement from Month 9
	£'000	£'000	£'000	£'000	£'000
Rent & Other Income	(73,542)	(73,409)	133	200	(67)
Net Income	(73,542)	(73,409)	133	200	(67)
Operational Assets	11,838	13,564	1,725	1,573	153
Director of Housing	10,997	11,031	33	(51)	84
Other Service Areas	1,027	988	(39)	13	(51)
Contribution to Shared Services	12,035	12,388	353	472	(119)
HRA Operating Costs	35,897	37,971	2,072	2,007	67
Capital Programme Financing	21,597	20,071	(1,526)	(1,526)	0
Interest and Investment Income	16,133	15,452	(681)	(681)	0
Capital Programme Financing	37,730	35,523	(2,207)	(2,207)	0
(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

55. At Month 10, rental income and other income is forecasting an under-recovery position of £133k, compared to £200k, reported at Month 9. The outlook has improved slightly; however delays are expected in handing over new completions and the profile of buyback acquisitions ready to let is expected towards the latter part of the year into next 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.
56. The number of RTB applications received in the ten months of 2023/24 was 103 compared to 111 for the same period in 2022/23. There has been 43 RTB completions in the ten months of 2023/24 compared to 52 for the same period in 2022/23. The RTB applications and sales will be kept under review during the year. As at Month 10, the 2023/24 RTB sales forecast is 48 in line with budgeted expectations.
57. The HRA Operating Costs Budget is £35,897k and at Month 10 is forecast to overspend by £2,072k, compared to £2,007k report at Month 9. 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. Operation Assets budget is £11,838k and includes services for repairs and maintenance, void repairs, compliance and inspections. The forecast is a net overspend of £1,725k compared to £1,573k at Month 9, an adverse movement of £153k. There were number favourable variances including a £120k revision to gas and compliance safety checks and £90k salaries due to vacancies. However, this was offset with further £384k pressure on the repairs and maintenance budget attributable to repairs for disrepair cases and insurance claims.
- ii. The Director of Housing budget is £10,977k and includes tenancy management and tenants' services. The forecast is a net overspend position of £33k compared to an overspend of £55k reported at Month 9. 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, and new pressures on council tax and B&B costs.
- iii. The Other Service Areas budget is £1,027k and includes the Careline contract, HRA specific ICT costs and the revenue regeneration costs with spend expected to be £39k less than budget, a favourable movement of £51k from Month 9.
- iv. The Contribution to Shared Services budget is £12,035k and is forecast to overspend by £472k, compared to £353k at Month 9. 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. The month-on-month favourable movement of £100k relates to the legal costs, excluding disrepair legal costs, which is reported under operational assets.

58. The MTFE savings target is £690k and as reported at Month 9, £284k is yet to be fully identified and the position presented in this report reflects this forecast.

59. As at Month 10 the capital programme financing budget of £37,730k is forecast to underspend, as previously reported. This budget forecast includes £20,071k (depreciation and revenue contributions) to fund the HRA capital programme, an underspend against budget of £1,526k, the position 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

60. The HRA capital programme is set out in the table below. The 2023/24 revised budget is £84,460k, a movement of £33,678k following the rephasing approved at Month 6. The Month 10 update is forecasting rephasing of £11,505k compared to rephasing of £1,944k forecast at Month 9, translating into a movement of £9,561k from last month. A small cost variance of

£529k is forecast, as reported at Month 9. The five-year projections are forecast to deliver the £529k cost underspend reported for 2023/24, in line with the Month 9.

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	44,649	(529)	(11,505)	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	72,426	(529)	(11,505)	495,305	494,776	(529)	0
Movement	0	(9,561)	0	(9,561)	0	0	0	0

61. As reported at Month 9 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.
62. At Month 10 no further slippage is forecast on the Hayes Estates Regeneration scheme, piling work is now complete and progress is weather dependent. 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 December 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. Handover of Hayes Town Centre Phase 1 is expected around September 2025.
63. The annual acquisitions cap for 1-4-1 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 successful in securing GLA and DLUCH grant to purchase 27 properties. Total new supply this year from acquisitions is therefore expected to be 64 units. The MTFP 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 1-4-1 replacement RTB receipts. The Council share of the new GLA grant funded schemes being funded from the HRA Unallocated Acquisition budget. At Month 10, 42 properties have been identified and approved on capital release of which 31 have been acquired. A further 20 properties have been identified for acquisition and are progressing through the approval process. Acquisition of three new build 4-bedroom houses is also forecast this year, bring the total number of forecast confirmed acquisitions to 60, with four properties remaining to be identified, the forecast is in line with budget, as reported at Month 9.

64. Construction works have progressing on site at Petworth Gardens, Sullivan Crescent and Rowan Road, to provide a total of ten 2-, 3- and 4-bedroom houses. The forecast for Month 10 is £1,161k rephasing on Sullivan Crescent compared to balance budget a Month 7. Petworth Gardens is expected to be ready for occupation by the summer. The development at Maple and Poplar of 34 2-bedroom flats is units is expected to be complete by Summer 2024. Delays have been incurred connecting utilities to the plant room which is required before the homes can be let, rephasing of £1,337k is forecast as reported at Month 9. The proposed acquisition of 24 one and two-bedroom flats at Newport Road for temporary accommodation will not take place as planned. Fire safety and compliance issues were identified, and remedial works required to ensure full compliance with latest standards was too intrusive and expensive to undertaken. The £8,400k budget will be reallocated to future acquisition and development schemes.

HRA Capital Financing

65. The below table sets out the HRA Capital Financing forecast at Month 10:

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	7,947	0	(175)	38,109	38,109	0	0
Revenue Contributions	21,597	20,071	0	(1,526)	122,761	121,235	(1,526)	0
Prudential Borrowing	38,415	35,285	(529)	(2,601)	232,918	234,584	1,666	0
Total Council Resources	68,134	63,303	(529)	(4,302)	393,788	393,928	140	0
Grants & Contributions	16,326	9,123	0	(7,203)	101,517	100,848	(669)	0
Capital Programme	84,460	72,426	(529)	(11,505)	495,305	494,776	(529)	0
Movement	0	(9,561)	0	(9,561)	0	0	0	0

66. At Month 9, the movement of £9,561k predominantly relates to the £8,400k update on Newport Road mentioned above, with the balance relating to further updates on Sullivan Crescent. Since the approval of rephasing after Month 6, £16,126k has been released from the Unallocated Acquisition and Development budget to fund additional buybacks and development schemes. The unallocated budget assumes an even split between GLA grant and RTB receipt funded schemes, however the recent releases are weighted towards RTB receipt schemes which capital receipt and grants and contribution mix. There has also been a reduction in grant income linked to the Green Homes Initiative programme in 2023/24 of £3,147k, as reported in Month 9. The revenue contribution rephasing relating the reported HRA position which requires a reduction in the revenue contribution capital this year to achieve a balanced position.

Treasury Management Update as at 31 January 2024

Table 10: Outstanding Deposits

Period	Actual (£m)	Actual (%)	Movement from Month 9 (£m)
Call Accounts and MMF's*	38.10	48.91	0.40
Up to 3 Month Fixed-Term Deposits	24.80	31.84	(3.00)
Total	62.90	80.74	(2.60)
Strategic Pooled Funds	15.00	19.26	0.00
Total	77.90	100.00	(2.60)

*Money Market Funds

67. 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.
68. The average rate of return on day-to-day operational treasury balances is 4.89%, an increase of 0.07% since Month 9. 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 4.75% 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.
69. 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 January, 61% of the Council's day-to-day operational treasury investments had exposure to bail-in risk compared to a December benchmark average of 60% in the Local Authority sector (latest benchmark provided quarterly by the Council's treasury advisors). The Council's exposure is eliminated once instant access facilities are excluded from the total bail-in percentage.
70. Liquidity was maintained throughout January by placing surplus funds in instant access accounts and making short-term deposits, including overnight deposits, in the DMADF. Cash balances did not move significantly over the month, with overall balances £2.6m lower at the end of the month. 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: 3.54% (3.46% in Month 9)

Average Interest Rate on Debt Excluding Temporary Borrowing: 3.18% (3.18% in Month 9)

Average Interest Rate on Temporary Borrowing: 4.74% (4.50% in Month 9)

	Actual (£m)	Actual (%)	Movement from Previous Month (£m)
General Fund			
PWLB	75.60	23.34	0.00
Long-Term Market	15.00	4.63	0.00
Temporary	74.00	22.85	6.00
HRA			
PWLB	126.32	39.00	0.00
Long-Term Market	33.00	10.18	0.00
Total	323.92	100.00	6.00

71. Two temporary loans from another local authority totalling £10m matured in January and were replaced with two new temporary loans with other local authorities amounting to £16m, a net increase of £6m in month. Rates on the new loans were higher than the recently matured loans which were taken a year ago, resulting in a slight increase in average rates for temporary borrowing.
72. One long term market lender has approached the Council about the early repayment of their LOBO loans with no premium to the Council, however after financial assessment early repayment is not considered best value for money at this time as they are likely to be called at their next option date and the current rates are below those in the prevailing market.
73. PWLB rates crept back upwards in January, with the 25yr rate around 0.4% higher than at the beginning of the month. At its meeting ending on 31 January 2024, the Bank of England Monetary Policy Committee voted by a majority of 6–3 to maintain Bank Rate at 5.25%.
74. It is anticipated further borrowing will be required by the end of 2023/24 to manage cash flow requirements. Opportunities to secure further temporary borrowing will be monitored.

PART B: FINANCIAL RECOMMENDATIONS

That the Cabinet:

- a. **Accepts a grant of £145k from the North West London Integrated Care Board to fund initiatives to support children and young people waiting for an autism assessment and diagnosis.**
- b. **Accepts a grant of £200k from the North West London Integrated Care Board to fund the Serious Youth Violence Pilot.**
- c. **Accepts a grant of £50k from the North West London Foundation Trust to fund early intervention and prevention projects to support young people with eating disorders.**
- d. **Accepts a grant of £281k from the Department of Health and Social Care to fund investment in enhancing local authority commissioned stop smoking services and support.**
- e. **Approve the proposal to introduce a Green Car Employee Leasing scheme (Electric and Ultra Low Emissions Vehicles) with effect from 1 May 2024. Furthermore, authorises a direct contract award with Tuskerdirect Ltd under a continuous contract arrangement and delegates authority to the Head of Human Resources to undertake the detailed implementation of the scheme.**
- f. **Accepts a grant of £1,440k from the Department for Education (DfE) for costs associated with implementing the Staying Close programme.**

Reasons for recommendation

75. **Recommendation 2a** seeks approval to accept grant funding of £145k to develop initiatives being established with third sector providers to support the health and wellbeing of children and young people who are showing symptoms of autistic spectrum conditions whilst they await an autism assessment and diagnosis. The parents and families of this population group will also benefit from the support provided from these initiatives. The funding is non-recurrent for one year but provides an opportunity to test proof of concept.
76. **Recommendation b** seeks approval to accept grant funding of £200k to fund the Serious Youth Violent pilot. The Serious Youth Violence Pilot will run for one year and is intended to work with young people already in contact with the criminal justice system to divert them from criminal activity. The funding is provided by North West London Integrated Care Board and will pay for two therapeutic counsellor posts, a school nurse and training and development. The posts will be hosted by the Council.
77. **Recommendation c** seeks approval to accept grant funding of £50k to fund early intervention and prevention projects to support young people with eating disorders. The funding is intended to facilitate the development and implementation of intervention and prevention projects to support young people with eating disorders. The projects will be led by Public Health.
78. **Recommendation d** seeks approval to accept ringfenced grant funding of £281k to build capacity to deliver expanded local stop smoking services and support. This will be in addition to and while maintaining existing spend on these services and support from the public health

grant. This should not replace other/existing programmes which support smokers to quit, for example the tobacco dependency programme delivered within the NHS Long Term Plan.

79. **Recommendation 2e** seeks approval for the proposed Green Car Employee Leasing Scheme which will be available to all eligible employees as part of the Council's employee reward offer, available via salary sacrifice and accessed through the VivUp benefits platform. Following research, the preferred car lease scheme provider for the Council has been identified as Tuskerdirect Ltd. The Council will be contractually obligated to the lease agreements.
80. The approval of the scheme is recommended because it will provide employees with a tax efficient option for leasing a ULEZ compliant vehicle. Furthermore, encouragement of staff to use low CO2 emission vehicles will support the Council's carbon neutral ambitions.
81. Costs incurred by the Council should be covered by the employee. Balance sheet and accounting adjustments will be applied over the life of the vehicle leases in line with IFRS16 from 1st April 2024. Costs will be charged to expenditure monthly and off-set by the salary sacrificed at source to employees. In addition to the lease costs recovered through the salary sacrifice arrangement, any other costs arising such as fines, excess mileage damage determined at the end of the lease agreement and any lifestyle changes not covered under the lifestyle protections, will be recovered through net pay deductions. There will be restrictions in place to prevent anyone signing up for a sacrifice that would take their salary below National Minimum Wage level, and employees will be encouraged to take advice regarding the impact of the salary sacrifice arrangement on their personal financial circumstances and requirements.
82. **Recommendation 2f** seeks approval to accept grant funding of £1,440k from the Department for Education for the Staying Close programme, aimed at providing significant support and a smoother transition for young people moving from care into Adulthood, with £480k being awarded in 2023/24, with a further £960k for 2024/25.

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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 11 - OCCUPATIONAL HEALTH SERVICES, EMPLOYEE ASSISTANCE PROGRAMME AND DRUG AND ALCOHOL TESTING CONTRACT

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

Information

This proposed report outlines the Council's approach to consolidate key HR contracts. Specifically, Cabinet approval is requested to award a contract for Occupational Health Services, the Employee Assistance Programme and drug and alcohol testing services.

These services ensure that the Council has access to rapid professional and specialist advice relating to work and how work impacts on employees' health and wellbeing. It also ensures legal obligations around surveillance for specific roles are adhered to. This enables the workforce to deliver services effectively to residents.

ITEM 12 - FUEL CONTRACTS FOR THE COUNCIL'S FLEET

Relevant Cabinet Portfolio(s)	Finance
Relevant Ward(s)	N/A
Relevant Select Committee	Finance & Corporate Services

Information

Many of the Council's front lines services require a fully fuelled fleet of vehicles and plant. Three types of fuel are required - Ultra Low Sulphur Diesel (ULSD) for our road vehicles, Gas Oil (also known as Red Diesel) for our mechanical plant and Petrol for 5 hybrid vehicles. Fuel is stored and used at on site facilities in the Borough. Cabinet will consider the award of contracts for the supply and delivery of such fuel.

The Council continues to explore electric vehicles and over the next few years this will become increasingly viable as part of its Climate Change Action Plan and Electric Vehicle Infrastructure Strategy. Officers have started the process for future EV investment as part of the Council's 2024/25 capital programme, which will give far greater consideration of this as part of the fleet replacement programme.

The Council's Fleet Team also continue to work with Services to ensure efficient driving by using the data received from the vehicle tracker systems to manage fuel consumption.

ITEM 13 - SOCIAL CARE & EDUCATION SYSTEMS SOLUTION

Relevant Cabinet Portfolio(s)	Corporate Services
Relevant Ward(s)	NA
Relevant Select Committee	Finance and Corporate Service

Information

Cabinet will consider a contract for a social care and education IT system solution that will modernise the Council and improve such services for staff and residents.

Such tools allows social workers to record client interactions, supporting and safeguarding Hillingdon's most vulnerable residents. Incorporating a new single education solution will improve service delivery and productivity, enhance communication with parents/guardians and schools, aid in informed decision-making about children in need of support, thus improving early intervention chances and delivering more positive outcomes.

Amongst other benefits, the system will enable residents to track the progress of their referrals and support integrated monitoring, reporting of placements activity and financials, and the production of statutory returns.

ITEM 14 - PLANNED ROOFING RENEWAL AT MELBOURNE HOUSE

Relevant Cabinet Portfolio(s)	Property, Highways and Transport
Relevant Ward(s)	Yeading
Relevant Select Committee	Property, Highways and Transport

Information

Cabinet will consider a contract for roofing works at Melbourne House in Yeading, a tower block within the Council's housing stock. Works will include re-roofing, insulation, remedial work to include, but not limited to, repointing chimney brickwork, and replacing soffits, fascias, gutters, and rainwater goods, replacement ventilation fans, and full internal redecorations of the communal stairwell. Residents will be consulted on the roofing program and any leaseholders as part of Section 20 consultation procedures.

ITEM 15 - CONTRACT FOR ENVIRONMENTAL SPECIALIST CLEANING SERVICES

Relevant Cabinet Portfolio(s)	Residents' Services
Relevant Ward(s)	All
Relevant Select Committee	Residents' Services

Information

Cabinet will consider a specialist waste contract, which include the provision of the following services:

- Emptying and cleaning of dog fouling bins
- Collection and disposal of clinical and offensive waste, including sharps
- Cleaning of public toilets
- Dead animal collection
- Asbestos removal from residential properties and public land
- Collection and processing of waste materials from land in the open air, commercial and private dwellings

ITEM 16 - PLANNED WINDOW RENEWALS PROGRAMME: *BARR LODGE AND BOND CLOSE, YIEWSLEY*

Relevant Cabinet Portfolio(s)	Property, Highways & Transport
Relevant Ward(s)	Yiewsley
Relevant Select Committee	Property, Highways & Transport

Information

Cabinet will consider a contract to undertake the planned renewal of single-glazed windows in a number of properties, which include window replacements to the Sheltered Housing Scheme known as Barr Lodge, off Bond Close Yiewsley as well as the adjoining properties in Bond Close, also in Yiewsley. This is part of a wider phased programme of window renewals to sheltered schemes.

ITEM 17 - CORPORATE FENCING & RELATED SERVICES CONTRACT

Relevant Cabinet Portfolio(s)	Residents' Services
Relevant Ward(s)	All
Relevant Select Committee	Residents' Services

Information

Cabinet will consider a contract for fencing and related services, primarily within its many green spaces and parks, along with community and resident-led projects such as the popular Chrysalis Alley-gating scheme.

This proposed broad-ranging contract will include the repair and replacement of damaged fencing, gates, bollards and barriers, installation of park furniture, sports goals, signage, repairs to pedestrian footbridges, decked areas, fishing platforms/swims, supply of high security locks/keys for parks barriers, supply and install allotment water troughs, redecoration of Gates Bins, benches and some structures within parks.

ITEM 18 - MINOR PROPERTY TRANSACTIONS: *Voluntary Sector Lease for two local Scout Groups*

Relevant Cabinet Portfolio(s)	Property, Highways & Transport
Relevant Ward(s)	Ruislip
Relevant Select Committee	Property, Highways & Transport

Information

The Council has a well-established and successful policy of supporting voluntary sector organisations to thrive, by providing heavily discounted leases on its buildings and facilities for community use. Cabinet will consider new discounted lease arrangements for 2 Scout Groups in Ruislip, where the Council is also constructing a brand new scout hut for their use.

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Agenda Item 12

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Agenda Item 18

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