



# Children, Families and Education Select Committee

## Councillors on the Committee

Councillor Heena Makwana (Chair)  
Councillor Ekta Gohil (Vice-Chair)  
Councillor Kishan Bhatt  
Councillor Peter Smallwood OBE  
Councillor Jan Sweeting (Opposition Lead)  
Councillor Tony Gill  
Councillor Narinder Garg

## Co-Opted Member

Tony Little, Roman Catholic Diocesan  
Representative

**Date:** THURSDAY, 13  
NOVEMBER 2025

**Time:** 7.00 PM

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

**Meeting  
Details:** The public and press are welcome  
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Contact: Ryan Dell

Email: [democratic@hillington.gov.uk](mailto:democratic@hillington.gov.uk)

Lloyd White  
Head of Democratic Services  
London Borough of Hillingdon,  
Phase II, Civic Centre, High Street, Uxbridge, UB8 1UW  
[www.hillingdon.gov.uk](http://www.hillingdon.gov.uk)

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## Terms of Reference

### Children, Families, & Education Select Committee

To undertake the overview and scrutiny role in relation to the following Cabinet Member portfolio(s) and service areas:

Portfolio(s)	Directorate	Service Areas
Cabinet Member for Children, Families & Education	Children's Services	Children's Social Care (incl. safeguarding & corporate parenting)
		Corporate Parenting Panel
		Prevention & Youth Justice (incl. youth services, stronger families and adolescent mental health)
		Education & SEND (incl. Adult & Community Learning, Skills, Lifelong Learning, Music Services and School Travel)
	Adult Services & Health	Children and Families Support Services (incl. Early Years and Children's Centres)

### Corporate Parenting

This Select Committee will establish a Panel to support strong oversight of the Council's corporate parenting responsibilities. The Committee may appoint 3 Members to this Panel based on political balance. Membership may include non-Cabinet Members not on the Committee. The Committee may also appoint relevant Council officers and other external stakeholders to the Panel and agree its chairmanship and operation. In agreeing its operation, the Committee will provide for the Panel not to be able to establish any other sub-group or body to carry out its responsibilities.

# Agenda

- |    |  |          |
|----|--|----------|
| 1  | Apologies for Absence  |          |
| 2  | Declarations of interest in matters coming before this meeting   |          |
| 3  | Minutes of the previous meeting  | 1 - 6    |
| 4  | To confirm that the items of business marked as Part I will be considered in Public and that the items marked as Part II will be considered in Private |          |
| 5  | Budget & Spending Report   | 7 - 14   |
| 6  | Annual Performance Monitoring  | 15 - 44  |
| 7  | Care Strategy for Children and Care Experienced Young People   | 45 - 80  |
| 8  | Fostering review - witness session 1   | 81 - 90  |
| 9  | Forward Plan   | 91 - 98  |
| 10 | Work Programme   | 99 - 102 |

## Minutes

### CHILDREN, FAMILIES & EDUCATION SELECT COMMITTEE

25 September 2025



Meeting held at Committee Room 5 – Civic Centre,  
High Street, Uxbridge, UB8 1UW

	<p><b>Committee Members Present:</b> Councillor Heena Makwana (Chair), Councillor Ekta Gohil (Vice-Chair), Councillor Peter Smallwood OBE, Councillor Kishan Bhatt, Councillor Jan Sweeting (Opposition Lead), Councillor Tony Gill, and Councillor Narinder Garg</p> <p><b>Co-Opted Member Present:</b> Mr Tony Little</p> <p><b>Cabinet Members Present:</b> Councillor Susan O'Brien</p> <p><b>Councillors Present:</b> Councillor Richard Mills</p> <p><b>Officers Present:</b> Julie Kelly (Corporate Director of Children's Services) Luisa Hansen (Head of Finance, Children's &amp; SEND), Andy Goodwin (Head of Strategic Finance) Abi Preston (Director of Education &amp; SEND) Tehseen Kauser (Director of Children's Social Care) Alex Coman (Director of Children's Safeguarding &amp; Care) Donna Hugh (Assistant Director of Care Provision Services) Ryan Dell (Democratic Services Officer) Naveed Ali (Democratic Services Apprentice)</p>
26.	<p><b>APOLOGIES FOR ABSENCE</b> (<i>Agenda Item 1</i>)</p> <p>None.</p>
27.	<p><b>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING</b> (<i>Agenda Item 2</i>)</p> <p>None.</p>
28.	<p><b>MINUTES OF THE PREVIOUS MEETING</b> (<i>Agenda Item 3</i>)</p> <p><b>RESOLVED:</b> That the minutes of the previous meeting be agreed</p>
29.	<p><b>TO CONFIRM THAT THE ITEMS OF BUSINESS MARKED AS PART I WILL BE</b></p>

	<b>CONSIDERED IN PUBLIC AND THAT THE ITEMS MARKED AS PART II WILL BE CONSIDERED IN PRIVATE</b> ( <i>Agenda Item 4</i> )
30.	<p><b>BUDGET &amp; SPENDING REPORT</b> (<i>Agenda Item 5</i>)</p> <p>Officers introduced the Budget &amp; Spending report, which covered the 2024/25 outturn position and the 2025/26 month 4 position.</p> <p>In the previous year, services in this Committee's remit had experienced an overspend of £2.5 million, primarily due to increased costs in children's care placements and pressures on Section 17 budgets, often related to accommodation.</p> <p>Some anticipated savings, particularly those linked to the fostering offer, had been delayed due to the time required to recruit and assess new foster carers. These savings had been carried forward into the current year.</p> <p>Other savings, especially those reliant on income generation from services such as the music service and adult learning, had not been achieved and had been written off.</p> <p>For the current year, at month four, similar pressures persisted. There had been no significant increase in the number of children entering care, but a notable rise in the cost of care placements. On the Council's residential project, part of the Care Offer savings plan, a further twelve beds were expected to be registered soon. This expansion was anticipated to bring the savings plan back on track.</p> <p>Officers noted that while some savings were rated as 'amber', many were on track and would likely move to 'green' in month 5. The main risk identified related to the Charville residential site and the Care Offer, which depended on timely registration and occupancy of new beds.</p> <p>Members queried the impact of savings plans on the quality of early years and music services. Officers responded that work was ongoing, with a focus on wraparound and sufficiency. The music service review had shown that pressures were due to overestimated income rather than overspending. There was a new Head of Music, and efforts were underway to modernise the offer.</p> <p>Members commended the tables in the report as very informative, and asked about the sustainability of using capital receipts to offset overspends. Officers explained that transformation capital had been used for several years to support major programmes, such as the expansion of care provision, and that this approach was in line with government policy, with Government confirming this policy as a funding mechanism for transformation activities for the next five years. Officers reassured the Committee that the Council's asset base continued to grow despite disposals. Officers also commended the education team for reducing the in-year DSG deficit.</p> <p>Members raised concerns about overspending on accommodation, particularly in relation to temporary accommodation pressures. Officers clarified that there was a distinction between accommodation for care leavers and temporary accommodation for families, noting improvements in sufficiency for care leavers and ongoing work to address pressures in both areas. Officers also highlighted the Staying Close project for care leavers. There had been a reduction in the number of young people in semi-independent accommodation.</p> <p>Members asked about plans to address the DSG cumulative deficit, which stood at</p>

	<p>£65.6 million. Officers acknowledged the challenge, noting that while the in-year deficit had reduced, the long-term recovery plan depended on upcoming SEND reforms and continued lobbying of government. The Council was actively engaged with the DfE and pan-London networks to advocate for fairer funding. The focus was on meeting the in-year budget.</p> <p>Members asked if any resources had been specifically allocated to the education needs of families in temporary accommodation as a result of destitution. Officers confirmed that this was not the case, though the issue was recognised and had been raised in feedback on local government funding formulas.</p> <p>Members asked about barriers to savings plans for the Stronger Families programme and fostering offer. On fostering, this was about lead-in times for recruiting foster carers. The Stronger Families programme was about the reduction of children coming into care and evidencing this. Improved tracking measures had since been implemented.</p> <p>Members asked for an update on the Safety Valve agreement. Officers stated that the Council was awaiting government guidance on the future of the agreement and any additional payments, with modelling underway for various scenarios.</p> <p>Members discussed persistent patterns of overspending in children's social care, attributed to rising placement costs and market pressures. Officers outlined efforts to expand in-borough provision, including fostering, residential, and Staying Close projects, and emphasised the importance of supporting children to step down from residential to family-based care.</p> <p>Officers highlighted progress in reducing out-of-borough placements, with significant investment in local provision and positive outcomes in keeping young people in the borough. This included developing Designated Units and SRPs. Other developments included Pinn River and further developments at Meadow High School. Work was ongoing on EBSNA to try to prevent issues from escalating.</p> <p>Members asked about ongoing work with schools to improve early intervention and prevention. Officers noted that primary schools tended to be more inclusive than secondary schools, and noted initiatives such as the Centre for ADHD and Autism project to prevent placement breakdowns. Inclusion was expected to be a key element of upcoming SEND reforms.</p> <p>The Committee also discussed SEND transport costs, which were reported to be on budget for the current year.</p> <p><b>RESOLVED: That the Committee:</b></p> <ol style="list-style-type: none"> <li><b>1. Noted the 2024/25 outturn position; and</b></li> <li><b>2. Noted the 2025/26 Month 4 budget monitoring position</b></li> </ol>
31.	<p><b>FOSTERING REVIEW – SCOPING REPORT</b> (<i>Agenda Item 6</i>)</p> <p>The Committee considered the scoping report for the review into fostering.</p> <p>Officers noted that now was the right time to conduct this review and that it would align closely with the broader Care Offer, the continuum of care, and the recruitment of more</p>

foster carers.

Interest in fostering had significantly increased since the launch of the new offer with an increase in applications from prospective carers. 14 new fostering households had been recruited since the launch with a further 14 families at various stages of the assessment process. It was clarified that not all applicants would be approved as there was a robust process designed to ensure suitability. Officers further advised that while some foster carers were retiring or resigning, the net increase was positive.

There had been a recent ceremony celebrating foster carers, including recognition of long-serving carers and new recruits, illustrating the breadth of experience within the service.

Investing in foster carers was essential for driving change and improving outcomes for children and young people. The review could generate recommendations to Cabinet to further enhance recruitment, the benefits of fostering, and recognition of the role foster carers have for young people.

Officers noted that, despite positive developments, challenges remained including fostering breakdowns and an ongoing shortage of foster carers. The Committee's scrutiny was welcomed, not only for the successes but also on areas needing further improvement. Officers also welcomed the proposed Terms of Reference for focusing on young peoples' experiences and placement stability, as well as the experiences of foster carers.

Members also stressed the importance of hearing directly from young people, suggesting a private witness session to allow them to share their experiences freely.

Members further suggested receiving briefings on training and safeguarding, particularly "PACE" training undertaken by foster carers, to better understand how carers were equipped to keep young people safe.

Members also suggested hearing from carers involved in the "mockingbird constellation" to gather their views and identify areas for improvement.

Members referenced the relatively short timeframe for the review, noting witness sessions in November and December, and conclusions to be drawn in January. Members also raised the possibility of an additional witness session, and queried if the 'early ideas to consider' were already being done. Officers responded that, while the Council can evidence increased recruitment and an improved offer, the value of the review would lie in determining whether further improvements can be made, particularly regarding the quality of care and young peoples' experiences. This could help to narrow the review's focus.

Officers welcomed the Committee's 'critical friend' role, and its review of existing practices would also be useful.

Members raised the possibility of learning from neighbouring authorities and statistical neighbours. Officers noted that most authorities had been following similar approaches, and Hillingdon's new strategy represented a departure from established practice, and so there would be limited benefit to this.

Members also suggested broadening the search for best practise to include



	<p>international case studies, though officers noted that differences in legal frameworks limited the applicability of overseas models.</p> <p>Officers noted learning from the independent sector and that some carers had transferred to Hillingdon as a result of the new offer.</p> <p>Members suggested that there be consideration given to placement stability and outcomes for children when this happened. Members emphasised the importance of understanding not just preventative measures, but also the mechanisms and interventions in place for when issues arise, and learning from those experiences. This could be investigated in the proposed first witness session.</p> <p>Members agreed the scoping report.</p> <p><b>RESOLVED: That the Committee agreed this scoping report</b></p>
32.	<p><b>CORPORATE PARENTING PANEL MINUTES</b> (<i>Agenda Item 7</i>)</p> <p><b>RESOLVED: That the Committee noted the minutes</b></p>
33.	<p><b>FORWARD PLAN</b> (<i>Agenda Item 8</i>)</p> <p>Members highlighted the item entitled “Pathways for Young People” and asked for more information on what this may include, referencing an overspend on accommodation.</p> <p>Members also highlighted the item entitled “Determination of relevant area for admissions arrangements” and asked if this was due to be done via planning areas.</p> <p>Officers would investigate these and report back to Members.</p> <p><b>RESOLVED: That the Committee noted the Forward Plan</b></p>
34.	<p><b>WORK PROGRAMME</b> (<i>Agenda Item 9</i>)</p> <p>Members noted that one of the suggested topics for a review was spare capacity in schools, and asked about an information item on this.</p> <p>Members also asked for an update on Co-opted Member vacancies on the Committee, and if these could be filled for the next administrative year.</p> <p>Officers would investigate these and report back to Members.</p> <p><b>RESOLVED: That the Committee considered the report</b></p>
	<p>The meeting, which commenced at 7:00 pm, closed at 7:50 pm.</p>

These are the minutes of the above meeting. For more information on any of the resolutions please contact Ryan Dell, Democratic Services Officer on [democratic@hillingdon.gov.uk](mailto:democratic@hillingdon.gov.uk). Circulation of these minutes is to Councillors, officers, the press and members of the public.

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## BUDGET & SPENDING REPORT - SELECT COMMITTEE MONITORING

<b>Committee name</b>	Children, Families & Education Select Committee
<b>Corporate Director(s) responsible</b>	Julie Kelly, Corporate Director of Children's Services
<b>Papers with report</b>	Appendix A – Tables 1-4
<b>Ward</b>	All

### RECOMMENDATION

1. That the Committee note the 2025/26 Month 5 budget monitoring position.

### HEADLINES

2. This monitoring report provides an update on the 2025/26 Month 5 budget position relevant to the Select Committee. The Corporate Director, supported by their Head of Finance, will attend the meeting to provide further details and clarifications.
3. **2025/26 MONTH 5 BUDGET MONITORING POSITION**
4. **Children, Families & Education** – As at Month 5, services within this directorate are reporting a pressure of £4.1m, representing an adverse movement of £0.2m from Month 4. The pressure in this area is driven by additional demand for care, with this position being in part impacted by the Temporary Accommodation pressure leading to a lack of General Needs properties within the Housing Revenue Account (HRA) that is available for move-on.
5. Table 1 provides an overview of this Committee's Month 5 budget monitoring position by portfolio. It includes adjustments made to the forecast for Earmarked Reserves, Provisions and Transformation Capitalisation.
6. Table 2 provides a detailed breakdown of this Committee's Month 5 budget monitoring position by service area. It includes adjustments made for Earmarked Reserves, Provisions and Transformation Capitalisation.
7. **Dedicated Schools Grant (DSG)** – As of Month 5 (August 2025), the Dedicated Schools Grant (DSG) is forecasting a deficit of £12.5m with no change from Month 4, representing an improvement from the £15m outturn for 2024/25. This in-year shortfall is entirely driven by continued demand and cost pressures in High Needs placements, which remain significantly underfunded in the DSG allocation from the Department for Education (DfE). These pressures are not unique to the local authority; nationally, local authorities are facing similar challenges. Rising demand for specialist provision, a shortage of maintained special school places, and increasing reliance on costly independent non-maintained placements are contributing to widespread overspends in the High Needs Block. Despite efficiency targets and mitigation efforts, the structural underfunding of High Needs provision continues to place significant strain on DSG budgets across the country.

8. Whilst the Safety Valve funding with the Department of Education (DfE) is currently suspended, work has continued and the Council is very successfully taking control of the market, managing unit costs down and beginning to see a significant reduction in the in-year deficit as a consequence.
9. A core target for the revised High Needs Safety Valve Plan is to actively reduce unit costs by concentrating SEN support in-borough within our maintained schools and thereby reduce dependence on high cost independent and out-of-borough placements. Trend data shows clear evidence that the approach which has been in place since early 2024/25 is now beginning to have a positive impact.
10. The mounting DSG deficits remain a significant national issue, with projections indicating a substantial funding gap for English councils. Specifically, English councils face a £2.3 billion funding gap in 2025/26, rising to £3.9 billion by 2026/27, creating a £6.2 billion shortfall over two years, according to the Local Government Association (LGA). This deficit is primarily driven by increased demand for services for children with special educational needs and disabilities (SEND)
11. Table 3 provides an overview of the Month 5 position for the Dedicated Schools Grant (DSG).

## **12. 2025/26 SAVINGS**

13. For the services within the remit of this Committee, the savings requirement for 2025/26 is £4.282m, as set out in the Council's budget strategy.
14. As of Month 5, £4.009m (93.6%) of the savings and interventions are being recorded as banked or on track for delivery, with a further £0.273m (6.4%) being at initial stages of delivery. There are no savings that are being reported as having potential challenges in delivery.
15. Table 4 provides a detailed breakdown of the 2025/26 Month 5 savings position by portfolio.

## **PERFORMANCE DATA**

16. N/A

## **RESIDENT BENEFIT**

17. Regular monitoring of financial performance is used to assess whether spending and savings targets are being met, thereby supporting the efficient delivery of services to residents. By closely tracking expenditure and identifying variances, the council can take timely corrective actions to address overspending and mitigate risks. This also enhances public transparency and accountability, providing residents with confidence that their Council is managing finances prudently and prioritising their needs. Overall, regular monitoring supports safeguarding the Council's finances and the delivery of quality services to residents.

## **FINANCIAL IMPLICATIONS**

18. This is primarily a finance report and the implications are set out in the main body of the report above.

## **LEGAL IMPLICATIONS**

19. There are no direct legal implications arising from regular monitoring of the council's finances by select committees.
20. Democratic Services advise that effective overview and scrutiny arrangements require access to the information under the committee's purview and, in accordance with the 2024 Statutory Scrutiny Guidance, such information includes finance and risk information from the Council, and its partners where relevant.

## **BACKGROUND PAPERS**

21. NIL.

## **APPENDICES**

- 1 – Tables 1-4

Appendix A – Tables 1-4

Table 1 – 2025/26 Month 5 Budget Monitoring Position by Portfolio

Directorate		Approved Budget	Underlying Forecast	Earmarked Reserves	Provisions	Transformation Capitalisation	Management Action	Forecast Outturn	Final Forecast Variance	Forecast Variance Prior Month	Change in Variance
Corporate Director, Children’s Services	Expenditure	75,573	87,218	(376)	0	(2,747)	(5,044)	79,051	3,478	3,875	(397)
	Income	(22,072)	(23,717)	0	0	0	2,260	(21,457)	615	14	601
	Sub-Total	53,501	63,501	(376)	0	(2,747)	(2,784)	57,594	4,093	3,889	204

**Table 2 – 2025/26 Month 5 Budget Monitoring Position by Service Area**

Service Area		Approved Budget	Underlying Forecast	Earmarked Reserves	Provisions	Transformation Capitalisation	Management Action	Forecast Outturn	Final Forecast Variance	Forecast Variance Prior Month	Change in Variance
<b>R5C: Director, Children Social Care</b>	A1: Staffing Costs	18,400	17,342	0	0	(116)	192	17,418	(982)	(997)	15
	A2: Non-Staffing Costs	34,133	41,007	0	0	0	(2,227)	38,780	4,647	4,310	337
	A3: Grants Fees & Other Income	(15,182)	(13,912)	0	0	0	(1,523)	(15,435)	(253)	(104)	(149)
	<b>Sub-Total</b>	<b>37,351</b>	<b>44,437</b>	<b>0</b>	<b>0</b>	<b>(116)</b>	<b>(3,558)</b>	<b>40,763</b>	<b>3,412</b>	<b>3,209</b>	<b>203</b>
<b>R5E: Director Education and SEND</b>	A1: Staffing Costs	8,010	9,878	0	0	(2,400)	291	7,769	(241)	(136)	(105)
	A2: Non-Staffing Costs	1,688	5,067	(376)	0	0	(2,891)	1,800	112	496	(384)
	A3: Grants Fees & Other Income	(5,478)	(8,449)	0	0	0	3,842	(4,607)	871	122	749
	<b>Sub-Total</b>	<b>4,220</b>	<b>6,496</b>	<b>(376)</b>	<b>0</b>	<b>(2,400)</b>	<b>1,242</b>	<b>4,962</b>	<b>742</b>	<b>482</b>	<b>260</b>
<b>R5S: Director SPQR</b>	A1: Staffing Costs	8,165	8,703	0	0	(231)	(176)	8,296	131	(37)	168
	A2: Non-Staffing Costs	5,177	5,221	0	0	0	(233)	4,988	(189)	239	(428)
	A3: Grants Fees & Other Income	(1,412)	(1,356)	0	0	0	(59)	(1,415)	(3)	(4)	1
	<b>Sub-Total</b>	<b>11,930</b>	<b>12,568</b>	<b>0</b>	<b>0</b>	<b>(231)</b>	<b>(468)</b>	<b>11,869</b>	<b>(61)</b>	<b>198</b>	<b>(259)</b>
<b>R5: Corporate Director, Children's Services</b>	A1: Staffing Costs	34,575	35,923	0	0	(2,747)	307	33,483	(1,092)	(1,170)	78
	A2: Non-Staffing Costs	40,998	51,295	(376)	0	0	(5,351)	45,568	4,570	5,045	(475)
	A3: Grants Fees & Other Income	(22,072)	(23,717)	0	0	0	2,260	(21,457)	615	14	601
	<b>Sub-Total</b>	<b>53,501</b>	<b>63,501</b>	<b>(376)</b>	<b>0</b>	<b>(2,747)</b>	<b>(2,784)</b>	<b>57,594</b>	<b>4,093</b>	<b>3,889</b>	<b>204</b>

**Table 3: Month 5 DSG Income and Expenditure Summary**

Dedicated Schools Grant (DSG) Blocks	Budget 2025/26			Forecast £m	Variance £m	Month 4 £m	Change £m
	DSG Settlement	Academy Recoupment	LBH Maintained				
	£m	£m	£m				
Schools Block	297.9	-187	110.9	110.9	0	0	0
Early Years Block	48.3	-	48.3	48.3	0	0	0
Central Schools Block	2.5	-	2.5	2.5	0	-0.1	0.1
High Needs Block	86.8	-13.1	73.7	73.7	0	0.1	-0.1
Budgeted Use of Reserves	-12.5		-12.5	-12.5	0	0	0
<b>Total</b>	<b>423.0</b>	<b>-200.1</b>	<b>222.9</b>	<b>222.9</b>	<b>0</b>	<b>0</b>	<b>0</b>
Balance Brought Forward 1 April 2025					<b>65.9</b>		
Budgeted Use of Reserves					<b>12.5</b>		
Pressure					<b>0</b>		
<b>Total Deficit at 31 March 2026</b>					<b>78.4</b>		



**Table 4 – 2025/26 Month 5 Savings Position by Directorate**

Directorate	Description				RAG Rating 2025/26 & B/fwd savings						Total 2025/26 £'000
		B/fwd	2025/26	Total	B	G	A1	A2	R	W/O	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Children, Families & Education	Improving and Modernising the Fostering Offer	(462)		(462)	(305)	(157)					(462)
Children, Families & Education	New Care Offer - (Operating Model)		(273)	(273)				(273)			(273)
Children, Families & Education	Semi / Shared Accommodation		(2,156)	(2,156)	(1,680)	(476)					(2,156)
Children, Families & Education	Social Care Delivery Model - Social Care Delivery Model		(495)	(495)	(111)	(384)					(495)
Children, Families & Education	Social Care Delivery Model - Repeat Pregnancies		(600)	(600)	(250)	(350)					(600)
Children, Families & Education	Social Care Delivery Model - Special Guardianship Orders		(296)	(296)	(296)						(296)
<b>Grand Total</b>		<b>(462)</b>	<b>(3,820)</b>	<b>(4,282)</b>	<b>(2,642)</b>	<b>(1,367)</b>	<b>0</b>	<b>(273)</b>	<b>0</b>	<b>0</b>	<b>(4,282)</b>

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## ANNUAL PERFORMANCE REPORT 2024/25

<b>Committee name</b>	Children, Families & Education Select Committee
<b>Officer reporting</b>	Ian Kavanagh, Head of Business Intelligence
<b>Papers with report</b>	Appendix 1 – Annual Performance Report 2024/25
<b>Ward</b>	All

### HEADLINES

This report presents Council's Annual Performance for 2024/25. It outlines the performance cycle and shows corporate performance for 2024/25 across Children, Families & Education.

Performance management is a critical function in local government, enabling councils to use data-driven insights to improve outcomes for residents. It supports accountability – both internally and externally – by demonstrating how public services respond to local needs and ensure value for money.

The Council's performance framework is aligned with the Hillingdon Council Strategy and incorporates a suite of reports accessible to services, senior management, the Corporate Management Team, and Cabinet. This annual report draws on key performance indicators and monitoring data to assess progress against strategic objectives. Where applicable, it includes the most recent data available, including pre-2024/25 benchmarks.

Notably, the report integrates indicators from the newly proposed introduced Local Government Outcomes Framework (LGOF), which defines 15 priority outcomes and 115 measures – most of which are statutory and allow for regional and national comparison. Hillingdon will contribute to the development of the LGOF ahead of its formal launch in April 2026 and will assimilate its measures into the Council's performance management framework.

Following Cabinet's consideration of this Annual Report, all 4 select committees have scheduled consideration of this on their work programme in November to enable the monitoring of the performance of services within their respective remits. This ensures the Council can discharge its overview and scrutiny responsibilities effectively.

### RECOMMENDATIONS

**That the Committee:**

- 1. Note the Annual Performance Report for 2024/25, as attached in Appendix 1; and**
- 2. Comments are invited, and if received, will be presented to full Council in November alongside the Annual Performance Report for information**

### SUPPORTING INFORMATION

1. Performance management is about using data to drive evidence-based decision making to challenge current ways of working and service delivery models. It is an important tool for local

government to take responsibility for its own performance and for the public and national governments to hold local service providers to account, ensuring they respond to local needs and that public money is being spent wisely.

2. Performance management includes a range of processes and methods to identify shared goals and various measurements of progress towards these. Closely aligned to the concept of governance it ensures arrangements are in place so an authority's objectives can be achieved.
3. Within Hillingdon performance is aligned to the Council Strategy, where a suite of performance reports is available to services, senior management teams, our Corporate Management Team, and the Leader and Cabinet. Monthly reports are presented to CMT and action logs completed.
4. This annual report uses key performance indicators and monitoring data to show performance on key services for Financial Year 2024/25 (or in some cases, the latest data available as well as pre-financial year 2024/25).
5. The Annual Performance Report for 2024/25 presents a detailed and transparent account of how Hillingdon Council is performing across its core service areas, with a clear emphasis on putting residents first. The report reflects a council that is actively responding to significant challenges—rising demand, financial pressures, and evolving community needs—while maintaining a strong commitment to service quality, accountability, and resident wellbeing.

## **Children Services**

6. Children's Services continues to deliver safe, inclusive, and responsive support for children and families in Hillingdon, despite operating in a complex and high-demand environment shaped by national pressures and the borough's role as a port authority.
7. Safeguarding remains strong, with effective referral pathways and multi-agency collaboration ensuring timely support. The service maintains a rigorous approach to risk assessment and accountability.
8. Placement sufficiency is a growing concern, particularly around high-cost residential settings. Efforts are underway to rebalance provision, reduce reliance on external placements, and improve care stability through recruitment and innovative care models.
9. SEND demand is rising, prompting improvements in assessment efficiency and decision-making. Inclusion remains a priority, with a focus on mainstream support and school collaboration.
10. Support for unaccompanied asylum-seeking children and care leavers is being strengthened, with tailored, trauma-informed approaches to help young people transition successfully.
11. Youth justice shows positive trends in early intervention, though reoffending remains a challenge. The strategic focus on prevention and restorative practice is well placed to address this.
12. Workforce stability is critical, with ongoing investment in recruitment, development, and wellbeing to ensure consistent, high-quality service delivery.

13. Overall, the service is navigating challenges with strategic clarity and resilience. Performance data aligns with priorities, and the focus on transformation, inclusion, and sustainability positions Children's Services well for the future. Continued collaboration across the council and with partners will be key to maintaining progress.

## **PERFORMANCE DATA**

Performance data is included throughout the report.

## **RESIDENT BENEFIT**

This report enables residents, communities, and service users to understand how well services are performing, ensuring transparency, accountability, and continuous improvement in meeting local needs.

## **FINANCIAL IMPLICATIONS**

There are no direct financial implications to the Council associated with the recommendations in this report.

## **LEGAL IMPLICATIONS**

There are no direct legal Implications that arise out of the recommendations set out in this report.

## **BACKGROUND PAPERS**

NIL.

## **APPENDICES**

Annual Performance Report, 2024/25

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# London Borough Of Hillingdon

## Performance Report 2024/25 (Appendix 1)





For councils, performance management uses data to drive evidence-based decision making, challenging current ways of working and service delivery models. Our digital transformation investment has made this report efficient. It helps local government take responsibility for its performance and allows our residents to hold us to account, ensuring we are meeting local needs and spending their money wisely.

Performance management involves setting shared goals and measuring progress towards them. It ensures governance arrangements are in place to achieve an authority's objectives. In Hillingdon, performance is aligned with the Council Strategy, providing performance reports to services, senior management teams, the Corporate Management Team, and the Leader and Cabinet.

This annual report uses key performance indicators and monitoring data to show the performance of key services for the financial year 2024/25. Where possible, we have benchmarked these against comparable authorities

## Leader of the Council: Cllr Ian Edwards





# Council Strategy 2022-2026

## Our ambition for residents

Hillingdon is a safe, inclusive, green, more digital borough with a strong economy.

We want all our residents to:

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

## Our ambition for the council

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



HILLINGDON  
LONDON

## Safe and strong communities

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

We will:

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

## A thriving economy

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

We will:

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

## Our commitments to residents



## A digital-enabled, modern, well-run council

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

We will:

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

## Thriving, healthy households

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

We will:

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

## A green and sustainable borough

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

We will:

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



Cabinet Member: Cllr Susan O'Brien  
Portfolio: Children, Families and Education

Thriving, healthy households

# Corporate Director: Julie Kelly – Children Services

Children’s Services has demonstrated a strong commitment to delivering safe, inclusive, and responsive support for children and families across Hillingdon. The service continues to operate in a complex and high-demand environment, shaped by national pressures, local demographics, and the borough’s unique role as a port authority. Despite these challenges, there is clear evidence of progress and resilience across key areas of delivery.

Safeguarding remains a central focus, with well-established referral pathways and robust multi-agency engagement. The service has maintained a consistent approach to identifying and responding to risk, ensuring that children receive timely and appropriate support. Assessment processes are embedded and continue to reflect a culture of accountability and professional rigour.

Placement sufficiency is a growing concern, particularly in relation to high-cost residential settings and the availability of local options. The service is actively working to rebalance provision, reduce reliance on external placements, and strengthen the stability of care arrangements. This includes ongoing efforts to recruit and retain foster carers and residential staff, as well as exploring innovative models of care that better meet the needs of children and young people.

SEND provision continues to evolve, with increasing demand for Education, Health and Care Plans and a rising volume of assessment activity. The service is responding with improvements in process efficiency and decision-making, while also recognising the financial and operational pressures associated with specialist provision. Inclusion remains a strategic priority, with a focus on supporting children in mainstream settings wherever possible and working closely with schools to build capacity and confidence.

The borough’s role in supporting unaccompanied asylum-seeking children and care leavers adds further complexity to the landscape. These young people often present with significant vulnerabilities and require tailored, trauma-informed support. The service is committed to strengthening its care leaver offer, ensuring that young adults are equipped with the skills, stability, and opportunities they need to thrive.

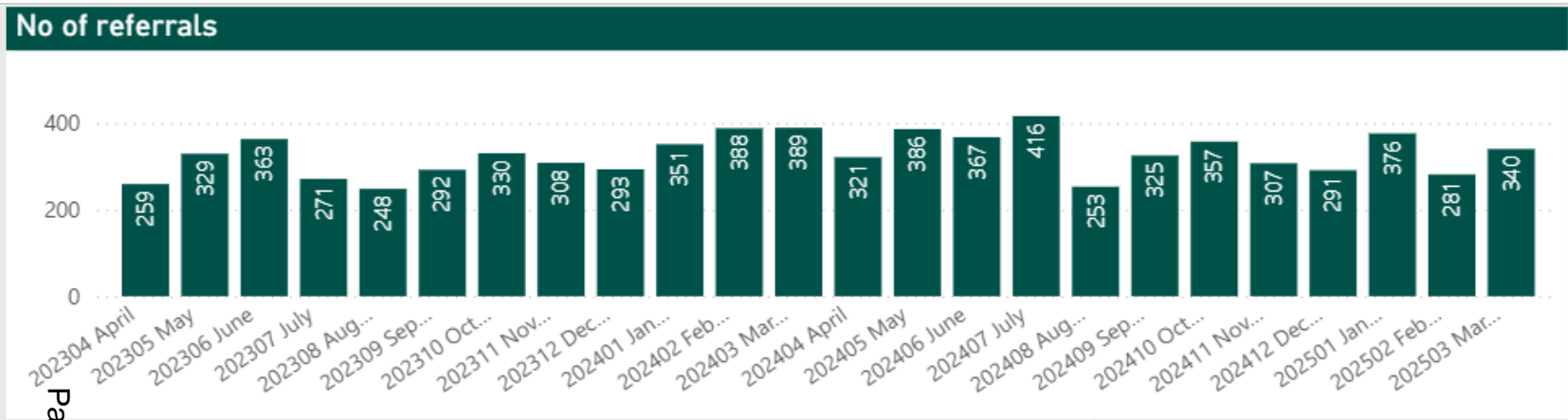
Youth justice performance reflects a positive trend in early intervention, with fewer young people entering the system for the first time. However, reoffending remains a concern, highlighting the need for more joined-up and sustained support for those already engaged with services. The strategic focus on prevention and restorative practice is well placed to address these challenges.

Workforce stability is a critical enabler of service quality. Recruitment and retention of social workers continues to be a priority, with investment in professional development, supervision, and wellbeing. The service recognises the importance of a skilled and resilient workforce in delivering consistent, high quality support to children and families.

Overall, Children’s Services is navigating a demanding operating environment with determination and strategic clarity. The alignment between performance data and service priorities is evident, and the focus on transformation, inclusion, and financial sustainability positions the service well for the future. Continued collaboration across the council and with partners will be essential to maintain momentum and deliver improved outcomes for Hillingdon’s children and young people.

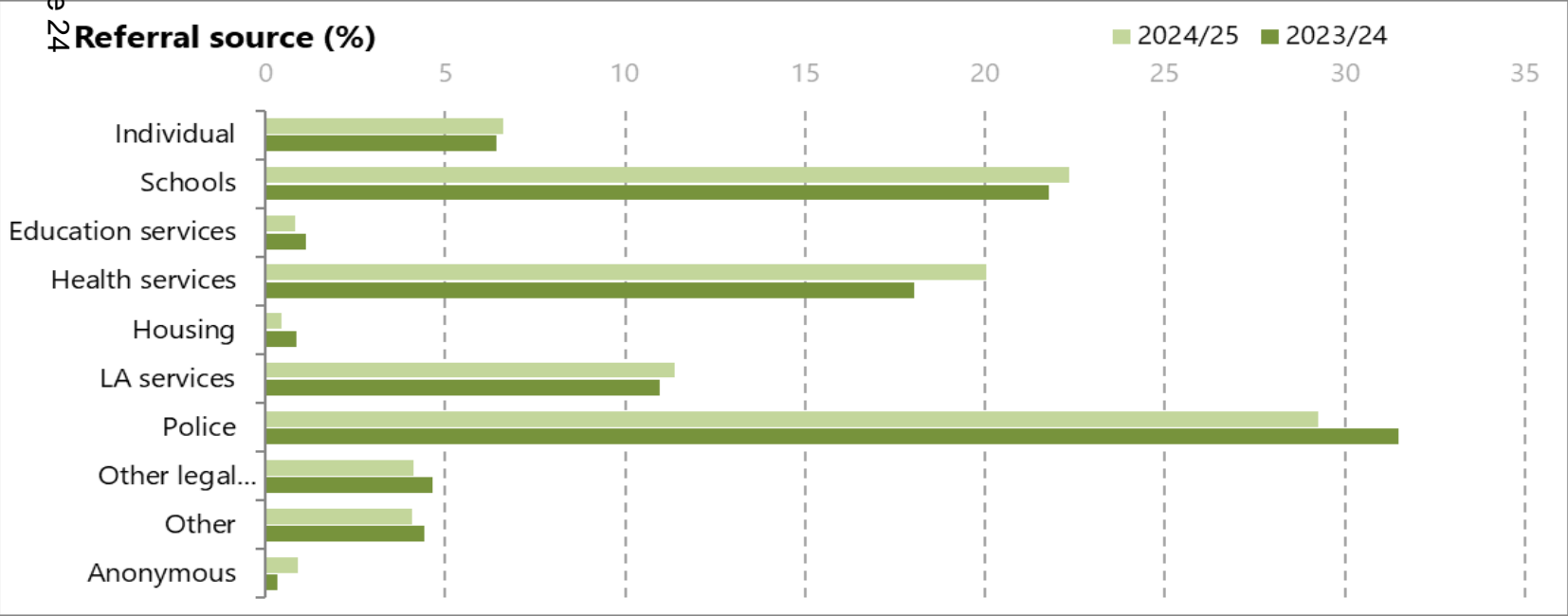
Performance information within this pack that benchmarks Hillingdon will be the latest available that has been a validated and normalised data set from national statutory returns to ensure fair and consistent reporting. There is always a delay due to the nature of collection, therefore you may see 2023/24’s data as this is the most recent at time of publishing this report.

# Children, Families and Education – Social Care Demand - Referrals



A referral to children’s social services happens when someone is concerned that a child may be at risk of harm. This prompts the local authority to assess whether the child or family needs support or protection. All referrals require statutory intervention.

The top graph shows the number of referrals received each month during the past two financial years. This helps us understand demand for services, spot emerging concerns, and evaluate the impact of early help and prevention work.

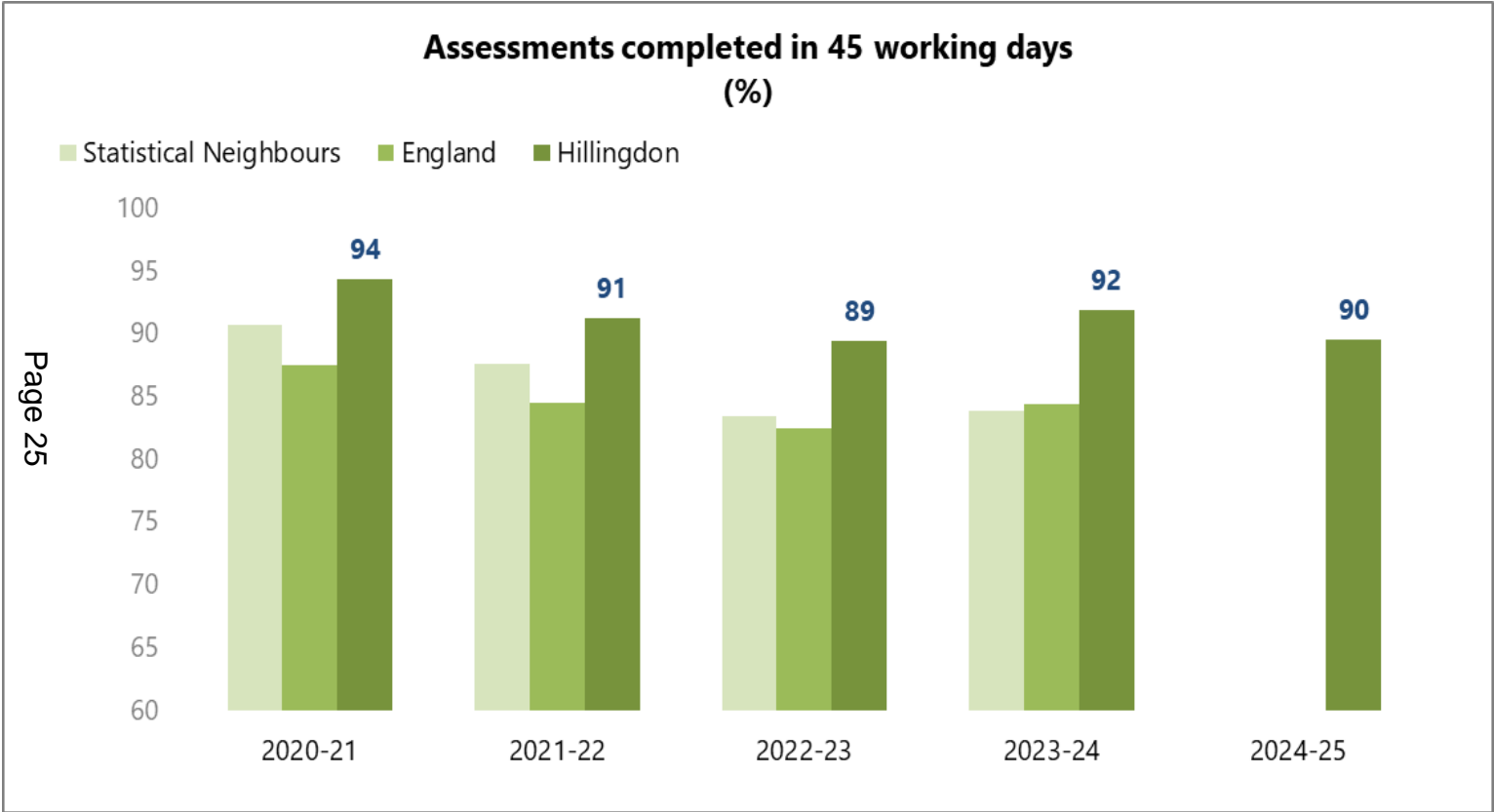


The bottom graph shows the source of the referrals, such as residents, schools, health professionals, or the police. Tracking this helps ensure that residents and professionals are aware of safeguarding concerns. Lower referral rates compared with our statistical neighbours may indicate a need to strengthen safeguarding partnership’ training and awareness.

The highest number of referrals continue to come from the police, followed by schools and health services which is in line with statistical neighbours and local expectations.

(Statistical neighbours are local authorities with similar characteristics, used to make fair comparisons in areas such as education, health, and children’s services.)

# Children, Families and Education – Social Care Demand - Assessments



Each contact received by Children’s Social Care goes through a rigorous screening process to determine the most appropriate response. Wherever possible, the service explores whether support can be provided through universal services, Early Help, or other preventative pathways to avoid unnecessary escalation. For children where concerns are more significant, a full statutory assessment is undertaken to understand the child’s needs and determine whether further support or protection is required. These assessments are subject to a national target of completion within 45 working days, ensuring that children and families receive timely and appropriate help without unnecessary delays.

Assessment times can vary depending on complexity, and in some cases, may take slightly longer. However, we continue to complete the majority of assessments within the target timeframe. Hillingdon has consistently performed above the England average and better than our statistical neighbours for the past four years.

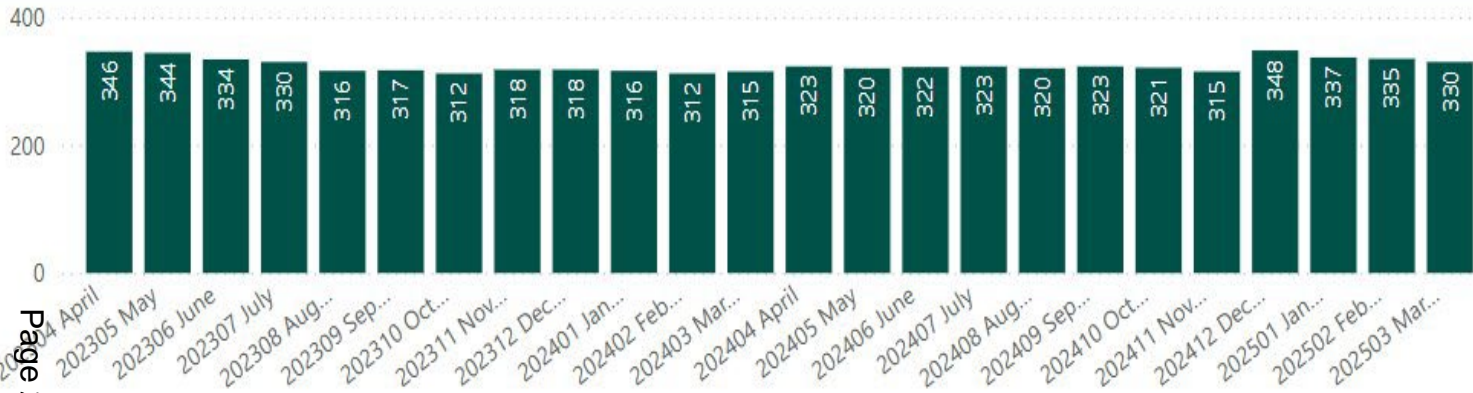
(Statistical neighbours are local authorities with similar characteristics, used to make fair comparisons in areas such as education, health, and children’s services.)

National 2024/25 data not yet available

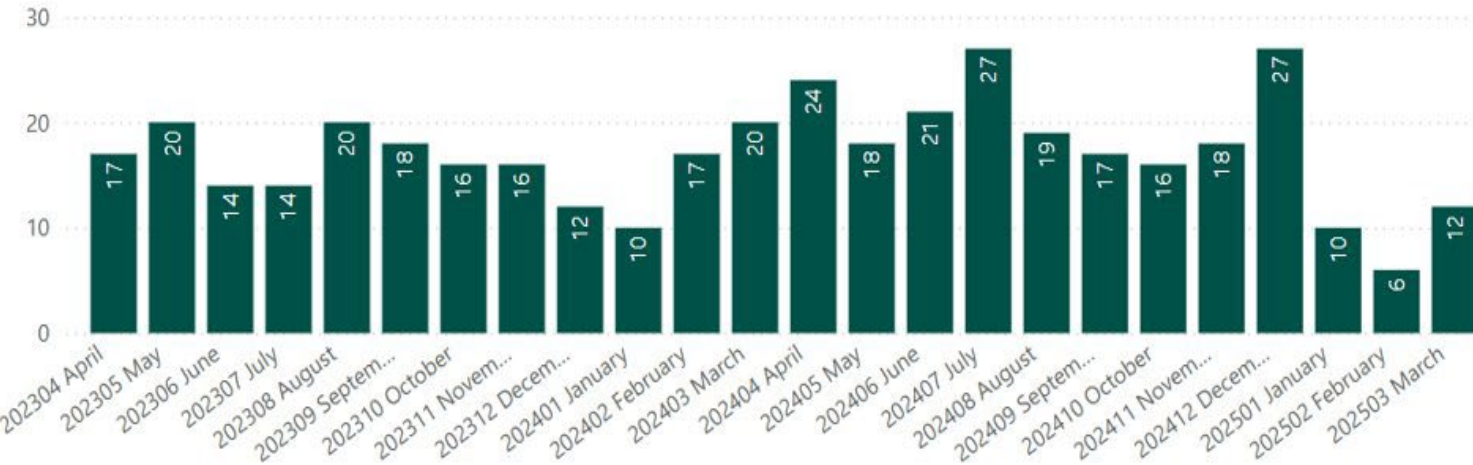


# Children, Families and Education – Looked After Children (Our Cared for Children)

Number Looked after children



Number starting to be looked after



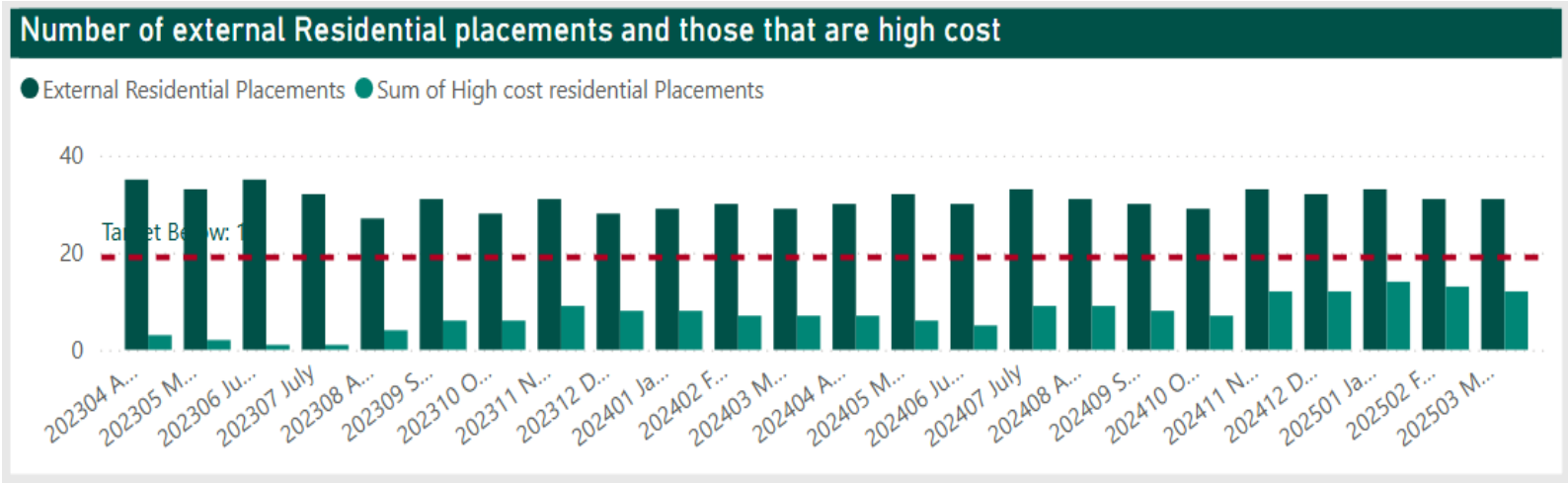
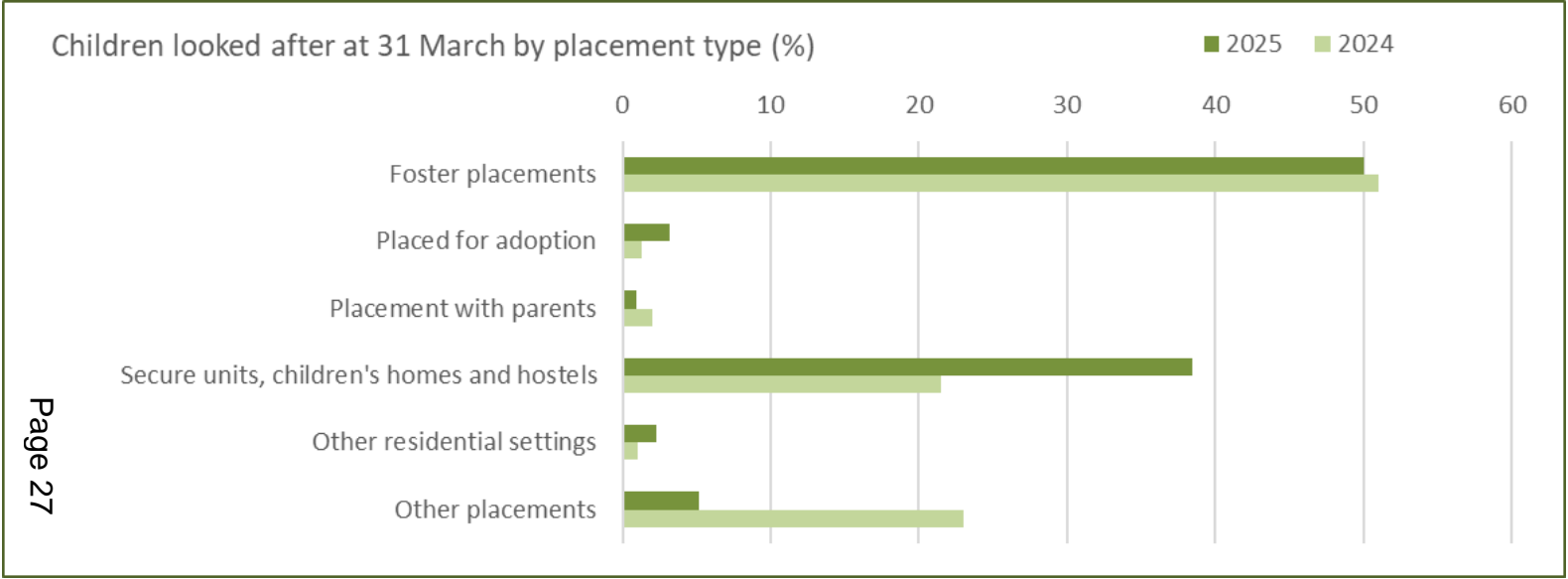
Our children are those cared for by the local authority. This includes children seeking asylum who have no parent or guardian in the UK. The council and the elected members hold parental responsibility and corporate parenting duties for most of these children.

The top graph shows the total number of our children at the end of each month. This helps us track long-term demand and plan the right level of support and resources. Higher numbers generally mean increased pressure on council services and budgets.

Hillingdon had corporate parenting duties to 330 children at the end of March 2025. The figure has remained relatively consistent throughout the year.

The bottom graph shows how many children came into our care each month. Spikes in this data highlight pressure points in safeguarding and a growing need for placements, especially during times of increased family breakdown or risk to children.

# Children, Families and Education – Placements – Where Our Children Live



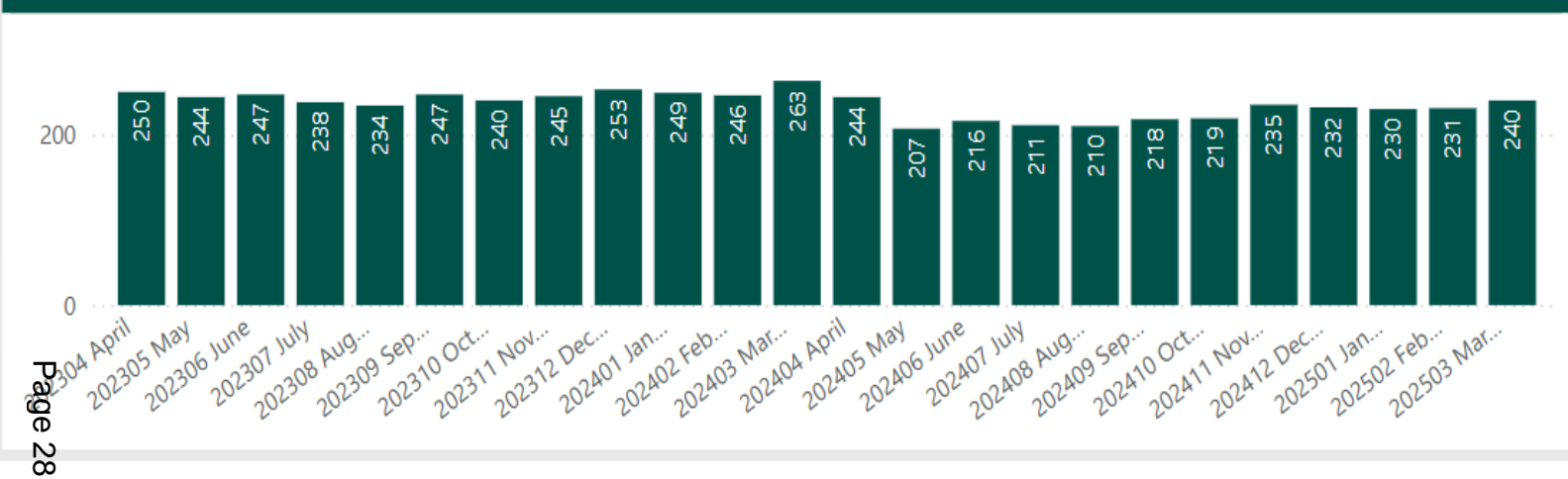
The top graph shows the types of placements for our children. Foster care remains the preferred option, as it provides a stable, family-based environment for those children who cannot live with their own families. However, alternative placement types may be required depending on a child's individual needs.

The bottom graph focuses on high-cost residential placements, which are often used in emergency situations or for children with high-risk needs. Monitoring these placements helps us plan more effectively, manage costs, and explore more local, sustainable options. It also highlights the number of children placed in external residential settings, those not managed by Hillingdon which are significantly more expensive than in-house alternatives. By tracking this data, we aim to meet children's needs while maintaining financial sustainability.

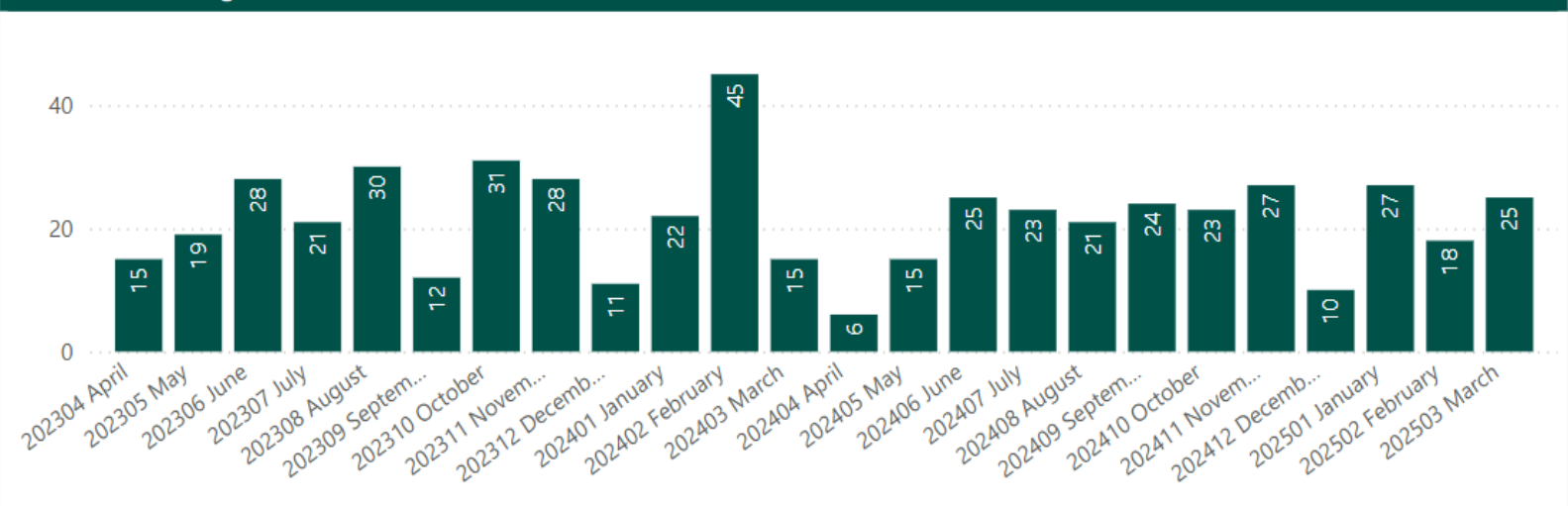
In line with the national trend, the high-cost residential placements have increased throughout the financial year and now represent a significant proportion of the Children's Social Care budget.

# Children, Families and Education – Child Protection Plans

Number on CP Plans



Number starting on CP Plans



Child Protection Plans (CPPs) are implemented when there is a significant concern that a child may be at risk of harm, including abuse, neglect, or other forms of abuse. These plans are developed through multi-agency collaboration and outline specific actions to safeguard the child and promote their overall wellbeing. They are reviewed regularly to ensure that the support provided remains appropriate and effective.

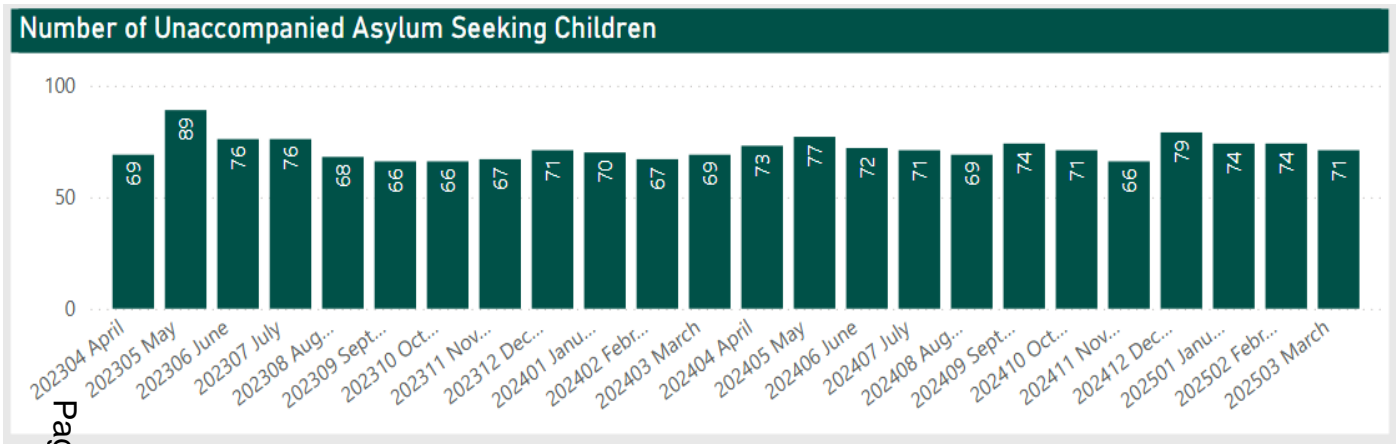
The top graph illustrates the total number of children subject to an active Child Protection Plan at the end of each month. Monitoring this figure helps us understand the overall level of safeguarding demand and informs workforce and resource planning.

The bottom graph shows the number of new Child Protection Plans initiated each month. Fluctuations in this data can indicate changes in local safeguarding pressures, such as increased risks within families or improved identification of harm through professional vigilance.

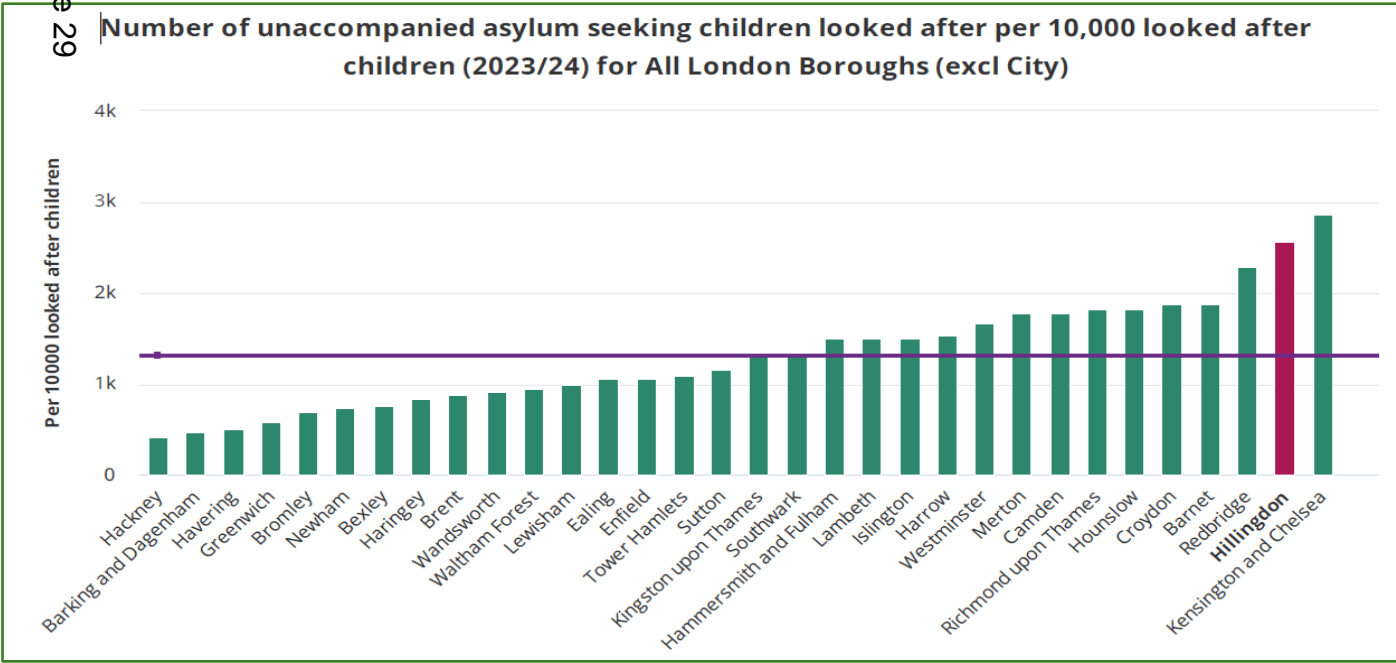
As of March 2025, there were 240 children with active Child Protection Plans, an increase from a low of 207 in May 2024.



# Children, Families and Education – Unaccompanied Asylum-Seeking Children



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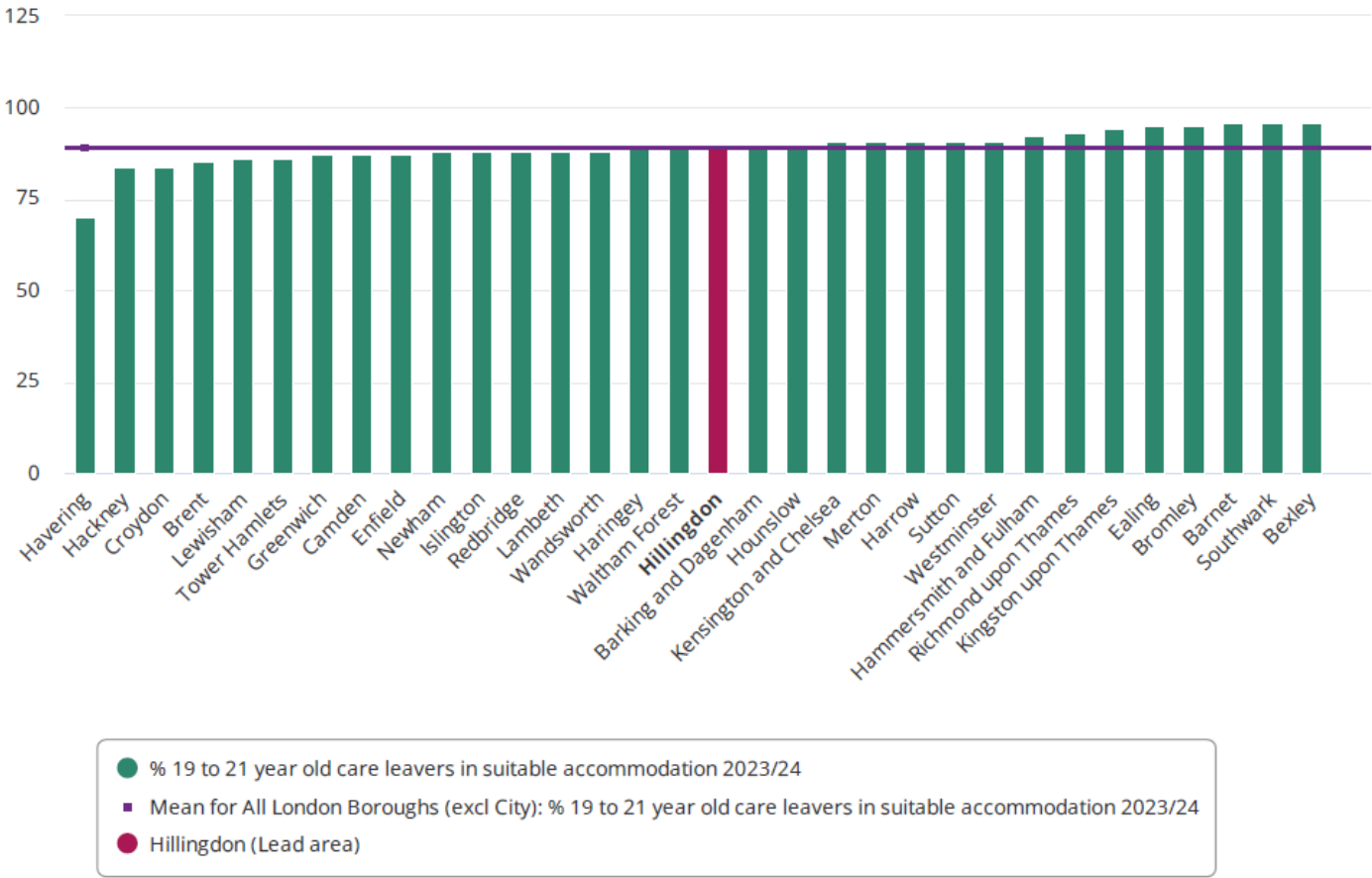
As a port authority area, due to the presence of Heathrow Airport, Hillingdon continues to play a critical role in supporting Unaccompanied Asylum-Seeking Children (UASC). These young people arrive in the UK without a parent or guardian and therefore have significant vulnerabilities. Consequently, they require tailored support to ensure their safety, wellbeing and integration.

The top graph shows the number of UASC in Hillingdon's care at the end of each month. While these figures have remained relatively stable over the past year, 71 in March 2025 compared to 73 in April 2024, this stability is in part due to the operation of the National Transfer Scheme (NTS). The NTS enables the redistribution of UASC across local authorities to ensure a more equitable sharing of responsibility and to prevent disproportionate pressure on port authority areas like Hillingdon. Throughout the year, a number of UASC have been successfully transferred to other local authorities through this scheme, helping to manage local capacity while ensuring children continue to receive appropriate care.

The bottom graph shows the number of UASC supported by each London borough in 2023/24, adjusted per 10,000 looked after children. This allows for fair comparisons between boroughs of different sizes and highlights the continued importance of national coordination in supporting this vulnerable group.

# Children, Families and Education – Care Leavers

Percentage of 19 to 21 year old care leavers in suitable accommodation (2023/24) for All London Boroughs (excl City)



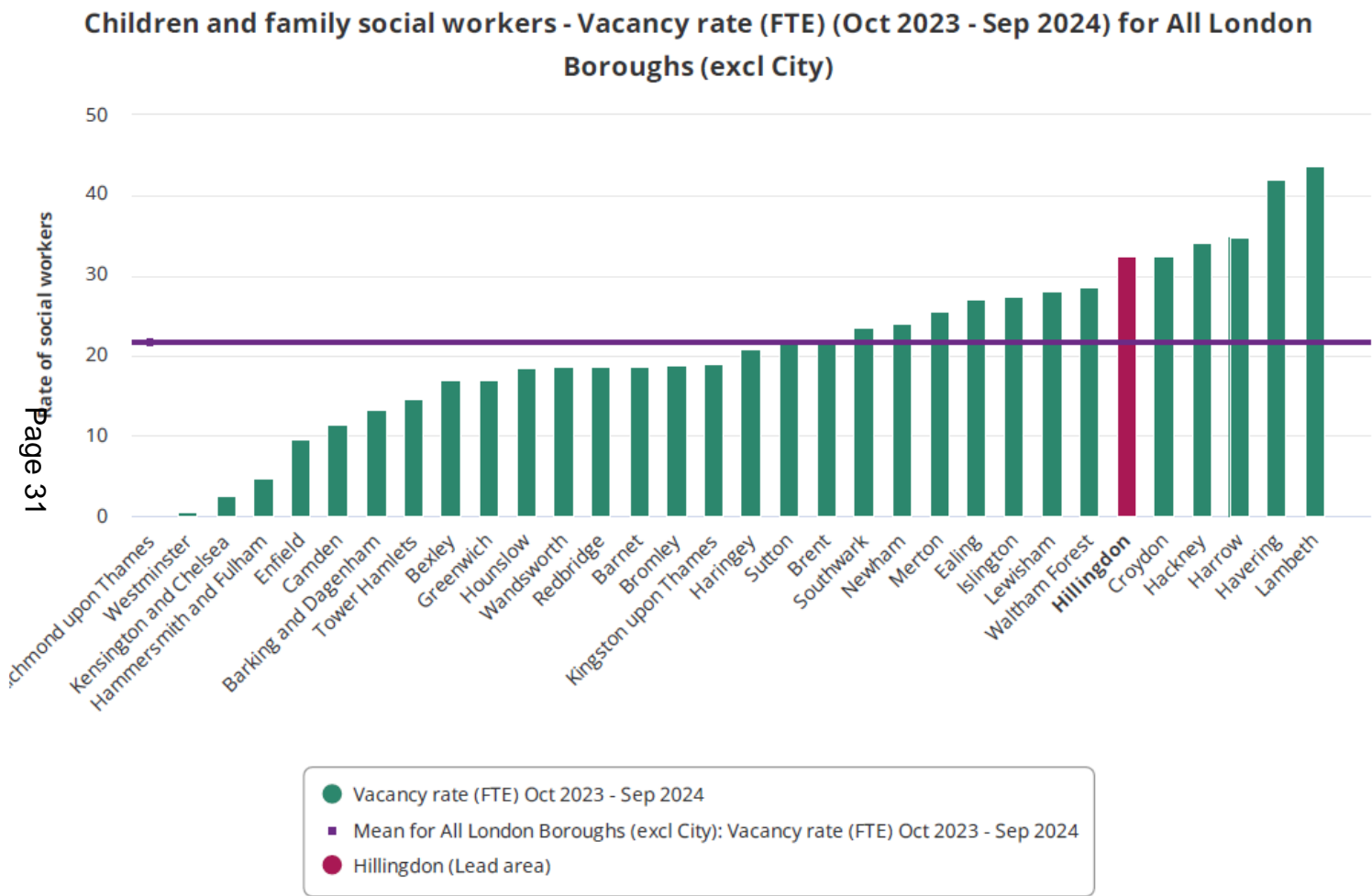
Source: Department for Education, Children Looked After by Local Authorities in England (including adoption and care leavers), [Percentage of 19 to 21 year old care leavers in suitable accommodation](#) , Data updated: 25 Nov 2024

Local authorities have a statutory duty to support care leavers, young people who have been in the care of the local authority, as they transition into adulthood. This support extends beyond the age of 18 and includes the provision of a personal adviser, pathway planning, and access to advice, emotional support, and practical assistance with housing, education, employment, training, and financial management. The duty continues until at least the age of 21, and in many cases up to age of 25, depending on the young person’s needs and level of engagement.

A key measure of this support is the suitability of accommodation provided to care leavers. Ensuring that young people have access to safe, stable, and appropriate housing is fundamental to their wellbeing and long-term outcomes. The graph on this page shows how each London borough performed on this measure in November 24, based on the latest published data (next update due late 2025).

As a port authority borough, Hillingdon supports a significantly higher number of care leavers than many other local authorities, due in part to the volume of Unaccompanied Asylum-Seeking Children (UASC) who enter care locally and later transition into care leaver status. This places additional pressure on housing, education, and support services. In response, Hillingdon continues to strengthen its care leaver offer, with a focus on increasing access to suitable accommodation, improving pathway planning, and ensuring young people are well supported to achieve independence and thrive in adulthood.

# Children, Families and Education – Social Worker Recruitment and Retention



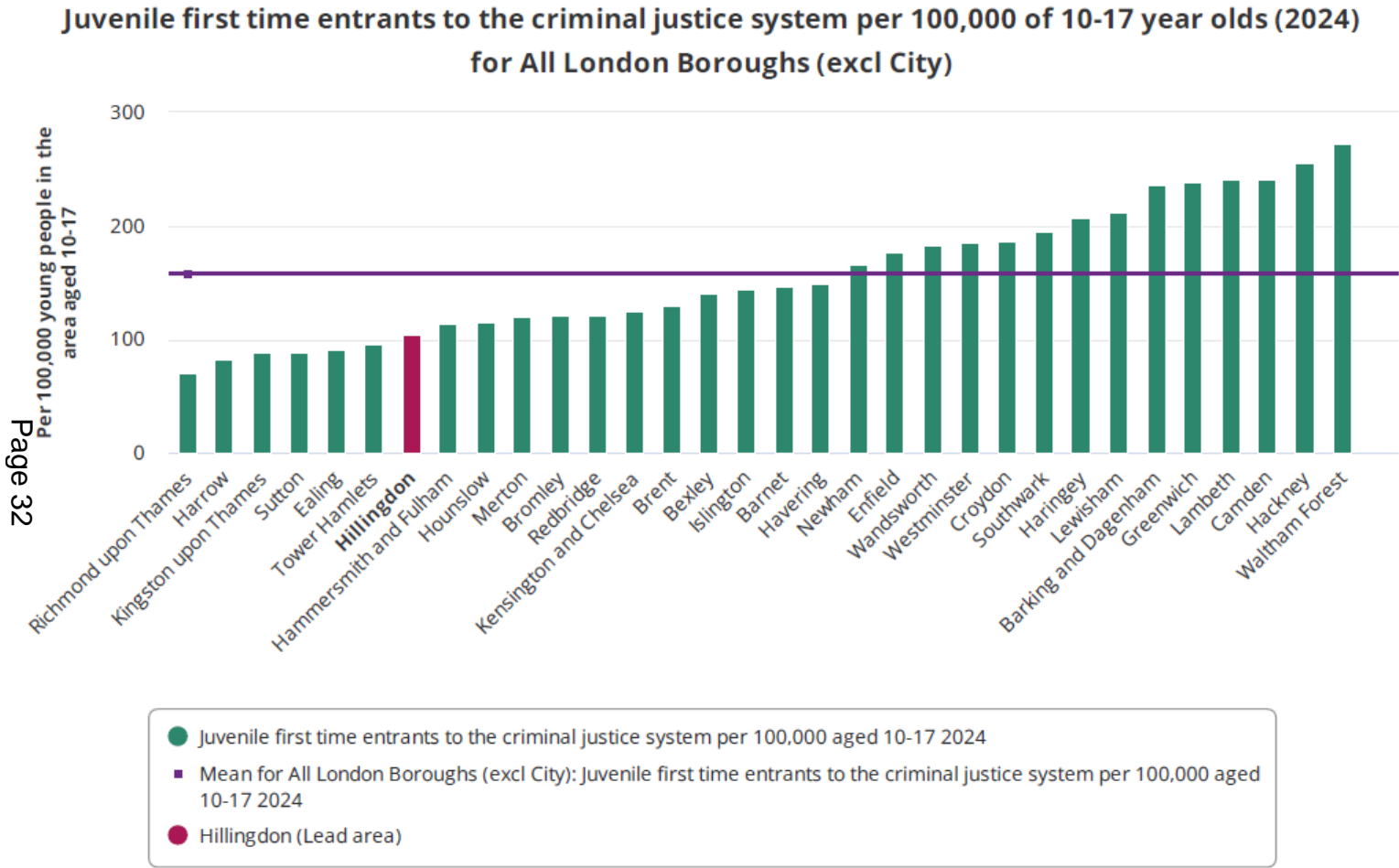
Source: Department for Education, Children's social work workforce, [Children and family social workers - Vacancy rate \(FTE\)](#) , Data updated: 03 Mar 2025

Recruiting and retaining qualified children's social workers remains a significant national challenge, driven by rising demand, high caseloads, and increasing competition across the sector. These pressures are particularly acute in areas like Hillingdon, where the complexity and volume of cases, especially linked to our role as a port authority, require a highly skilled and resilient workforce. Maintaining a stable and experienced team is essential for building trusted relationships with children and families, ensuring continuity of care, and delivering high quality, timely interventions.

The graph on this page shows the latest published vacancy rates for children's social workers across London. Monitoring these rates is critical for identifying workforce pressures and informing strategic planning. In Hillingdon, we have taken proactive steps to strengthen recruitment and retention, including the introduction of a refreshed workforce strategy, enhanced supervision and support structures, and targeted recruitment campaigns. We are also investing in professional development pathways and promoting Hillingdon as a place where social workers can thrive and make a meaningful impact.

Despite these efforts, vacancy rates remain a concern, and we continue to work closely with regional partners and national bodies to explore innovative approaches to workforce sustainability. Our aim is to ensure that every child and family receives consistent, high-quality support from a skilled and stable workforce.

# Children, Families and Education – Early Contact with the Youth Justice System



In 2024, Hillingdon recorded 104 first-time entrants to the youth justice system per 100,000 young people aged 10–17, a figure notably below the London average of 158 per 100,000.

This metric is a key indicator of how many children and young people are entering the criminal justice system for the first time, either through conviction or youth caution.

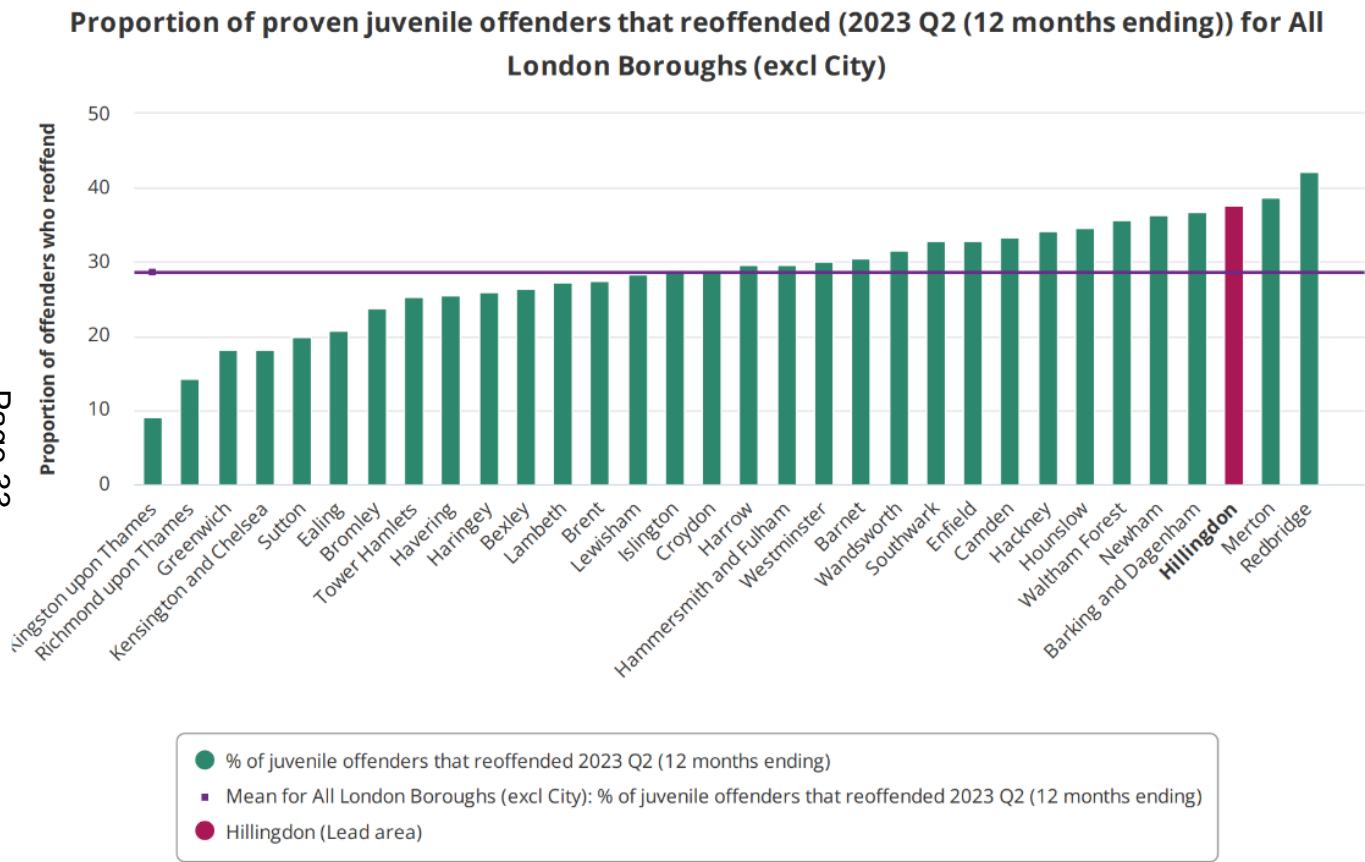
A lower rate of first-time entrants is often interpreted as a sign of effective early intervention and prevention strategies, reflecting the strength of local safeguarding partnerships and the proactive work of services across education, social care and health .

In Hillingdon, this positive trend aligns with the borough’s strategic commitment to a child first approach, which prioritises the rights, needs, and potential of children while aiming to divert them from formal justice pathways wherever possible.

**Source:** Ministry of Justice, First time entrants (FTE) into the Criminal Justice System, [Juvenile first time entrants to the criminal justice system per 100,000 of 10-17 year olds](#) , **Data updated:** 19 May 2025



# Children, Families and Education – Youth Justice: Reoffending Rates



**Source:**  
Ministry of Justice, Proven reoffending statistics, [Proportion of proven juvenile offenders that reoffended](#) , **Data updated:** 25 Apr 2025

While the rate of first-time entrants is encouraging, it is important to note that reoffending rates remain a concern. In the 12 months to Q2 2023, 37.7% of young people known to have committed an offence in Hillingdon reoffended, which is above the London average of 28.6%.

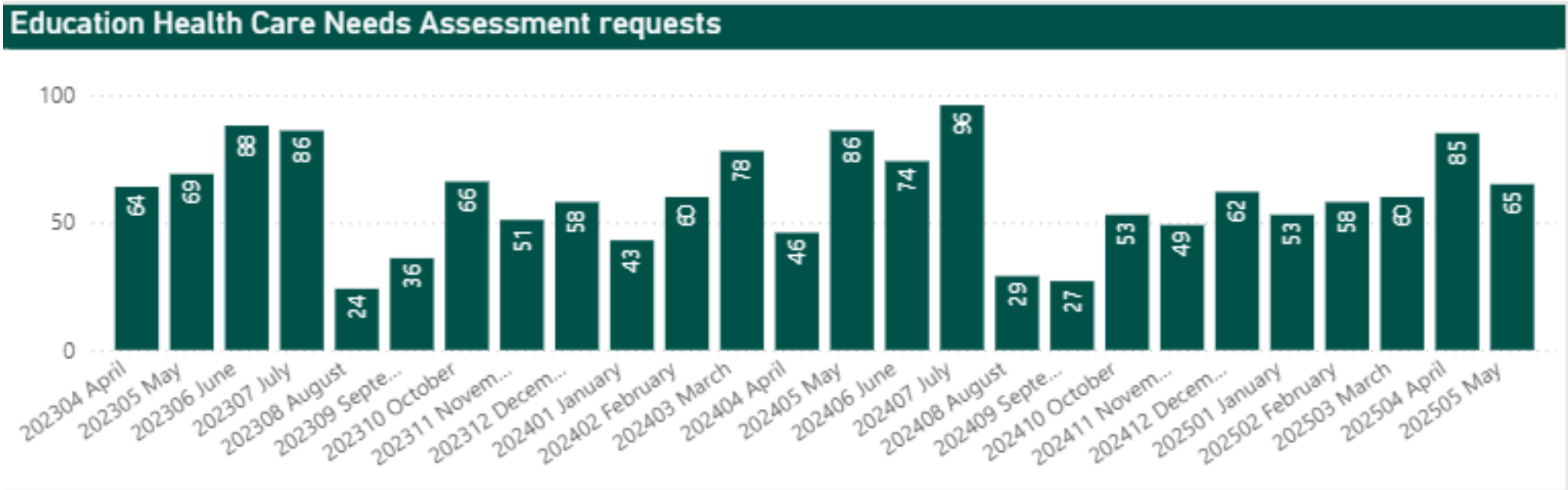
This measure tracks the proportion of young people who commit a further proven offence within a year of a previous offence. A higher rate may indicate challenges in rehabilitation, support, or community intervention. Therefore, this suggests that while initial diversion efforts are working, there is a continued need for targeted, multi-agency support to address the complex needs of young people already within the system.

Children in the youth justice system often face multiple and overlapping challenges, including social deprivation, trauma, discrimination, and unmet health needs. These factors underscore the importance of joined-up working across sectors, ensuring that interventions are not only timely but also holistic and tailored to individual circumstances.

The borough’s strategic documents, including the Hillingdon Youth Justice Service Strategy 2024-2029 emphasise a commitment to early identification, inclusive practice, and continuous improvement, with a focus on reducing disproportionality and promoting restorative justice.

# Children, Families and Education - Children with SEND – Need Assessment

Page 34

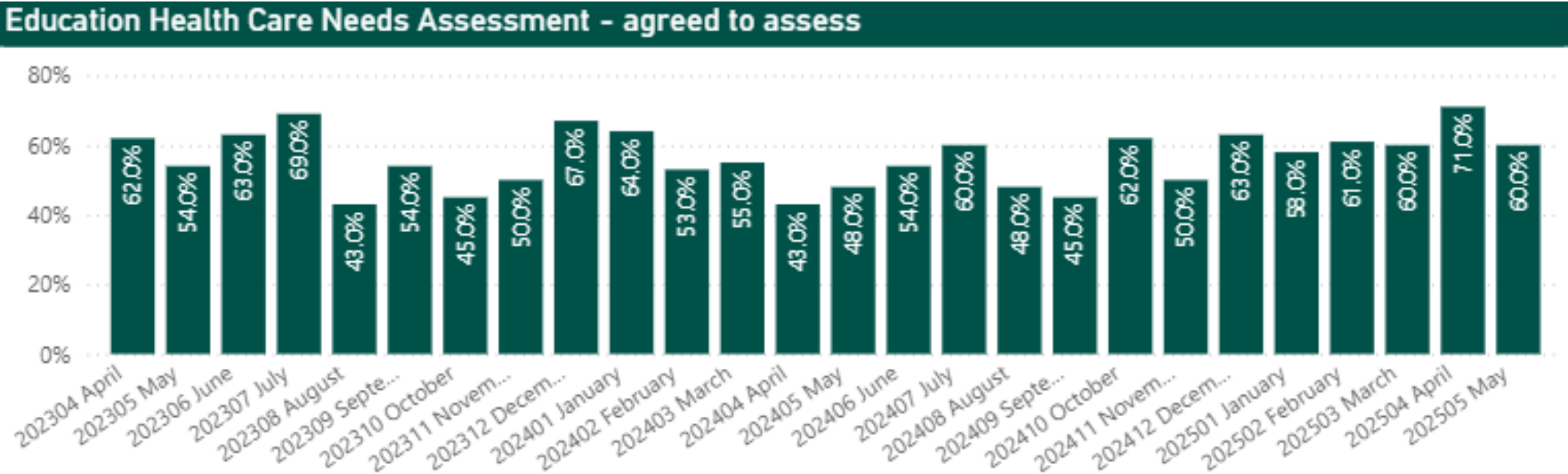


Education, Health and Care Needs Assessment (EHCNA) Requests are formal applications that trigger a multi-professional review of a child’s needs. Increasing numbers may indicate greater awareness, earlier identification, or growing demand for support, all contributing to timely and appropriate provision.

The year began with 46 requests and saw several peaks in demand, particularly in the early months. A noticeable dip occurred during the summer period, with numbers rising again in the latter part of the year. By the end of March 2025, the number of requests had increased to 60.

# Children, Families and Education - Children with SEND – Need Assessment

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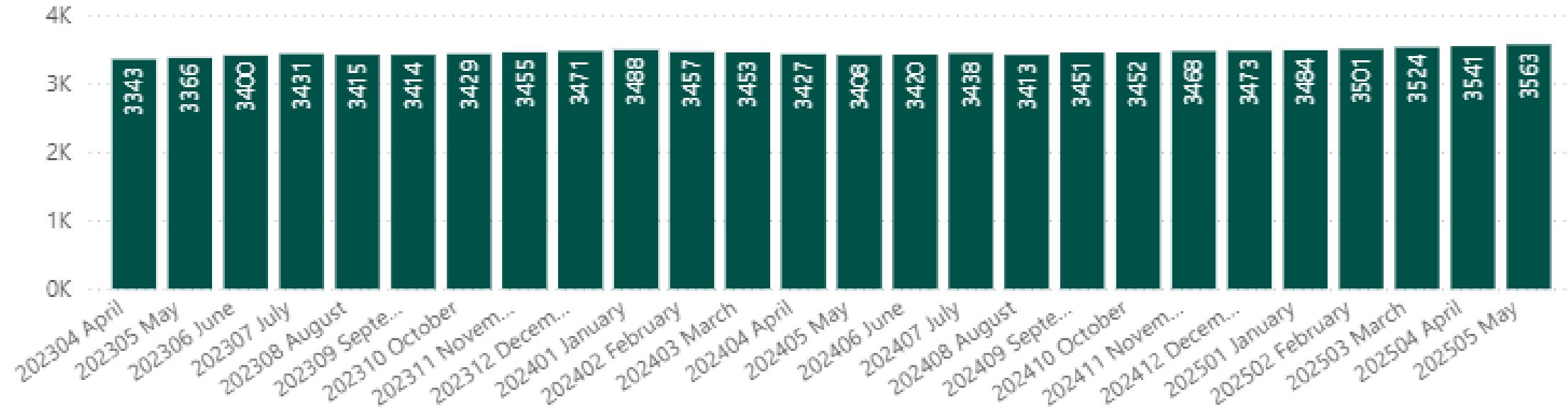


## EHC Needs Assessments Agreed to Assess:

The EHCNA Agreed to Assess stage reflects the council’s decision to proceed with a full Education, Health and Care Needs Assessment. This represents a formal commitment of professional and administrative resources to thoroughly assess and understand the child’s needs. Rising volumes increase pressure on council services. This demand also drives higher assessment and support costs, impacting overall budget sustainability.

At the start of the 2024/25 financial year, 43% of EHCNA requests were agreed to proceed to assessment in April. By the end of the year, this had increased to 71% in March 2025. This represents a positive shift of 28 percentage points over the year, indicating a higher proportion of requests being progressed to formal assessment. This suggests more appropriate requests are being received for assessment.

Number of Education Health Care Plans

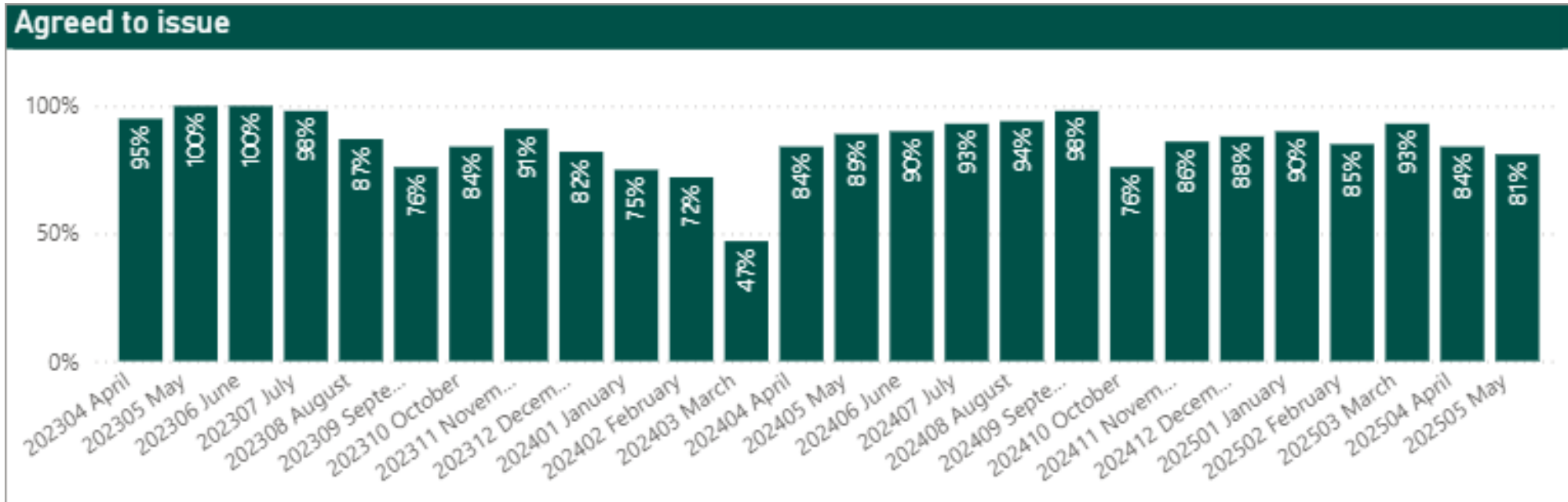


We are tracking both the number of Education, Health and Care Plans (EHCPs) issued and the volume of Needs Assessment Requests. EHCPs define the tailored support that children and young people with SEND are entitled to, ensuring they have access to the appropriate education, health, and care services.

**Number of Education Health Care Plans (EHCPs):**

At the start of the financial year, there were 3,427 active EHCPs. Over the year, the number steadily increased, reflecting continued demand for support. As of the end of March 2025, the total stood at 3,524—representing an overall increase of approximately 2.8% compared to the start of the year. This is a lower increase to prior years.

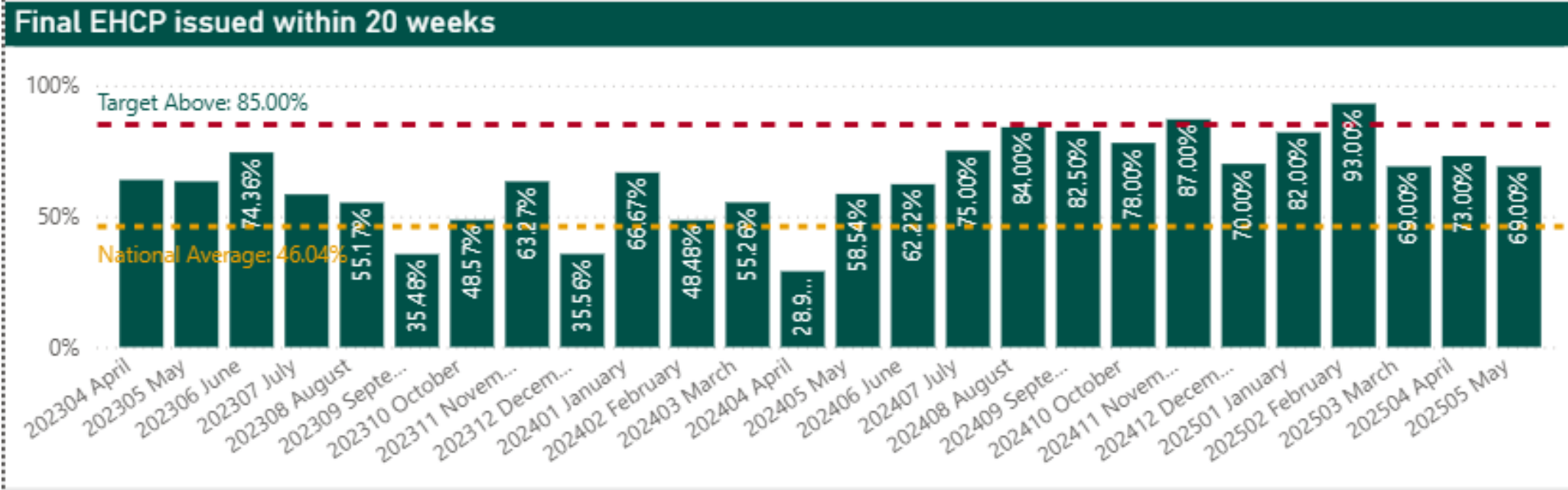




The Agreed to Issue decision is made by week 16 of the process. This measure captures whether, following an Education, Health and Care Needs Assessment (EHCNA), the decision is to issue an EHCP. It reflects how often the council agrees that statutory support is needed and will be provided for a child or young person with SEND.

In 2024/25, the rate of agreed-to-issue decisions fluctuated over the year — starting at 84% in April 2024 and rising to 93% by March 2025. Typically, this outcome does vary throughout the year.

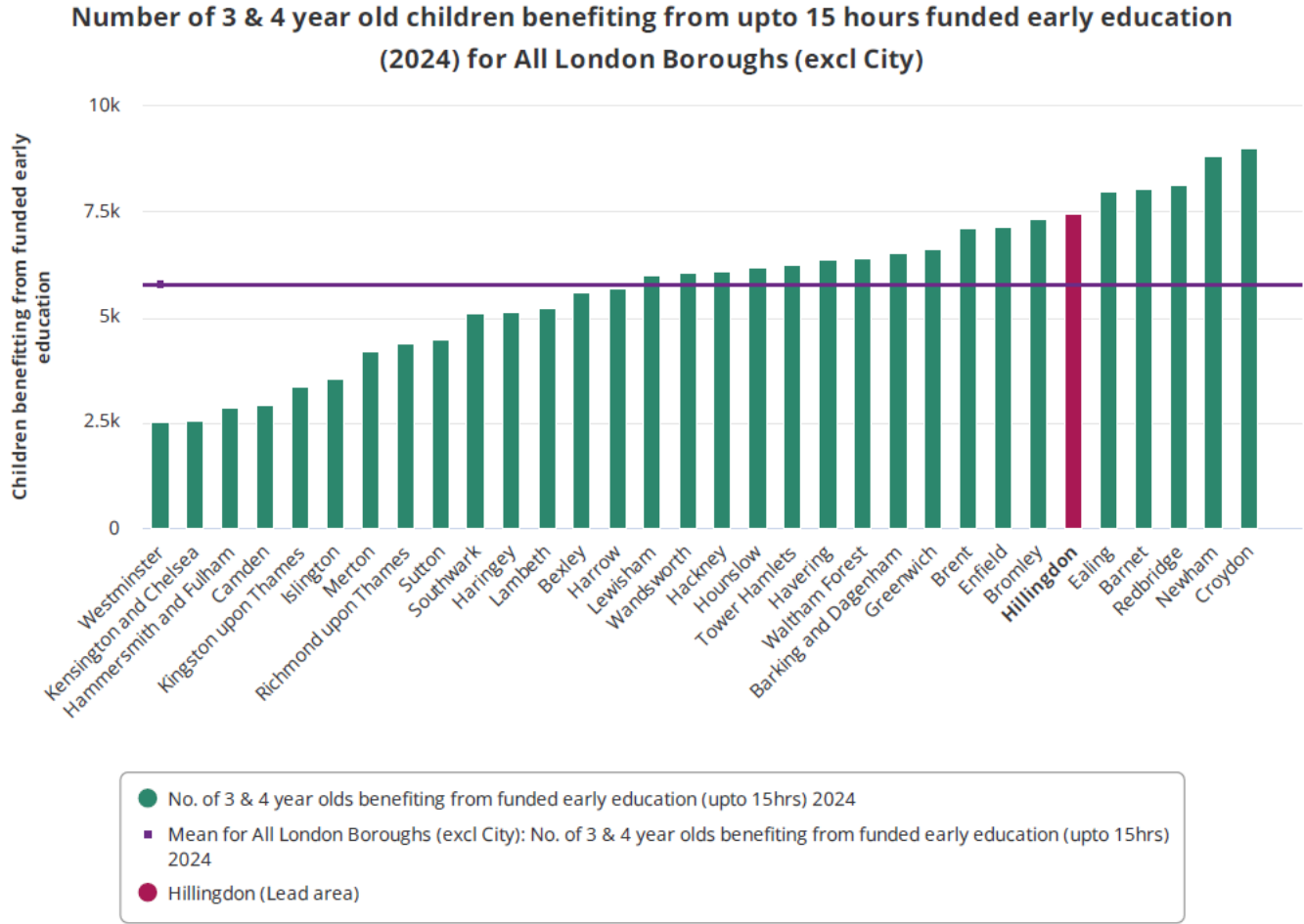
# Children, Families and Education – Final EHCP 20 Week Timeliness



This indicator tracks the percentage of final Education, Health and Care Plans (EHCPs) issued within 20 weeks of the initial request, in line with the statutory timescale set out in the SEND Code of Practice. Exemptions apply in limited cases (e.g. during periods of school closures), but in most circumstances, a plan should be completed within 20 weeks. A higher percentage reflects better timeliness and system responsiveness to children and young people with special educational needs.

At the start of the financial year 2024/25, 28.95% of final EHCPs were issued within 20 weeks. The early dip in performance was as a result of the three-week local area Ofsted inspection which took place in April 2024. Timeliness increased significantly throughout the year but then faced a dip by the end of March 2025 at the time of phase transfer. However, performance in March was above national (46.4%) and significantly improved position compared to the start of the year, reflecting a clear upward trend in the timeliness of plan finalisation.

# Children, Families and Education – Funded Early Education for 3 and 4-Year Olds



## Take-up Rate of the 3 and 4-Year-Old 15 Hours Childcare Offer

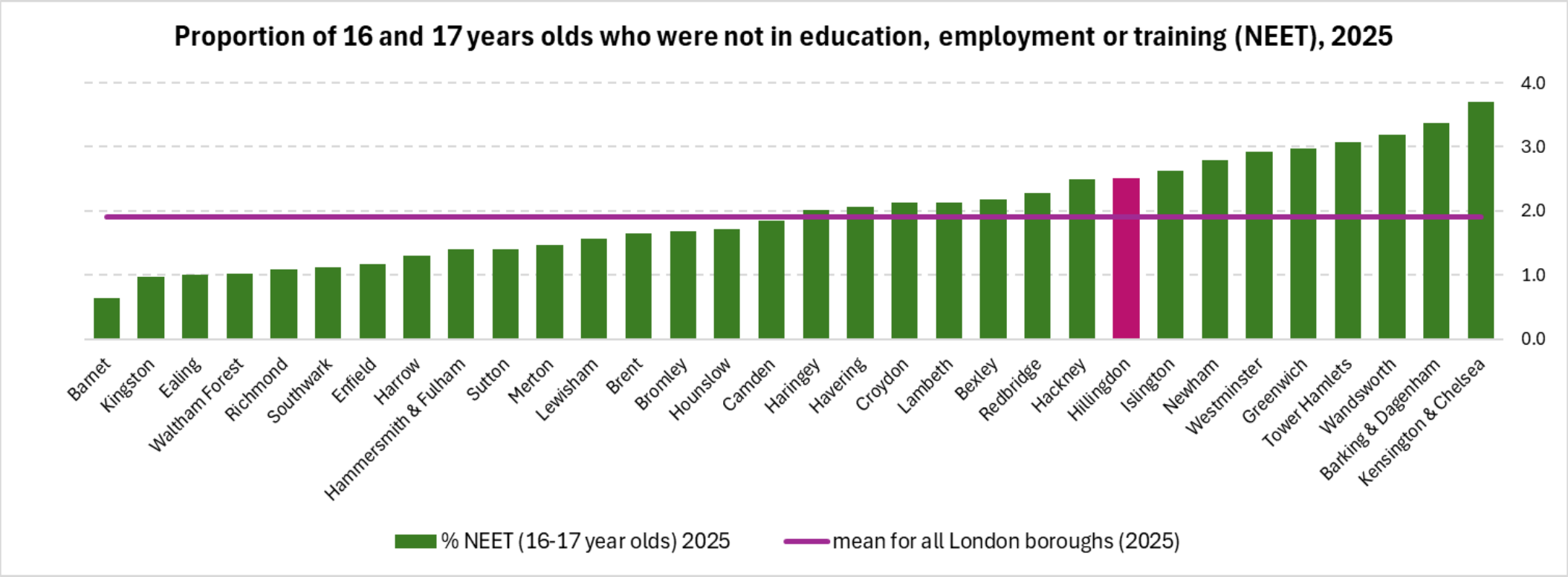
In 2024, 7,417 children aged 3 and 4 in Hillingdon received up to 15 hours of funded early education. This is higher than the average for London (5,780 children).

This number reflects how many children in this age group are benefiting from the government's offer of free early education, helping them get a strong start to their learning and development.

Providing funded early education supports children's social, emotional, and cognitive skills, preparing them well for starting school.

**Source:** Department for Education, Education provision for children under 5 years of age in England, [Number of 3 & 4 year old children benefiting from upto 15 hours funded early education](#), **Data updated:** 20 Jul 2024

# Children, Families and Education - NEET Outcomes for 16–17 Year Olds



Source: Department for Education, NEET and participation. Data updated: 17<sup>th</sup> July 2025

## Percentage of Young People (16-17) Not in Education, Employment, or Training (NEET)

In 2025, 2.5% of 16 and 17-year-olds in Hillingdon were not in education, employment, or training (NEET). This is higher than the average for London, which stands at 1.9%.

The chart compares Hillingdon’s NEET rate with other London boroughs, showing that while some areas perform better, a number of boroughs face even higher NEET rates. Monitoring and addressing NEET levels is important to help young people access opportunities and support them to achieve positive outcomes. By focusing on this indicator, the council can work with local schools, employers, and training providers to help more young people in Hillingdon stay engaged and move into successful futures.

The Annual Performance Report for 2024/25 provides a transparent account of Hillingdon Council's performance across core service areas, emphasizing putting residents first. The council is addressing significant challenges such as rising demand, financial pressures, and evolving community needs while maintaining a commitment to service quality, accountability, and resident wellbeing.

In children's services and education, the council manages complex pressures, particularly in SEND provision and social care. Despite rising referral volumes and safeguarding concerns, performance in assessment timeliness and care planning has improved. Educational outcomes remain a priority, with efforts to support attainment, reduce absence, and improve post-16 destinations, especially for young people with additional needs.

Financially, the council operates under considerable strain due to reduced central funding, inflationary pressures, and demand-led costs.

Overall, the report demonstrates Hillingdon's commitment to continuous improvement, resident-centred service delivery, and strategic resilience. The council's data-driven approach, investment in transformation, and focus on outcomes position it to navigate the road ahead with purpose and clear objectives.

The **Local Government Outcomes Framework (LGOF)** is a new national system that will help councils across the country measure and improve the way they deliver services for residents. Due to launch in April 2026, the LGOF aims to create a clearer and more consistent picture of how well councils are supporting their communities by focusing on results that matter most to local people.

## What is the LGOF?

The LGOF sets out 15 priority outcomes, such as health, housing, community safety, education, and the local environment supported by 115 individual measures. The vast majority of these are statutory indicators, meaning councils already collect and report this information to government. By bringing this data together in one place, the framework allows councils to see how they compare with others regionally and nationally, helping to identify areas for improvement and share what works.

The LGOF isn't just about collecting data; it's designed to promote a culture of **data-driven self-improvement** and encourage councils to learn from each other. This should lead to better decision-making, more effective services, and improved outcomes for residents.

## What does it mean for Hillingdon?

Hillingdon will contribute to the development of the LGOF as it takes shape over the next year, sharing our experience and helping to shape the final framework. Once it goes live, we will align our annual reporting and performance management to the LGOF's outcomes and measures, ensuring residents and stakeholders can see how Hillingdon is performing in all key areas.

Most of the information needed for the LGOF will come from statutory data returns that are already published. However, this also highlights the importance of having accurate and high-quality data in our systems. As part of our preparations, we will be prioritising improvements to data quality and carrying out audits in key service areas, so our reporting is reliable and reflects the real picture for our residents.

By working towards the LGOF, Hillingdon is committed to being transparent about our performance, learning from best practice, and driving continuous improvement, helping us to deliver better services and outcomes for everyone in the borough.



## Headline priority outcomes

<b>Homelessness and rough sleeping</b>	Prevent and reduce homelessness and rough sleeping
<b>Housing</b>	Everyone has access to a decent, safe, secure, and affordable home
<b>Multiple disadvantage</b>	Improve the lives of adults experiencing multiple disadvantages
<b>Best start in life</b>	Improve early child health, family support and early education to give every child the best start in life
<b>Every child achieving and thriving</b>	Support all children and young people to achieve and thrive in school, at home and in their communities
<b>Keeping children safe and family security (Children's Social Care)</b>	Keep children safe in secure and loving homes and help more families to thrive together
<b>Health and wellbeing</b>	People live healthier lives for longer and health inequalities are reduced
<b>Adult Social Care – Quality</b>	Care users and carers experience high quality adult social care that is provided by a skilled workforce
<b>Adult Social Care – Independence</b>	Care users are supported to stay independent in their homes where possible, and have choice and control over their support
<b>Adult Social Care - Neighbourhood health / integration</b>	Care users are supported by joined up health and social care services at a neighbourhood level
<b>Neighbourhoods</b>	People feel safe and included in their local community and are satisfied with their local area as a place to live
<b>Environment, Circular Economy and climate change</b>	Support a healthier, more resilient natural and built environment, including responding to the risks and impacts of climate change to the benefit of communities
<b>Transport and local infrastructure</b>	Communities are connected with improved, healthier and greener public transport, enabled by well maintained, enhanced and delivered transport infrastructure
<b>Contextual metrics</b>	
<b>Economic prosperity and regeneration</b>	Foster local economic growth and prosperity
<b>Child poverty</b>	Reduce and alleviate child poverty to improve children's lives and life chances

Much of the data used in this report is from council systems.

External data sources have been used to allow benchmarking to London and England; these data sources include:

[LG Inform](#), Local Government Association; many graphs used in this report detail outputs from:

- Ministry of Housing, Communities and Local Government (MHCLG)
- Department for Levelling Up, Housing and Communities (DLUHC)
- Department for Transport
- Department for Digital, Culture, Media and Sport
- Department for Environment, Food and Rural Affairs (DEFRA)
- NHS England
- Office for Health Improvement and Disparities (OHID)

[Local Broadband Information](#), thinkbroadband

[Local Government Outcomes Framework](#) (LGOF)



## CARE STRATEGY FOR CHILDREN AND CARE EXPERIENCED YOUNG PEOPLE

Committee name	Children, Families & Education Select Committee
Officer reporting	Tehseen Kauser, Director of Children's Social Care Poppy Reddy, Assistant Director of Care, Support and Transition
Papers with report	Care Strategy for Children and Care Experienced Young People
Ward	All

### HEADLINES

This report outlines the strategic framework for improving outcomes for children in care and care experienced young people in Hillingdon. It sets out our statutory responsibilities, local priorities, and proposed actions to strengthen support, stability, and transition pathways. This document represents our commitment to providing the highest level of care, support, and opportunities for young individuals who have experienced the care system. We recognise the unique challenges faced by Cared for Children and Care Experienced young people and firmly believe that every young person deserves the opportunity to thrive and reach their full potential, regardless of their past circumstances.

### RECOMMENDATION

**That the Committee notes the strategic direction and priorities outlined in the draft strategy and provides any comments to be included in the report to the Cabinet Member to consider this, in due course.**

*The strategy will be considered by the Cabinet Member in due course.*

### SUPPORTING INFORMATION

Our strategy supports cared for children and care experienced young people in Hillingdon by focusing on key priorities that address their challenges and promote their success. Developed with input from young people, practitioners, and partners, the strategy follows national guidelines and considers local needs and statutory duties.

#### Key themes include:

#### 1. Embedding Participation of Young People

We are committed to actively involving young people in shaping the services that affect their lives. By embedding their participation at every level, we ensure that practice and service delivery are responsive to their needs and experiences. Regular consultation, feedback mechanisms, and participation forums provide avenues for young people to share their views and influence decisions, making their voices central to our continuous improvement process.

#### 2. Improving Placement Stability and Permanence

Securing stable and permanent placements for young people in our care remains a top priority.

We are dedicated to providing homes that offer a sense of security and belonging, recognising the importance of stability for the wellbeing and development of our young people. Our efforts are focused on reducing placement disruptions and ensuring that every child and young person has access to a supportive and consistent living environment.

### **3. Strengthening Pathways to Achievement and Independence**

We are focused on creating robust pathways that support young people's educational and employment ambitions. By strengthening opportunities for achievement and independence, we aim to equip care experienced young people with the skills, qualifications, and confidence needed to succeed in further education, training, and the workplace.

### **4. Promoting Health and Wellbeing**

The promotion of both emotional and physical health is a cornerstone of our strategy. We are committed to enhancing access to health services, ensuring that young people receive the support they need to maintain their wellbeing. This includes targeted interventions and timely access to mental health resources, as well as initiatives that encourage healthy lifestyles and positive relationships.

### **5. Supported Transition to Adulthood**

A timely and well-supported transition to adulthood is vital for care experienced young people as they move towards independence. We provide focused support and tailored services to help young people navigate this critical period, ensuring they are prepared for the challenges and opportunities of adult life. This includes practical assistance, ongoing guidance, and continued emotional support as they establish themselves beyond the care system.

Feedback from young people on the strategy and our offer to cared for children has been positive with one young person stating, ***"I couldn't remember anything else to be written because every time I thought of something to write or something you offer I found it in the pages after."***

## **PERFORMANCE DATA**

To ensure the effectiveness of the Care Strategy for Children and Care Experienced Young People, a range of performance measures and feedback mechanisms will be utilised. These will enable the Council and its partners to monitor progress and continuously improve service delivery for the benefit of cared for children and care experienced young people in Hillingdon.

### **Placement Stability and Transitions**

We will monitor the stability of placements for our children in care, aiming to ensure that they are settled in secure and supportive environments. A key objective is to facilitate their successful transition into independence, providing the necessary support to equip them for adult life.

### **Education, Employment and Training**

The number of young people and care experienced young people engaged in education, employment or training will be closely tracked. Efforts will be focused on reducing the proportion of those who are not in education, employment or training (NEET), supporting their aspirations and long-term achievements.

## **Participation and Feedback**

Feedback from participation surveys, providers, and young people themselves will play a central role in shaping our services. Regular input will be gathered through reviews and participation forums, ensuring that the voices of young people inform practice and development.

## **Placement Instability**

Progress will be measured by the reduction in placement instability and the number of placement moves experienced by children and young people in our care, reflecting our commitment to providing them with security and permanence.

## **Partner Engagement**

Ongoing feedback from partners will support collaborative working and contribute to the continuous improvement of services across the local care system.

## **Reporting and Accountability**

Annual performance data will be reported to relevant committees and the Department for Education (DfE), ensuring transparency and accountability in the delivery of the Care Strategy.

## **RESIDENT BENEFIT**

This strategy will ensure that our children and young people in care receive consistent, high-quality support and care that promotes their wellbeing both physical and emotional), aspirations and long-term achievements as residents of Hillingdon.

## **FINANCIAL IMPLICATIONS**

This strategy will be delivered within the existing financial envelope with targeted investment in priority areas such as placement sufficiency and participation. This strategy has been completed together with our finance partners.

## **LEGAL IMPLICATIONS**

The strategy reflects our duties under the Children act 1989, and associated statutory guidance.

## **BACKGROUND PAPERS**

NIL.

## **APPENDICES**

Hillingdon's Care Strategy November 2025-2030

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# Hillingdon's Care Strategy

## November 2025 – 2030

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DRAFT

## Foreword

As leaders in Hillingdon's Children's Services, we are proud to present this strategy for our cared for children and care experienced young people. Between us, we bring nearly three decades of service to the London Borough of Hillingdon, Poppy with 21 years and Tehseen with 8 years. Throughout this time, we have witnessed the incredible resilience, strength, and potential of our children and young people. It is their stories, their triumphs, and their voices that have shaped this strategy and continue to inspire our work every day.

We are proud of how far we've come in Hillingdon. Over recent years, we have made significant changes to how we listen, how we care, and how we support. We've strengthened relationships, improved outcomes, and placed young people at the heart of everything we do. The difference is real and it's visible in the confidence, ambition, and achievements of our young people.

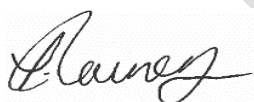
We feel humbled by the journeys we've seen. Young people who may not have had the best start in life have gone on to achieve bigger and better things with the right support, encouragement, and belief. Their success is a testament to what's possible when care is delivered with compassion, consistency, and high ambition.

*We have high aspirations for our service and for every child and young person we care for. This strategy is not just a document, it's a promise. A promise to keep improving, to keep listening, and to keep striving for the very best. We would like to express our heartfelt gratitude to all the individuals, organisations, and young people who have contributed their expertise, insight, and experiences to the development of this strategy. Their contributions have been invaluable, and we are honoured to have their voices at the heart of our work.*

*Together, we embark on this journey of transformation, empowerment, and growth, as we strive to make a positive and lasting difference in the lives of care experienced young people in the London Borough of Hillingdon.*

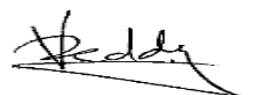
Sincerely,

**Tehseen Kauser**



Director of Children's Social Care

**Poppy Reddy**



Assistant Director – Children's Care, Support and Transitions

## A Message from Director of Children's services, Julie Kelly

At the London Borough of Hillingdon, we take immense pride in our role as corporate parents to the children and young people in our care, as well as those who have left our care. We recognise that our responsibility is to provide each child with the same level of care, respect, and support that we would want for our own children. Our commitment is to champion their successes, celebrate their achievements, and ensure they have the robust support needed to thrive in every aspect of their lives.

This strategy reaffirms our unwavering dedication to safeguarding and promoting the well-being of all our cared for children and care-experienced young people. Our ambition is to make Hillingdon a borough where every child can flourish, regardless of their background or circumstances. This document sets out the key services and support we provide as our young people navigate their journey through care and into adulthood.

We are determined to ensure that our young people are not only recipients of services but are actively involved in shaping them. Their voices, experiences, and aspirations are central to our approach, and we are committed to co-producing services that truly meet their needs.

As Director of Children's Services, I want every child in our care to feel safe, loved, and supported to thrive. Our children deserve the same hopes, dreams, and opportunities as any other child, and it is our collective responsibility across the council and our partners to ensure they are surrounded by care, stability, and ambition. This strategy is rooted in a deep commitment to listening to our children, valuing their voices, and acting with compassion and determination to meet their needs. Together, we will work tirelessly to ensure every child we care for is not only well looked after, but truly seen, heard, and championed.

Our commitment to our children and young people is unwavering. We will continue to do everything in our power to provide them with the care, support, and opportunities they deserve, so that when they look back on their time in care, they remember it as a positive and fulfilling experience, one that has given them the confidence and foundation to succeed in adult life.

**Julie Kelly**



Corporate Director Children's Services

## A Message from the Cabinet Member Children, Families and Education, Councillor Susan O'Brien

As the cabinet member for Children, Families and Education, I am proud to champion the needs and aspirations of our cared for children and care experienced young people in Hillingdon. This strategy is not just a plan, it is our promise to do what any good parent would do: provide love, stability, and opportunities for every child to thrive.



Our ambition is clear, to make Hillingdon a place where every child feels safe, valued, and supported to reach their full potential. We will achieve this by listening to our young people's voices and ensuring their experiences shape the services we deliver. Their insight is central to this strategy, and we are committed to co-producing solutions that truly reflect what matters most to them.

This strategy also reflects our determination to tackle barriers and stigma, strengthen relationships, and create a culture of aspiration and belonging. It sets out how we will work together across education, health, housing, and the wider community to deliver consistent, high-quality support. We recognise that being in care or leaving care can be challenging, and we will do everything possible to ensure that no young person feels alone or without hope for the future.

I want to thank our dedicated staff, carers, partners, and most importantly, our young people. Your resilience and courage inspire us every day. Together, we will keep striving for excellence and make Hillingdon a borough where every child and young person can look forward to a bright, fulfilling future.

**Councillor Susan O'Brien**

Cabinet Member for Children Families and Education Services

## A Message to our young people from one of our young people: CH

Being In care isn't easy, but there is always someone to help and look after us. Hillingdon ensure that meetings are helpful and you know what's going on. Support from virtual school will be really useful for your education and there are lots of opportunities to get involved and meet other people, to be part of the Hillingdon family. Whilst turning 18 can be difficult, someone will be there to guide you through, to prepare you for the future. Hillingdon have written this document as its important for them to tell us all the important things they do for us to help us on our journeys through care.

**CH**

Our Care Experienced Young Person

## Our Strategy for Cared for Children and Care Experienced Young People

Welcome to the London Borough of Hillingdon (LBH) Strategy for our Cared for Children and Care Experienced Young People. This document outlines our commitment to delivering high-quality care, support, and opportunities for individuals with lived experience of care. We recognise the distinct challenges faced by cared for children and care experienced young people and uphold the principle that all young people are entitled to realise their potential, irrespective of their previous circumstances.

At Hillingdon, we understand that council care is a significant factor in a young person's journey. We acknowledge the importance of providing an environment that promotes stability, empowerment, and belonging. Through this strategy, our aim is to support every young person in our care to achieve their potential, be the best version of themselves, and pursue their aspirations.

This strategy has been developed following comprehensive consultation with our care experienced young people, their carers, social workers, and other key professionals involved in their lives. Their input, experiences, and ambitions have played a central role in guiding our approach. By engaging young people throughout the decision-making process, we aim to ensure that this strategy addresses their needs and reflects their hopes for the future.

This strategy outlines how Hillingdon will fulfil its responsibilities as set out in national guidance, ensuring all cared for children and care experienced young people are valued, respected, and supported.

Following consultation with our young people, and for the purpose of this strategy, we have moved away from acronyms such as LAC or CIC. Instead, we now refer to those we care for as 'cared for children' and 'care experienced young people', terms that were chosen by our young people and they felt, they better reflect their experiences and strengths.

## Our Core Principles

### Supportive Relationships

Relationship based practice is at the core of our approach and we promote strong, consistent, and trusted relationships between young people and their carers, social workers, and support networks. Positive relationships are the foundation for personal growth and development.

### Holistic Support

We recognise and celebrate the individuality of each of our children, and we are committed to understand their individual strengths and needs. To support them on their journey, we will provide comprehensive support that addresses the diverse and individual needs of our cared for and care experienced young people. This includes all areas from basic skills to mental health services, educational support, housing assistance, and access to meaningful employment and training opportunities.

### Advocacy and Participation

We champion the rights of our care experienced young people, empowering them to participate actively in decisions that affect their lives. We are dedicated to amplifying their voices and ensuring they help shape policies and services that impact their well-being. In addition, they will always have the support of an Independent Reviewing Officer who will hold all professionals to account, and they will always have access to independent advocacy if they need it.

We are committed to meaningful coproduction and working in partnership with our children and we will listen to their views and design our services and provision taking into account their recommendations and views. Through the Corporate Parenting Panel and Participation groups we will report back to our children through a "You said/we did" approach.

## Continuity and Stability

We recognise the importance of stability and consistency in the lives of our care experienced young people. We strive to provide safe places to live and minimise disruptions, ensuring that young people have the stability they need to thrive and develop a strong sense of identity. When a move is necessary, we strive to do this in partnership with our young people and to make sure they understand the reasons for the move and as far as possible to make them part of the planning.

## Aspirations and Achievements

We are committed to helping our care experienced young people realise their full potential by supporting their educational and career aspirations. We provide tailored support, guidance, and opportunities to help them achieve their goals and overcome any barriers they may face. Our participation groups and the “Walking in Our Shoes” training has told us over the years that the guiding principle of our aspirations for our children should be “would this be good enough for my child” and we are committed to continue to be guided by this in our practice.

## Our Commitment to Improvement

This strategy aims to create a caring, inclusive, and supportive environment for care experienced young people in the London Borough of Hillingdon. We know the needs of our children change and the challenges we face evolve. To continue to deliver the best for our children we remain dedicated to ongoing collaboration, evaluation, and adaptation to ensure that our services continually evolve to meet the changing needs of our children and care experienced young people.

## What is a Corporate Parent?

Corporate Parenting describes the collective responsibility of the Council, including elected members, employees, and partner agencies, to provide the highest standard of care and protection for children and young people who are ‘Looked After’ (cared for). This encompasses those for whom the authority has or shares parental responsibility or provides care and accommodation on behalf of their parent. All care experienced children and young people depend on the entire Council and its partners to ensure their care, safety, education, and health needs are met in full. For care experienced young adults, this duty extends to providing support and guidance towards independence, up to the age of 25.

Our approach is rooted in being loving, caring, and ambitious for all children we care for and those with care experience. To achieve this, we work collaboratively with young people and their parents (where safe to do so) and also with partners in health, education, housing, and beyond to guarantee that the services on offer are appropriate, responsive, and focused on improving outcomes for every young person.

Central to our Care Strategy is a steadfast commitment to safeguarding children and young people, protecting them from harm, and providing the support needed for them to flourish and

reach their full potential. Our children told us - the term 'corporate parenting' does not resonate with them, and so we have updated our language to make it more accessible and empowering.

This strategy has been developed to ensure that the Corporate Parenting Principles outlined in the Children and Social Work Act 2017 are embedded in our practice. It focusses on achieving the best outcomes, and outlines what we expect of ourselves as corporate parents and what children and young people in our care and those with care experience can expect from us.

## Corporate Parenting Principles

- To act in the best interests, and promote the physical and mental health and well-being, of those children and young people.
- To encourage those children and young people to express their views, wishes and feeling
- To consider the views, wishes and feelings of those children and young people.
- To help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners.
- To promote high aspirations, and seek to secure the best outcomes, for those children and young people.
- For those children and young people to be safe, and for stability in their home lives, relationships and education or work.
- To prepare those children and young people for adulthood and independent living.

Our values are that all children should grow up and achieve within their own families and networks when it is in their best interests and is safe enough for them to do so. This underpins our mission to ensure that all children and young people have the access to the right service at the right time.

For further detail, please refer to [Applying corporate parenting principles to looked-after children and care leavers](#) - GOV.UK.

## What it means to be in care (Cared for Children) - The Law

In Hillingdon, a child or young person is a **cared for child** when they are provided with accommodation or are subject to a care order under the Children Act 1989. There are three main routes into care:

- **Care Orders:** Made by the courts under Section 31 of the Children Act 1989, where the local authority is granted parental responsibility.
- **Voluntary Accommodation:** Under Section 20 of the Children Act 1989, where parents or those with parental responsibility agree for the child to be accommodated by the local authority. (Or when a child is lost, abandoned or the person who has been caring for the child is being prevented from providing suitable accommodation or care)
- **Youth Justice System:** Since 2013, all young people remanded into custody are supported as cared for children.

The term 'children looked after' has a specific legal meaning based on the Children Act 1989. A child is looked after by a local authority if they have been provided with accommodation for a continuous period of more than 24 hours, in the circumstances set out in sections 20 and 21 of the Children Act 1989 or is placed in the care of a local authority by an order made under part IV of the Act.

### What it means to be a care experienced young person – The law

A **care experienced** young person is someone who has been cared for by a local authority for at least 13 weeks since the age of 14 and was in care on or after their 16th birthday. In Hillingdon, care experienced young people are supported in line with national legislation and local policy. Their status is defined as follows:

- **Eligible Child:** Aged 16 or 17, still in care, and has been cared for at least 13 weeks since turning 14.
- **Relevant Child:** Aged 16 or 17, no longer in care, but was previously an eligible child.
- **Former Relevant Child:** Aged 18 to 25 (or beyond if in education or training) and was previously an eligible or relevant child.
- **Qualifying Young Person:** Aged 16 to 21 (or 25 if in education/training), who was cared for or accommodated but for less than 13 weeks or was subject to a Special Guardianship Order after the age of 16.

All eligible and former relevant care leavers in Hillingdon are entitled to:

- A **Pathway Plan** tailored to their needs and aspirations.
- A named **Personal Adviser** to provide ongoing support.
- **Financial assistance** to help with living, education, and training costs.

The Children Act 1989 and 2004 requires local authorities to provide all eligible care leavers with a Pathway Plan and both a personal adviser and ongoing financial assistance. In May 2013, the government published further guidance for local authorities with regards to arrangements for facilitating care leavers to “stay put” in their foster placements after they reach the age of 18 years.

The children and Social Work Act 2017 extended the right for former relevant young people to request the continued support of a personal Adviser up until their 25th birthday should they wish. As a result, Page 7 of 19 of the Children and Social Work Act 2017, the Local Authority has published its Local Offer to Care Leavers (care experienced young people).

## **What it means to be an unaccompanied child seeking asylum**

Hillingdon is a Port of Entry (PoE) local authority, which means we are often the first point of contact for children and young people arriving in the UK without a parent or carer. As a result, we see a high number of unaccompanied children seeking asylum entering our care.

These children and young people have often experienced significant trauma, hardship, and displacement due to conflict, persecution, or exploitation in their countries of origin. Their journeys to the UK vary, some may have travelled with the help of agents via air or road, while others may have been smuggled, trafficked, or hidden in vehicles, boats, or shipping containers.

Upon arrival, they are considered extremely vulnerable, as they typically have no identified parent or family member to provide care or protection. This makes them particularly at risk of exploitation, trafficking, offending, and ill health.

Hillingdon Council has a statutory duty to safeguard and support these children. They are treated as cared for children under the Children Act 1989 and are supported in line with our corporate parenting responsibilities. Where a young person's age is uncertain, the local authority may carry out an age assessment to determine the appropriate level of care and support.

## **National Transfer Scheme (NTS)**

To ensure a fair and balanced approach across the country, the government introduced the National Transfer Scheme (NTS) in 2016. Initially voluntary, the scheme became mandatory in 2021. Under the current arrangements:

- Local authorities with a proportion of unaccompanied children seeking asylum above the set threshold percentage of their total cared for children population can refer children for transfer.
- Local authorities below the set threshold percentage are legally required to accept transfers.

Hillingdon works closely with the Home Office and Department for Education to support the NTS and ensure that unaccompanied children are placed in safe, appropriate settings.

To meet the needs of newly arrived children, Hillingdon has developed a Reception and Safe Care model, which includes access to residential children's homes, supported accommodation, and reception centres. These services are registered with Ofsted and provide a safe and supportive environment while longer-term placements are arranged.



## **Vulnerabilities of Children and Young People in Care**

### **Exploitation**

In Hillingdon, we recognise that cared for children and care-experienced young people may be more vulnerable to exploitation due to their lived experiences. Our Children's Social Care teams, including the 18+ Care Leavers Service, work in close partnership with safeguarding colleagues and the Safeguarding Partnership Board across children's and adult's services to protect children and young people from all forms of exploitation and abuse. This includes criminal, sexual, financial, online and any other form of exploitation.

### **Children Who Go Missing**

Children and young people who go missing from care are at heightened risk of harm, including exploitation, substance misuse, and violent crime. Hillingdon follows its Missing Children Protocol, ensuring that every child or young person is offered a return home conversation within 72 hours of their return. For care experienced young people, Personal Advisers monitor and support young people who go missing, ensuring their needs are addressed. Unaccompanied asylum-seeking children who go missing are robustly tracked by the 18+ Team, with regular liaison with the police and the Home Office to locate and safeguard those who are long-term missing.

### **Child Sexual Exploitation (CSE)**

Hillingdon's multi-agency safeguarding partnership prioritises the identification and protection of children and young people at risk of CSE. We have embedded training, tools, and data analysis to support practitioners in recognising and responding to CSE. Foster carers and residential colleagues receive targeted training and support to recognise, address and prevent CSE. Our Practice Framework includes multi-agency workshops to strengthen our collective response to exploitation.

### **Contextual Safeguarding**

We are committed to understanding and responding to extra-familial harm, including serious youth violence and exploitation in the community. Through the Children Safeguarding Partnership contextual safeguarding strategy and our contextual safeguarding approach we work with partners such as the Police, Youth Justice, Community Safety, and the Violence Reduction Unit to identify and respond to risks in specific locations and peer groups. Multi-agency panels assess and manage complex situations, including those that cross borough boundaries.

We take an active part in Multi-Agency Risk Outside the Home (MAROTH) groups and governance structure that brings together partners from children's services, police, health, education, and community safety. Its purpose is to coordinate responses to harm outside the

home, ensuring that high-risk and complex cases involving adolescents are managed effectively.

Innovative engagement projects, such as pop-up football events and community guardianship initiatives, help create safe spaces for young people.

### **Reachable Moments**

In partnership with health services, Hillingdon is exploring opportunities to engage young people at critical points, such as presentations at A&E, where they may be more open to support following incidents of violence or exploitation. These “reachable moments” are key to early intervention and safeguarding.

### **Preventing Radicalisation**

As corporate parents, we are committed to safeguarding children and young people from radicalisation and extremism. All staff and foster carers complete mandatory Prevent training. We work with key partners including the police, health, and the Home Office to deliver the Prevent strategy, which focuses on:

- Challenging extremist ideologies.
- Supporting vulnerable individuals.
- Strengthening institutional resilience to radicalisation.

### **Modern Slavery**

Children and young people in care, particularly unaccompanied asylum-seeking children, may be at risk of trafficking and modern slavery. Hillingdon adheres to the Modern Slavery Act 2015 and ensures that all staff are trained to identify and respond to concerns. Any child transported for exploitative purposes is considered a victim of trafficking. Our procedures ensure swift safeguarding responses and access to support.

### **Youth Justice**

We recognise the vulnerability of our cared for children and care experienced young people in relation to offending. Hillingdon works closely with the police and Youth Justice Service to prevent unnecessary criminalisation. We promote restorative and diversionary approaches and expect carers to manage behaviour without involving the police unless necessary. When a young person does offend, we ensure a coordinated support plan is in place, including transition planning for those leaving custody, to promote rehabilitation and reduce reoffending.

### **Caring for Children Who Need Help**

Sometimes, children and young people go through difficult times at home. We have different ways to help, like giving support to families, helping in the community, or finding a new safe



place for a child to live if needed. We only take children into care when it's important for their safety and wellbeing.

## **Keeping Children Safe**

If a child or young person is not safe at home, we may have to use our legal powers to move them away from their home to keep them safe. When this happens, we act quickly and carefully to make sure they are cared for properly. We make sure the process is handled in a child centred manner and without unnecessary delays. We plan carefully with the ambition that every young person can have a stable and long-term place to live where they are happy and belong.

We promise to try to find someone in their family or someone they know well to care for them, so they can stay close to the people they love. We believe that staying connected to familiar people, community and friends is important for a young person's wellbeing, identity and their future.

## **Support After Leaving Care**

When young people leave care, we are here to support them in building a positive future. We want every care experienced young person to feel confident, supported, and ready to take on adult life. That is why we continue offering help and guidance until they are 25.

We will make sure young people have the practical skills they need to live independently, like managing money, finding a place to live, staying healthy, and knowing how to access support with jobs, education, benefits, and other services.

We also work with families, trusted adults, and other organisations to make sure young people feel safe at home, in their communities, and in places like school or college. We want them to build strong, trusting relationships that last.

Most importantly, we always listen to what young people have to say. Their views matter at every stage of planning and decision-making. We make sure they are heard, involved, and kept informed, because their voice is central to everything we do as their corporate parent.

After the age of 21 young people may choose not to engage with us or feel they wish to be fully independent. But, as a good parent, we will continue to be here and make sure they know how to contact us when the going gets tough and we will ensure that all our YP know how to reach us when they need us.

## **Our Local Context**

(Based on data as of March 31<sup>st</sup>, 2025, unless stated otherwise)

- The London Borough of Hillingdon acted as Corporate Parent to 312 Cared for Children and 602 Care Experienced Young People (18-25 years old).
- Among the total cared for Children, 52 were Unaccompanied children seeking Asylum- (UCSA), accounting for 17% of the cared for children's population.
- Of those children cared for on 31/03/2025,
  - 38% are White,
  - 25% are Black or Black British,
  - 14% are Asian or Asian British,
  - 11% are of Mixed ethnicities
  - 11% from other ethnicities.

### **Where children live**

- For the Cared for Children at the end of the year, 8.3% had three or more placements during the year.
- 47% of our Cared for Children are placed with foster carers.
- 10.3% are in residential children's homes, including Hillingdon's own resource.

### **Care experienced Young People**

- 80% are in suitable accommodation. There were 167 young people (84 Cared for Children and 83 care-experienced young people) living in fully accredited and checked Supported accommodation.
- 57% are engaged in full-time education, employment, or training.
- 7% of the above group are pursuing higher education.
- 12 young people are living in staying put arrangements
- 47 young people are residing within the Staying Close project.

### **Our Pledge**

## **Our Promises to our Children**

- ★ Help and support to stay safe and healthy
- ★ Support through education and planning for the future
- ★ Celebrate achievements
- ★ Listen and involve children and young people in decisions about their lives
- ★ Help all children feel that they belong
- ★ Ensure young people feel fully prepared for transition into adulthood

### **★ Help and support to stay safe and healthy**

We are committed to ensuring every child and young person in our care feels safe, secure, and supported in maintaining their physical and emotional wellbeing. We provide access to skilled carers and professionals trained in trauma-informed approaches and work closely with health partners to offer regular health checks, timely referrals, and support tailored to individual needs. Our ongoing relationship with health services ensures that young people have access to the right advice, activities, and services to help them lead healthy, fulfilling lives. We are always here to offer guidance and a listening ear, whenever it is needed.

### **What we do for cared for children:**

- All our foster carers and residential care workers are trained in PACE (a parenting programme Playful, Accepting, Curious and Empathetic) and social workers are trained in Trauma Informed Practice to enable them to support our children's emotional wellbeing.
- Our social workers have access to the specialist Multi-Agency Psychology Service (MAPS), which supports decision-making regarding children and young people through an attachment-focused approach.
- The Strengths and Difficulties Score is used to assess children's wellbeing. Children with a score of 17 or higher are automatically referred to the Multi Agency Psychological Service (MAPS). Those who score between 14 and 17 are considered for additional support.
- Young people with complex health needs have support from the Hillingdon Transition Service for 14 to 19-year-olds moving from care to adulthood.
- Every child and young person are provided with an annual health assessment to ensure their physical and emotional wellbeing needs are assessed and addressed. Those children under five years of age will receive assessments twice a year.
- We remain committed to collaborating closely with health professionals and partner agencies to promote the health and well-being of our children.
- All our cared for children are encouraged and supported to engage in extra curriculum activities to support their social skills, self-esteem, and emotional wellbeing.

### **What we will do for our care experienced young people:**

- We provide ongoing support for our care experienced young people up to the age of 25, they can contact us via email or telephone for support and advice.

- Our children (aged 13-24) have priority access to services offered by the Youth Offer including [Link Counselling](#), [Sexual health and Wellbeing Programme \(KISS\)](#) and [SORTED](#).
- We offer discounts at LBH Gyms to improve health and wellbeing and promote healthy living.
- ASK JAN provides a comprehensive range of supportive services, including a dedicated helpline, recreational activity discounts, and up to six in-person counselling sessions.

### **What we are working on:**

- In partnership with health organisations, we are committed to providing young people transitioning from care with access to essential information, including their medical history, immunisation records, ongoing healthcare requirements, and other pertinent details.
- Multi-disciplinary Transitions surgeries to plan adult health and social care for young people after 18, addressing both physical and emotional needs
- All our young people are reviewed by our transitions panel from the age of 17 to facilitate a coordinated approach with our adult teams and to ensure that the transition process is smooth and timely.

### **★ Support through education and planning for the future**

Education is at the heart of unlocking a bright future, and we are committed to supporting our care experienced young people every step of the way. We guide them through school, college, and training, helping them set realistic goals and celebrating their achievements. Working closely with the Virtual School, and our partners, we offer practical advice on career choices, apprenticeships, further and higher education, ensuring each of our young people receives the guidance and support they need.

Our team collaborates with educators and employers to provide information about grants, bursaries, university life, and training opportunities. We also supply resources such as laptops for those continuing their studies and create tailored apprenticeship opportunities just for our care experienced young people. By working together, we empower every young person to make informed decisions about their future and help them plan for success.

We recognised the critical role that education plays in the lives of our children and how this supports both learning and safeguarding. Education are our 4<sup>th</sup> statutory partner in our Safeguarding Partnership and they play a key role in planning and decision making that promote learning, education and safeguarding.

### **Hillingdon Virtual School**

Hillingdon Virtual School is here for our children from early years right through to when they leave care, no matter where they live or go to school. They work with other teams to make sure our children get the support they need, especially if they have additional learning needs or disabilities.

They make sure children and young people have access to good schools, training, or college courses. They also monitor their attendance, progress, and achievements, and make sure Personal Education Plan (PEP) suits their learning style and goals.

#### **What the Virtual School do for children we care for:**

- All children and young people under our care will be assigned a designated representative from the Virtual School to support them if they are not engaged in education, employment, or training (NEET), and to assist in preparing them for educational or employment opportunities.
- We will ensure that their care plan is regularly reviewed alongside their Personal Educational Plan.
- They organise residential trips (like Jamie's Farm) and enrichment activities to help our children build friendships and confidence.
- They can provide the relevant tools to ensure that our children's education is promoted e.g. – laptops to facilitate learning

#### **For all care experienced young people:**

- They support our young people beyond school age with their education.
- They support our care-experienced young people, both within and outside Hillingdon, in accessing college and university opportunities.
- They offer comprehensive information regarding university life, including details on grants, bursaries, and expectations for their academic experience.
- They offer laptops to our young people who have been in education for over 12 weeks after school age to support with their studies.
- They support our young people claiming asylum to learn English through ESOL courses.
- They offer financial help with university applications and student finance.
- They have created apprenticeship opportunities just for our care-experienced young people, and support with interview preparation.
- They will offer guidance to assist our young people in finding and securing employment that aligns with their skills and interests.

#### **What they are working on:**

- Enhancing methods for monitoring progress to ensure timely intervention when support is required for our children or young people, as well as to acknowledge their achievements as they occur in real time.
- Collaborating with other services to make sure everyone understands their role and works well together. Raise our levels of challenge to schools in tackling any low expectations or lack of ambition for our cared for children and care experienced young people
- Introducing an Early Years-specific PEP for 2-, 3- and 4-year-olds, ensuring that their individual educational needs are identified, supported, and monitored closely.

- Developing a Post 16 model as a PEP through consultation with our care experienced young people, those in our care and formally through the Children in Care Council.
- Continuing to support our young people after they leave our care to further their aspirations in education, training, and employment

## ★ Celebrate achievements

We recognise and celebrate the successes of our children and young people, big or small. Whether it's academic accomplishments, personal milestones, or acts of kindness and resilience, we make sure to acknowledge and reward their efforts. Celebrating achievements helps build self-esteem and a sense of belonging, and we are proud to share in their joys and support them through challenges.

### What we do for our cared for children:

- Acknowledgement of school achievements at every Personal Education Plan meeting.
- Discussion at Looked After children's review about personal achievements.
- Nominate our children and young people for external and internal awards.

### What we do for our care experienced young people:

Every year we celebrate the achievements of our cared for children and care experienced young people at the annual Kids in Care Awards (KICA). This is Hillingdon's flagship event to honour the achievements of cared for children and care experienced young people. It's a vibrant, youth-led event that grows every year, attended by hundreds of children and carers, supported by staff and elected members who volunteer their time to celebrate the achievements of our children. Any professional working with our care experienced children or young people can nominate them for a KICA to enable them to be invited to the annual event that features:

- **Red carpet ceremony** - With awards presented by civic leaders such as the Mayor and senior council officers
- **Fun activities** - like bouncy castles, face painting, magicians, stilt walkers, caricature artists, and interactive games.
- **Mocktails, food trucks, and gift bags** - All curated with input from our young people themselves.
- **Participation** – Year on year we receive several nominations for our children, with 2025 having a record breaking 927 nominations.

Participation and Voice in Celebration - It is also about empowerment:

- The Children in Care Council (CiCC) and Youth Voice Forum shape services, events, and training like "Walking in Our Shoes"
- Our young people contribute to staff recruitment, SEND strategy, and community safety projects like "Making Hayes Safer"

- Their input influences events such as Pride, Eid, and Black History Month, ensuring cultural relevance and inclusivity.

### ★ Listen and involve children and young people in decisions about their lives

We believe the voices of our children and young people are central to everything we do. We make it a priority to listen, involve them in planning, and keep them informed at every stage. Their views shape our services and decisions, ensuring that the support provided truly meets their needs and wishes. We encourage open dialogue and provide opportunities for young people to express themselves, knowing their opinions are valued and respected. We strive to always achieve a meaningful coproduction with our young people and make them our partners in decision making and in shaping the future of the service.

To do this, we use different ways to engage such as:

- Assessments.
- Co-production and sharing of Care Plans.
- Child- centred Personal Education Plans (PEPs).
- Participation in Child Looked After Reviews and support to chair them if they so choose.
- Various participation groups.
- Coproduction of our strategies and models of working.
- Involvement in our interview panels for appointments at all levels.
- Continued training of all our staff and across partnership including the Walking in Our Shoes Training.
- Health Assessments completed with consent and in partnership.
- Fostering or Adoption records (if these apply to you).
- Pathway planning developed and agreed together depending on the individual strengths and needs.
- Compliments and complaints

Our children and young people's views matter, and we will make sure they are written down and taken seriously.

If our children and young people feel that they need additional support to get their voice heard they have access to an independent advocate to consult with, represent their views and / or advocate on their behalf.

In all we do, we remain committed to gathering feedback and really listening to what we are told and thus ensuring that the voice of our children and young people is heard and they are meaningfully involved in the decisions and plans we make about the services and about their lives.

### ★ Help all children feel that they belong



We want every child and young person to feel accepted, included, and proud of who they are. Our approach is centred on creating a warm, supportive environment where everyone feels at home, valued, and connected to those around them.

By nurturing trusting relationships and supporting each young person's sense of identity, we help them to understand their own story and what "family" means to them now and in the years ahead. We encourage children to stay connected to people who matter most, whether that's family, siblings, friends, or supportive adults and we make sure to involve them in decisions about how these important relationships are maintained.

We recognise that friends, siblings, and leaving care workers often provide vital support, so we actively help children and young people to build and maintain these strong relationships. At the same time, we celebrate cultural identity and promote participation in community and extracurricular activities, ensuring that everyone has the opportunity to feel a true sense of belonging.

By consistently checking in and listening to our children and young people, we strive to make sure their needs are met and that their voices are at the heart of our care planning. In doing so, we help them to feel secure, confident, and connected to a community that truly values them.

### **What we will do for our cared for children**

- Facilitate Family Group Conferences with families as early as possible and assist them in identifying other potential family members who could provide care if children are unable to remain at home.
- Support and promote strong family relationships and help our children stay connected in a way that is right for them.
- Provide foster carers with greater support for teenagers and ensure every child enjoys a stable home life.
- Support children in understanding their experience in care through direct work, the use of words and pictures, life story books, and letters.
- Helping those who need extra support to navigate their identity.
- Ensure that children have access to those who can provide support, such as befrienders and advocates
- Help and encourage our children build strong support networks, so they feel confident and connected as they grow into adulthood.
- Placement stability meetings to proactively address and prevent placement disruptions and breakdowns.
- Proactively evaluate the potential for reunification with birth parents when it is safe, appropriate, aligns with the expressed wishes and feelings of our children, and is supported by our assessment as being in their best interests.
- When it is necessary for children to move homes, we will implement parallel planning whenever possible to determine the most suitable home and minimise delays in securing a school place, ensuring that both transitions are coordinated effectively.



- Collaborate with schools to ensure that each of our child has access to a trusted individual for support.
- Invite our cared for children and care experienced young people to participate in organised events and activities, such as summer BBQ's, Eid celebrations, and Christmas gatherings, providing opportunities to connect with their peers.

### **What we will do for our care experienced young people:**

- Provide stable housing during term time to ensure that our young people with care experience can maintain stability while pursuing their education.
- Our care experienced young people are supported in their new tenancies with a Setting up Home Allowance and outreach support from our providers.
- The right home and right care will be made through careful matching and support including providing a 'Staying Close' home following a needs led assessment.

### **What we are working on:**

- To provide a choice of home and for our young people to be involved in the selection of the right home for them.
- To develop clear processes for input into decisions regarding placement moves in order that educational provision is considered a priority.
- To continue to recruit foster carers who can meet the needs of our children and young people and support them to be matched on a long-term basis.
- Building new residential homes in Hillingdon so that as many children as possible can stay living in the borough, close to their communities, families, school and local services.
- Enabling foster families to support each other and their children through the Mockingbird Programme.
- Collaborating with housing services to support transition to adulthood and assisting with securing and maintaining tenancy.
- Collaborating with housing providers to offer a broader selection of housing options for our care experienced young People, including YMCA, shared housing, and semi-independent accommodations, determined by a needs led assessment.
- Continue to work closely with schools to increase the understanding of the care, through training, advice, advocacy and guidance.

### **★ Ensure young people feel fully prepared for transition into adulthood**

We aim to prepare young people for adulthood as a journey, recognising that developing independence is a gradual process. Our support continues up to the age of 25, ensuring that each young person has access to assistance as they navigate this important transition. By teaching essential life skills, such as budgeting, cooking, and independent living, we equip young people with practical tools for everyday life.

The transition from care to independence is a significant milestone. Through our Transition to Adulthood service, we aim to build confidence, resilience, and the necessary skills for

successful adulthood. Our guidance extends to areas including health, employment, and housing, ensuring young people are ready to face a range of challenges. Support and advice remain available beyond the age of 21, so that young people know they can seek reassurance or guidance whenever needed.

We recognise the unique needs and experiences of care experienced young people. Our approach centres on listening to their views and adapting our support to fit their circumstances and ambitions. We are committed to breaking down barriers, reducing adversity, and enabling young people to achieve their goals in their own time and on their own terms.

## **Key Objectives**

### **What we want, is for our care experienced young people to:**

- Experience a smooth transition into adulthood and have the same opportunities and outcomes as their peers.
- Have access to high-quality, consistent support up to the age of 25.
- Have access to education, employment, and training (EET) opportunities.
- Have access to safe, affordable and stable accommodation.
- Be safe and know how to keep themselves safe.
- Be healthy and to have a good level of emotional and physical well-being.
- Build independence through the development of practical life skills.
- Maintain and develop positive relationships and build social inclusion.

### **How do we achieve these in practice?**

#### **Allocation of Personal Advisor (PA)**

Each care experienced young person is assigned a Personal Adviser (PA) from the age of 16 who remains a consistent contact point until they reach 21 and then ongoing support is provided by the service until 25 if needed. Our PAs are passionate about advocating for our care experienced young people and will work to form a positive relationship with the young adults they are supporting.

#### **Pathway planning**

From the age of 16, all young people are given the opportunity to choose their Personal Adviser (PA), ensuring their support is tailored to their preferences. At this stage, every young person is dual allocated with both a PA and a Social Worker, providing comprehensive guidance and support up to the age of 18. Each young person will be provided with a clear pathway plan which they are encouraged to co-produce that is reviewed regularly. The plan will identify goals and the support needed to achieve them. We want to ensure that all young people have a clear plan before they turn 18, including key partners such as adult social care and health where necessary.

#### **Housing and Accommodation:**

We provide access to a range of accommodation options including supported lodgings, semi-independent living, staying close, staying put arrangements and help accessing social housing or private renting such as Houses of Multiple Occupation (HMOs) or shared accommodation.

We encourage and facilitate Staying Put arrangements, allowing young people to remain with their foster carers beyond age 18 where appropriate.

We have the Staying Close programme for young people who need some additional support post 18 and a referral to Hillingdon Transition Panel when young people have identified care and support needs.

We know that sourcing suitable accommodation, which meets the needs of care experienced young people is challenging in London. This is due to the national and local shortage of housing. That is another reason why we keep this as one of our ongoing priorities for our young people and we work in partnership with all our colleagues to ensure that all our care experienced young people can access suitable and affordable accommodation within a clear housing pathway.

## **Be Safe**

We want all our young people to feel safe in their homes and communities. The transition to the adulthood service will identify vulnerable young people and engage them in developing a personal safety plan. We will develop further the relationships with local community groups and run workshops to engage young people in discussing issues around how to keep themselves safe.

## **Practical Support and life skills**

We know that our young people do not always feel ready for independence. We will work to ensure that all young people have the help they need to develop key essential living skills such as cooking, cleaning, budgeting and managing their money. We will engage with the homes where young people are living prior to turning 18 to ensure that these skills are being taught in preparation for independence.

## **Relationships and inclusion**

We seek for all our young people to feel part of a community and a sense of belonging. We offer opportunities for our young people to socialise and develop relationships such as weekly football group, summer residential, summer BBQ and KICA. We would like to expand and develop our offer for social activities and groups to promote social inclusion for our care experienced young people.

## **What we have done:**

- Successfully extended our Personal Advisor service to young people leaving our care up to the age of 25.
- Supported care experienced young people to remain with their foster carer through our Staying Put initiative to receive continued support in a family environment.

- Developed the Staying Close pathway to ensure that those young people who need that additional support prior to moving into independence will have that option.

## **Key Challenges and Priorities**

Our ongoing objective is to enhance accommodation pathways for young people with care experience. However, further action is required. Like other London boroughs, securing sustainable housing in Hillingdon continues to present significant challenges.

### **What we will do:**

- Ensure that our children and young people are supported and prepared to live and thrive in their own accommodation.
- Our young people who are eligible for adult services will be identified early and have a planned transition from children to adult's social care.
- Assist our young people to develop good support networks and sustain significant relationships to reduce the impact of loneliness, isolation, or lack of confidence as they grow into adulthood.
- Build robust processes for monitoring and evaluation around Employment, Education and Training (EET), accommodation and health.
- Increase engagement with our care experienced young people to gather service feedback and ensure co-production.
- Auditing of pathway plans to ensure consistency across the services.
- Increase partnership working and develop key relationships with health, housing, education, employers voluntary and community sector organisations.
- Review the joint housing protocol to ensure that there are clear pathways that are well communicated and understood and to look at developing a care leavers pathway.

## **Hillingdon's Local Offer**

We have a local offer for our care experienced young people which is published and promoted so that our young people know what support is available and how to access this. The Local Offer for our young people provides a comprehensive range of support and benefits aimed at helping them transition smoothly into adulthood. The offer includes financial assistance, accommodation options, health and wellbeing support, and educational opportunities. These include but are not limited to:

### **Financial Support**

- Weekly funds matching Universal Credit for those without access to public funds
- Setting-up-home allowance of up to £3,000
- Fully funded travelcard for those living in London
- Bursary of £2,000 over 3 to 4 years for university students
- Financial support for driving lessons up until the age of 21
- Emergency cash and food vouchers up to £30 a year
- Assistance with vital documents like passports and driving licenses
- Coverage of up to 50% of naturalisation fees for non-British citizens

- Funding for interview clothes and travel costs
- Financial assistance for travelling to asylum interviews
- Birthday bonus of £100 for those turning 18
- Matching child benefit and universal credit payments for parents without access to public funds

We are reviewing our finance policy to ensure that this is straight forward and easy for young people to access and understand what financial support they are entitled to once they leave care.

### **Housing and Accommodation:**

- 'Staying put' allows our care experienced young people to remain in their foster homes after turning 18
- 'Staying close' offers support for our care experienced young people who want to live independently but still need some short-term assistance to get them there
- Social housing registration at 18, with help exploring private rentals and applying for Discretionary Housing Payment
- Support for moving back with family, including family group conferences
- Safe, affordable accommodation with YMCA/P3 support, where there is an assessed need.
- During non-term time whilst studying at university, we can cover up to 13 weeks rent.
- Tailored support for those with learning disabilities or complex needs.
- Council Tax exemption for our care experienced young people up to 21, with a needs-led assessment for exemption for anyone aged between 21-25.

### **Health and Wellbeing:**

- Free dental and eye care for those under 19 and in full-time education or receiving benefits
- Assistance with applying for free prescriptions
- Support from the Hillingdon Transition Service for 14 to 19-year-olds moving from care to adulthood.
- Mental health support through various services, including drama therapy, wellbeing sessions, and confidential advice for drug and alcohol issues.
- ASK JAN – Offers a variety of supportive services including a single contact helpline, discounts on recreational activities, and up to six in-person counselling sessions.
- Health colleagues are leading on formulating a Health Passport and it is a priority for the newly appointed Transition Nurse.

### **Education and Employment:**

- Tailored advice and guidance from Hillingdon Virtual School up until the age of 25.
- Support for exploring further and higher education, apprenticeships, and employment opportunities
- Access to employment support for young people with special needs
- Financial support for higher education through UCAS and student finance

- Additional support from organisations like Buttle UK, Propel UK, Catch22, and Drive Forward Foundation
- A laptop allowance of £420 is available to keep young people connected and to promote their educational journey. Up to £150 a year is also provided for essential learning tools

By providing these resources, we aim to ensure that our care experienced young people have the necessary tools to thrive and become the best version of themselves. Increased Awareness and Accessibility is still high on our agenda and we aim to promote the Local Offer more effectively to ensure that all our care experienced young people are aware of the support available to them. By continuously improving and adapting our Local Offer, we strive to provide the best possible support for our young people, helping them transition smoothly into adulthood and achieve their full potential.

This information is regularly updated to ensure that our care-experienced young people receive the best level of support. The attached link provides the latest updates and will be reviewed and revised regularly over the next five years. Updates will take place in collaboration with our young people, through co-production, in response to government changes, and to ensure services continuously improve and demonstrate evidence of genuine co-production. As a result, specific details may change as services evolve.

[Care leavers' local offer - Hillingdon Council](#)

## **Corporate Parenting Panel**

The Corporate Parenting Panel in Hillingdon provides strategic leadership, oversight and scrutiny to ensure that our cared for children and care experienced young people are supported to thrive. It is a key forum for accountability, co-production, and continuous improvement across services. The Panel is co-chaired by elected members and our young people.

The Children in Care Council (CICC) directly supports the Corporate Parenting Panel to measure and monitor the effectiveness and quality of Corporate Parenting in Hillingdon. Its purpose is to provide young people with a forum to collectively voice their ideas and views; to challenge our care and support; influence service improvements and drive change; contribute to the development of strategic plans and hold their corporate parents to account.

## **Children in Care Council**

- Hillingdon has three established and well attended children in care councils (CiCC) Talkers, Step Up and Stepping Out who meet monthly and are part of the regional children in care council network.
- Children and young people have a say in how decisions are made about themselves and their care and about services that affect them and that they have an opportunity to influence those decisions through the children in care councils.
- Our CiCC have a powerful collective voice, their views are presented at each Corporate Parenting Panel, at social work team and management meetings alongside



members of stepping out attending and co-chairing the Corporate Parenting Panels and meeting with our directors every three months.

- Young people participate in the recruitment of staff and foster carers
- Young people with care experience are members of the Fostering Panel

## **Purpose and Responsibilities of Corporate Parenting Panel:**

### **Voice and Influence of Children and Young People**

The Panel ensures that our children and young people have regular opportunities to share their experiences and influence decisions about their care. Their views are actively sought and embedded in service development, policy design, and strategic planning.

### **Co-Production and Engagement**

Our Young people are engaged in shaping services through structured forums and direct participation in the Panel. Their contributions inform improvements and ensure that services reflect their lived experiences. Annual reports document the impact of participation, highlighting how the views and experiences of our children and young people have shaped policies and practices. By embedding co-production in our strategic objectives, we have created services that truly reflect the needs and aspirations of those we support.

### **Strategic Oversight**

The Panel maintains a strategic overview of all policies, procedures, and initiatives affecting our children in care and care experienced young people. It ensures alignment with local and national priorities and that services are responsive to the needs of our children and young people.

### **Performance Monitoring and Accountability**

The Panel receives regular performance reports, including key indicators, complaints and compliments, audit findings, and inspection outcomes. It monitors the quality and effectiveness of services delivered by the Council, partners, and commissioned providers, and ensures that action is taken where services fall short.

### **Celebrating Achievements**

The Panel highlights and celebrates the achievements of our children and young people by publicly recognising their successes in a variety of ways. This may include sharing their stories and accomplishments during Panel meetings, featuring them in annual reports, and organising events or awards to acknowledge their positive outcomes. The Panel ensures these achievements are promoted within the Council and the wider community, creating a culture of encouragement and aspiration among our children and young people in care. By doing so, the Panel not only celebrates individual milestones but also reinforces the value of supporting and empowering young people to reach their full potential.

### **Service Review and Challenge**

The Panel reviews annual reports from key services including Adoption, Fostering, Residential Care, the Virtual School, and Independent Reviewing Services. It acts as a critical friend, challenging practice and promoting excellence.

## What are we doing?

- Continuing to ensure that representation in the panel is diverse and activities are inclusive
- Ensuring our children and young people continue to be involved in decision making platforms that shape their future
- Communication between Elected Members and our care experienced young people is facilitated through the Children in Care Councils.
- The needs of our cared for children and care experienced young people is prioritised across the council, led by the Corporate Parenting Panel that listens and responds to these views.
- All policies which impact directly on our children and young people are made available to the Children in Care Council and participation groups for comment and consideration, prior to approval. This enables our children and young people to be a key contributor to policy development and ensures that implementation can be considered from their perspective.
- Our Children and young people will continue to be involved in the recruitment of staff, training of officers and development of information i.e. leaflets / website design.
- Our children and young people will continue to monitor and develop the Children in Care pledge and Care Experienced Young People's local offer.

## Impact measure

- **You said, we did.** The Corporate Parenting Panel, informed by the working groups and Children's Rights and Participation team will collate a "YOU SAID, WE DID" register to evidence the changes made as the direct result of the views of young people. This will be reviewed on an ongoing basis to evidence the impact of our young people's views on service development. These changes and input will be implemented by project work undertaken in working groups.
- To ensure our strategy remains dynamic and responsive, robust data collection and quality assurance processes are integral. We are enhancing our approach to monitoring, evaluation, and impact measurement through robust data collection and quality assurance, which are essential for driving improvement and accountability. We will implement dashboards, regular audits, and feedback loops to monitor outcomes and service quality.
- Performance reports will be presented to the Corporate Parenting Panel and Children in Care Council, ensuring transparency and enabling us to celebrate successes and address areas for development. By using data to inform decision-making, we will continuously adapt our services to meet the evolving needs of our children and young people.
- Record policies presented to children in care councils, with records of their feedback and consultation impact.
- Number of completed/reviewed pathway plans collaboratively written with our young people
- Number of young people participating in cared for children reviews and those chairing them.



## Future Aspirations for Children and Young People in Care

Our priorities are informed by feedback from children and young people, insights gained from inspection activities such as those conducted by Ofsted, and analysis of local data. These aspirations demonstrate our ongoing commitment to enhancing outcomes and experiences for children in our care and care-experienced young people in Hillingdon. While significant progress has been made and further work is underway, we continually strive for excellence on behalf of our children and young people, the following summarises key initiatives and ambitions that guide our efforts.

- **Early Intervention and Prevention:** Early intervention is at the heart of our approach to reducing the need for children to enter care. Through strengthened Family Hubs, transformed Family Help services, and Family Group Conferences, we will support families to stay together safely wherever possible. Multi-disciplinary teams will work collaboratively to identify and address issues at the earliest stage, preventing escalation and promoting positive outcomes. Our Families First model will ensure that families receive the right support at the right time, empowering them to overcome challenges and build resilience.
- **Kinship Care:** We are committed to increasing the number of children cared for within their extended family or connected network. Through early Family Decision Making meetings, we identify potential kinship carers to reduce reliance on mainstream foster placements.
- **Unaccompanied Children Seeking Asylum:** We continue to ensure timely transfers through the National Transfer Scheme and provide tailored support for children as they transition into care and adulthood.
- **Homeless 16–17-Year-Olds:** We have updated our response to young people presenting as homeless by providing help at the earliest point and working closely with housing services where this appears to be needed to ensure advocacy and support are in place and will continue to strengthen this area.
- **Workforce Stability:** To deliver outstanding care and support, we recognise the importance of a stable, skilled, and motivated workforce. Hillingdon is committed to investing in the wellbeing and professional development of our staff, including social workers, personal advisers, and foster carers. We will continue to develop peer support networks, and recognition programs to celebrate achievements and foster a culture of continuous learning. Our recruitment campaigns will target underrepresented groups and promote flexible working arrangements, ensuring our workforce reflects the diversity of our community. By prioritising staff wellbeing and career progression, we aim to retain talented professionals and maintain high-quality, consistent relationships for our children and young people.

- **Local Provision Development:** We are expanding our in-house provision, small residential homes, and supported accommodation, to meet the diverse needs of our children locally.
- **Permanency Planning:** We support children to return home where safe and appropriate, or to achieve permanency through adoption, special guardianship, or long-term fostering.
- **Foster Carer Recruitment and Retention:** We are increasing the number of foster carers with the right skills across the borough.
- **Placement Sufficiency and Quality:** Ensuring that every one of our children and young people has access to a safe, stable, and local home is central to our strategy. We will develop a formal sufficiency strategy, setting out our current capacity, projected needs, and plans to address gaps in fostering, kinship care, and residential provision. Annual reviews of placement data will inform targeted recruitment campaigns, expansion of the Mockingbird Programme, and enhanced support for kinship carers. By working closely with local providers and housing partners, we will increase the availability of high-quality homes within Hillingdon, minimising disruption and promoting continuity for our children and young people.
- **Education, Training and Employment (ETE):** We are increasing access to education, training, and employment opportunities, including apprenticeships across the Council, partner agencies, and local businesses.
- **Youth Justice and Restorative Practice:** We are enhancing restorative responses for our cared for children who offend, working jointly with Youth Justice and Probation to support rehabilitation and reduce reoffending.
- **Participation and Innovation:** We are developing creative ways to engage our children and young people, including drop-ins, co-production, you said we did, to improve access to services and information.
- **Transitions to Adulthood:** We are strengthening support for our care experienced young people through our transformation of service delivery, including those transitioning to Adult Services, ensuring continuity of care and access to specialist support for disabled young people.
- **Step Across Initiatives:** We are implementing *Step Across to Fostering* and *Step Across to Supported Homes* to reduce reliance on residential care and provide enhanced support to carers within family-based settings.

## Making it happen

We aim to turn our ambitions and aspirations into reality by working closely with our young people and ensuring that they have an active role in informing our strategic objectives. We are committed to working in partnership with our young people and ensuring that co production

and collaboration is at the heart of our approach. By embedding young people's voices in decision-making and holding ourselves accountable through robust monitoring and evaluation, we are dedicated to turning our ambitions and aspirations into meaningful, lasting change for every child and young person in Hillingdon.

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## REVIEW INTO FOSTERING: WITNESS SESSION ONE

<b>Committee name</b>	Children, Families & Education Select Committee
<b>Officer reporting</b>	Ryan Dell, Democratic Services
<b>Papers with report</b>	Updated scoping report Officer report – <b>TO FOLLOW</b>
<b>Ward</b>	All

### HEADLINES

The Select Committee have agreed to undertake its next review into the topic of fostering.

It is intended that the review will assess the effectiveness of the new fostering offer and explore opportunities for further improvement through a focus on recruitment and retention; support for foster carers; and outcomes for children in care.

Officers are in attendance to answer questions from Members, and an updated scoping report is attached.

### RECOMMENDATION

**That the Committee ask questions of officers as part of its review.**

### SUPPORTING INFORMATION

Please see the attached updated scoping report and officer report.

#### Lines of Enquiry

Lines of enquiry can be expanded as the review progresses or included in relevant witness session reports. However, lines of enquiry may include:

- Council-run fostering services and commissioned providers
- Recruitment and retention of foster carers
- Placement stability
- Outcomes for children in foster care (including their transition to independence/ Staying Close/ Staying Put)
- Support services for children in foster care including social work, health and education
- Support services for foster carers (e.g. Mockingbird) including training, respite and financial packages

#### Implications on related Council policies

A statutory role of the Select Committees is to undertake reviews and make recommendations to the Cabinet who are responsible for the Council's policy and direction. Reviews selected should be consistent with the Council's policy and budgetary framework.

## How this report benefits Hillingdon residents

None at this stage, pending any findings and recommendations devised in the final report.

## FINANCIAL IMPLICATIONS

Any recommendations developed as a result of this review may have financial implications and these will be assessed at that stage.

## LEGAL IMPLICATIONS

The key pieces of legislation are as follows:

- Children Act 1989
- Children Act 2004
- Fostering Services (England) Regulations 2011
- Care Planning, Placement and Case Review (England) Regulations 2010
- Care Leavers (England) Regulations 2010
- Children and Social Work Act 2017
- National Minimum Standards (NMS)
- Working Together to Safeguard Children 2023

## BACKGROUND PAPERS

NIL.

## APPENDICES

Updated scoping report  
Officer report – **TO FOLLOW**

<b>Major Review Working Title</b>	<b>Caring for Our Children: Enhancing Fostering Provision and Support</b>
Committee	Children, Families & Education Select Committee
Review Year	2025/26 MY

## 1. OBJECTIVES

### Aim of review

This review aims to assess the effectiveness of the new fostering offer in Hillingdon and will explore opportunities for improvement through a focus on recruitment and retention; support for foster carers; and outcomes and experiences of children in care.

The review will also assist in recruiting more foster carers; raising awareness of the benefits of fostering; and highlighting the positive outcomes it can have for young people.

The review also aims to ensure that the service is responsive, inclusive and aligned with Corporate Parenting responsibilities so that all children in care can live in stable, loving homes.

### Terms of Reference

1. To understand the needs and experiences of children in foster care through examining demographics, underrepresented groups, placement types, placement stability, educational attainment, wellbeing and emerging trends.
2. To evaluate the effectiveness of current recruitment and retention strategies, and support available to foster carers, including the impact of the new fostering offer.
3. To identify barriers to fostering for potential carers and children in care, and to identify opportunities for improvement.
4. To formulate recommendations to Cabinet aimed at strengthening Hillingdon's fostering provision, thereby improving outcomes for children in care.

## 2. BACKGROUND

### Context

Foster care plays a vital role in providing a safe, stable and nurturing environment for children who cannot live with their birth families. The Council has a statutory duty to ensure high-quality care and support for both foster carers and children. Nationally, there is a shortage of foster carers, and local authorities are facing increasing pressure to meet the diverse needs of children in care.

## Scope

The review will focus on:

- Council-run fostering services and commissioned providers
- Recruitment and retention of foster carers
- Placement stability
- Outcomes for children in foster care (including their transition to independence/ Staying Close/ Staying Put)
- Support services for children in foster care including social work, health and education
- Support services for foster carers (e.g. Mockingbird) including training, respite and financial packages

## Known issues

- National shortage of foster carers
- Recruitment and retention challenges, particularly for carers of teenagers and children with complex needs, and the time needed to recruit new carers
- Limited awareness/ promotion of fostering opportunities
- Placement instability/ breakdowns
- Support and training for foster carers
- Transition planning for children leaving care

## Connected matters

- Corporate Parenting – ensuring the Council meets its responsibilities to children in care
- SEND Strategy – supporting children with additional needs in foster care
- Youth Justice – links between care experience and youth offending
- Education – attainment and attendance of children in care
- Equalities – ensuring diverse and inclusive fostering provision
- Health & wellbeing – safeguarding children in care

## Legislative context

### Key Legislation and Regulations:

- [Children Act 1989](#): outlines the responsibilities of local authorities in providing services for children in need.
- [Children Act 2004](#): emphasises five key outcomes: being healthy, staying safe, enjoying and achieving, making a positive contribution, and achieving economic well-being.
- [Fostering Services \(England\) Regulations 2011](#): outlines the standards and requirements for fostering services.
- [Care Planning, Placement and Case Review \(England\) Regulations 2010](#): focuses on the planning, monitoring and review of children's placements in foster care.
- [Care Leavers \(England\) Regulations 2010](#): covers arrangements for children leaving foster care.



- [Children and Social Work Act 2017](#): establishes seven corporate parenting principles that local authorities must follow to ensure they act in the best interests of children in their care.
- [National Minimum Standards \(NMS\)](#): provides best practice guidance for fostering agencies, setting out the minimum expectations for their services and operations, [according to Simply Fostering](#).
- [Working Together to Safeguard Children 2023](#): outlines essential guidelines for multi-agency collaboration to protect and promote the welfare of children.

#### Key Aspects of Fostering Legislation:

- **Safeguarding Children:**
  - A core principle of fostering legislation is the protection of children from harm and abuse. Foster carers are expected to provide a safe and nurturing environment, and fostering services have a duty to ensure the welfare of children in their care.
- **Support for Foster Carers:**
  - Fostering legislation recognises the vital role of foster carers and emphasises the need for them to receive adequate support, training, and information to enable them to provide effective care.
- **Placement and Review:**
  - Legislation outlines the process for placing children in foster care, including the assessment of foster carers, the development of care plans, and the regular review of placements to ensure they are meeting the child's needs.
- **Leaving Care:**
  - Legislation addresses the support and arrangements for young people leaving foster care, ensuring a smooth transition to adulthood.

#### Other Relevant Considerations:

- **Private Fostering:**
  - Separate guidance and regulations exist for private fostering arrangements, which involve children being cared for by someone who is not a close relative.
- **Health and Safety:**
  - Foster carers are expected to adhere to health and safety standards, including those related to fire safety, first aid, and medication management.
- **Behaviour Management:**
  - Fostering legislation and guidance address the management of children's behaviour in foster care, emphasising positive approaches and de-escalation techniques.

### **3. EVIDENCE GATHERING**

#### **Core intelligence required**

- Number of foster carers and children in care
- Demographics of foster carers and children in care
- Information on recruitment and retention practices
- Data on placement types and stability
- Feedback from foster carers and children in care

## Cabinet Members & Service relevant to this review

### Remit

Portfolio(s)	Directorate	Service Areas
Cabinet Member for Children, Families & Education	Children's Services	Children's Social Care (incl. safeguarding & corporate parenting)
		Corporate Parenting Panel
		Prevention & Youth Justice (incl. youth services, stronger families and adolescent mental health)
		Education & SEND (incl. Adult & Community Learning, Skills, Lifelong Learning, Music Services and School Travel)
	Adult Services & Health	Children and Families Support Services (incl. Early Years and Children's Centres)

This Select Committee has also established a Panel to support strong oversight of the Council's corporate parenting responsibilities. The Committee may wish to engage the Panel in its work.

Discussions on draft or emerging recommendations may be undertaken with relevant Cabinet Members as per the Protocol on Overview & Scrutiny and Cabinet Relations approved by full Council.

### Potential witnesses and site visits

#### Internal witnesses:

- Children's Social Care
- Fostering Team
- Virtual School
- Participation Team
- Fostering & Permanence Panel representative

#### External witnesses:

- Foster carers
- Care experienced young people

#### Site visits:

- Fostering events - <https://discover.hillingdon.gov.uk/fostering-events>

### Initial Papers/ further reading

- Hillingdon Fostering Statement of Purpose ([Hillingdon Statement of Purpose Fostering update 2023 \(1\).pdf](#))
- Ofsted inspection reports
- Local Placement Sufficiency Strategy

## Lines of Enquiry

Specific lines of enquiry will be worked up prior to witness sessions.

1. Context and current landscape
  - i. What are the current demographics of foster carers and children in care?
  - ii. Which cohorts of young people are underrepresented in foster care?
2. The new fostering offer
  - i. What does the new fostering offer consist of?
  - ii. How does the new fostering offer compare to the previous offer?
3. Recruitment and retention
  - i. What are the current recruitment and retention strategies?
  - ii. What are the key challenges in recruiting and retaining foster carers?
4. Support and experience
  - i. How are foster carers supported and trained (including PACE/ safeguarding training)?
  - ii. What are the lived experiences of foster carers (including those in the mockingbird constellation) and children in foster care?
5. Placement stability and outcomes
  - i. How effective are placement matching and stability efforts?
  - ii. How can we improve placement stability and reduce placement breakdowns, and what procedures are in place for when placements break down?
6. Partnerships and cost effectiveness
  - i. How does Hillingdon work with the Foster with West London hub?
  - ii. What are the comparative costs and outcomes of in-house fostering vs independent fostering agencies and residential care?

### Some early ideas to consider:

1. Enhanced training and wellbeing support for carers
2. Peer mentoring schemes
3. Digital platform for fostering information and applications
4. Community engagement campaigns
5. Flexible financial support packages

## 4. REVIEW PLANNER

Proposed timeframe & milestones for the review:

Meeting Date	Action	Purpose/ theme	Witnesses/ officers attending
25 September 2025, 19:00	Agree Scoping Report	What do we need?	Democratic Services

13 November 2025, 19:00	Witness Session 1	Understanding fostering in Hillingdon	Children's Social Care Fostering Team Virtual School Fostering & Permanence Panel rep
16 December 2025, 17:30	Witness Session 2a (Private session)	Young peoples' experiences/ best practices	Children in care/ care experienced young people Participation Team Fostering & Permanence Panel rep
04 December 2025, 17:30	Witness Session 2b (Private session)	Foster carer experiences/ best practices	Foster carers Fostering & Permanence Panel rep
05 February 2026, 19:00	Findings, conclusions and recommendations	Drafting recommendations	Democratic Services
12 March 2026, 19:00	Approval of final report	Finalise proposals to Cabinet	Democratic Services
23 April 2026, 19:00	Target Cabinet reporting		

### Resource requirements

No financial assessment required at scoping stage. Any recommendations with budget implications will be discussed with Cabinet Members and the Leader.

### Equalities impact

The review will consider how to ensure inclusive access to fostering and reduce disparities in outcomes for children in care.

### Scrutiny Benefit

This review will:

- Improve outcomes for children in care
- Strengthen support for foster carers
- Promote joined-up working across services
- Drive service improvement and innovation
- Support future external inspections
- Support strategic priorities for children and families

Author of Scoping Report	Ryan Dell, Democratic Services Officer Mark Braddock, Statutory Scrutiny Officer
Date	Updated 27/10/25



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## CABINET FORWARD PLAN

<b>Committee name</b>	Children, Families & Education Select Committee
<b>Officer reporting</b>	Ryan Dell, Democratic Services
<b>Papers with report</b>	Appendix A – Latest Forward Plan
<b>Ward</b>	As shown on the Forward Plan

### HEADLINES

To monitor the Cabinet's latest Forward Plan which sets out key decisions and other decisions to be taken by the Cabinet collectively and Cabinet Members individually over the coming year. The report sets out the actions available to the Committee.

### RECOMMENDATION

**That the Children, Families and Education Select Committee notes the Cabinet Forward Plan.**

### SUPPORTING INFORMATION

The Cabinet Forward Plan is published monthly, usually around the first or second week of each month. It is a rolling document giving the required public notice of future key decisions to be taken. Should a later edition of the Forward Plan be published after this agenda has been circulated, Democratic Services will update the Committee on any new items or changes at the meeting.

As part of its Terms of Reference, each Select Committee should consider the Forward Plan and, if it deems necessary, comment as appropriate to the decision-maker on the items listed which relate to services within its remit. For reference, the Forward Plan helpfully details which Select Committee's remit covers the relevant future decision item listed.

The Select Committee's monitoring role of the Forward Plan can be undertaken in a variety of ways, including both pre-decision and post-decision scrutiny of the items listed. The provision of advance information on future items listed (potentially also draft reports) to the Committee in advance will often depend upon a variety of factors including timing or feasibility, and ultimately any such request would rest with the relevant Cabinet Member to decide. However, the 2019 Protocol on Overview & Scrutiny and Cabinet Relations (part of the Hillingdon Constitution) does provide guidance to Cabinet Members to:

- Actively support the provision of relevant Council information and other requests from the Committee as part of their work programme;
- Where feasible, provide opportunities for committees to provide their input on forthcoming executive reports as set out in the Forward Plan to enable wider pre-decision scrutiny (in addition to those statutorily required to come before committees, *i.e. policy framework documents – see para. below*).

As mentioned above, there is both a constitutional and statutory requirement for Select Committees to provide comments on the Cabinet's draft budget and policy framework proposals after publication. These are automatically scheduled in advance to multi-year work programmes.

Therefore, in general, the Committee may consider the following actions on specific items listed on the Forward Plan:

	<b>Committee action</b>	<b>When</b>	<b>How</b>
1	<b>To provide specific comments to be included in a future Cabinet or Cabinet Member report on matters within its remit.</b>	<p>As part of its pre-decision scrutiny role, this would be where the Committee wishes to provide its influence and views on a particular matter within the formal report to the Cabinet or Cabinet Member before the decision is made.</p> <p>This would usually be where the Committee has previously considered a draft report or the topic in detail, or where it considers it has sufficient information already to provide relevant comments to the decision-maker.</p>	<p>These would go within the standard section in every Cabinet or Cabinet Member report called "Select Committee comments".</p> <p>The Cabinet or Cabinet Member would then consider these as part of any decision they make.</p>
2	<b>To request further information on future reports listed under its remit.</b>	<p>As part of its pre-decision scrutiny role, this would be where the Committee wishes to discover more about a matter within its remit that is listed on the Forward Plan.</p> <p>Whilst such advance information can be requested from officers, the Committee should note that information may or may not be available in advance due to various factors, including timescales or the status of the drafting of the report itself and the formulation of final recommendation(s). Ultimately, the provision of any information in advance would be a matter for the Cabinet Member to decide.</p>	<p>This would be considered at a subsequent Select Committee meeting. Alternatively, information could be circulated outside the meeting if reporting timescales require this.</p> <p>Upon the provision of any information, the Select Committee may then decide to provide specific comments (as per 1 above).</p>
3	<b>To request the Cabinet Member considers providing a draft of the report, if feasible, for the Select Committee to consider prior to it being considered formally for decision.</b>	<p>As part of its pre-decision scrutiny role, this would be where the Committee wishes to provide an early steer or help shape a future report to Cabinet, e.g., on a policy matter.</p> <p>Whilst not the default position, Select Committees do occasionally receive draft versions of Cabinet reports prior to their formal consideration. The provision of such draft reports in advance may depend upon different factors, e.g., the timings required for that decision. Ultimately any request to see a draft report early would need the approval of the relevant Cabinet Member.</p>	<p>Democratic Services would contact the relevant Cabinet Member and Officer upon any such request.</p> <p>If agreed, the draft report would be considered at a subsequent Select Committee meeting to provide views and feedback to officers before they finalise it for the Cabinet or Cabinet Member. An opportunity to provide specific comments (as per 1 above) is also possible.</p>
4	<b>To identify a forthcoming report that may merit a post-decision review at a later Select Committee meeting.</b>	<p>As part of its post-decision scrutiny and broader reviewing role, this would be where the Select Committee may wish to monitor the implementation of a certain Cabinet or Cabinet Member decision listed/taken at a later stage, i.e., to review its effectiveness after a period of 6 months.</p> <p>The Committee should note that this is different to the use of the post-decision scrutiny 'call-in' power which seeks to ask the Cabinet or Cabinet Member to formally re-consider a decision up to 5 working days after the decision notice has been issued. This is undertaken via the new Scrutiny Call-in App members of the relevant Select Committee.</p>	<p>The Committee would add the matter to its multi-year work programme after a suitable time has elapsed upon the decision expected to be made by the Cabinet or Cabinet Member.</p> <p>Relevant service areas may be best to advise on the most appropriate time to review the matter once the decision is made.</p>

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## BACKGROUND PAPERS

- [Protocol on Overview & Scrutiny and Cabinet relations adopted by Council 12 September 2019](#)
- [Scrutiny Call-in App](#)



Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker				Cabinet Member Lead & Officers				Status
					CABINET meeting	Cabinet Member	Shareholder Committee	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	
NOVEMBER 2025													
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		20 November				TBC	TBC	Democratic Services		Public
SI	Public Preview of matters to be considered in private	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.	TBC		20 November				TBC	TBC	Democratic Services		Public
Page 93	Care Strategy for Children and Care Experienced Young People	The Cabinet Member will consider approval of a strategy for improving outcomes for children in care and care experienced young people in Hillingdon. It will set out the Council's statutory responsibilities, local priorities, and proposed actions to strengthen support, stability, and transition pathways, demonstrating the Council's commitment to providing the highest level of care, support, and opportunities for young individuals who have experienced the care system.		NEW ITEM		November			Cllr Susan O'Brien - Children, Families & Education	Children, Families & Education	Poppy Reddy	Julie Kelly	Public
	Determination of relevant area for admissions arrangements	The Cabinet Member will agree the relevant area in which the Council, as an admissions authority, must consult regarding its admissions arrangements, which is required under regulations. The "relevant area" is the area which describes the geographical area of consultation that any school proposing a change to admission arrangements must use.	All			November			Cllr Susan O'Brien - Children, Families & Education	Children, Families & Education	Laura Baldry	Julie Kelly	Public
	23	Annual Performance Report	Following Cabinet's recommendation in September, Council will receive for information, the Council's annual report performance report.	All					27 November 2025	Cllr Martin Goddard / All Cabinet Members	All	Ian Kavanagh	Matthew Wallbridge
DECEMBER 2025													
26	Biannual Performance Report	Cabinet will receive its biannual report performance report for the current year, looking back on how the Council is delivering on key service metrics and the Council Strategy - and looking ahead at planned actions.	All	NEW ITEM	18 December				Cllr Martin Goddard / All Cabinet Members	All	Ian Kavanagh	Matthew Wallbridge	Public

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker				Cabinet Member Lead & Officers				Status
					CABINET meeting	Cabinet Member	Shareholder Committee	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	Public or Private (with reason)
47	Pathways for Young People	Cabinet will consider procurement decisions regarding existing arrangements for Staying Close and Supported Accommodation Provision for young people.	N/A		18 December				Cllr Susan O'Brien - Children, Families & Education	Children, Families & Education	Alex Coman / Sally Offin	Julie Kelly	Private (3)
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		18 December				TBC	TBC	Democratic Services		Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		18 December				TBC	TBC	Democratic Services		Public
SI	2026/27 Budget and Future Medium-Term Financial Strategy (BUDGET FRAMEWORK)	This report will set out the Medium Term Financial Strategy (MTFS), which includes the draft General Fund reserve budget and capital programme for 2026/27 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration and may include Council Tax Reduction Scheme proposals. Cabinet will also consider the outcome of consultation on proposed mid-year changes to fees and charges.	All		18 December			26 February 2026 - adoption	Cllr Martin Goddard - Finance & Transformation	All	Andy Goodwin	Steve Muldoon	Public

## JANUARY 2026

102	Consultation on lowering the age range of Whiteheath Infant School	This relates to a decision on whether to approve the proposal that the age range of Whiteheath Infant School can be lowered, so that they are able to offer places for two year olds. Should there be no representations, this matter can be determined by the Cabinet Member instead.		NEW ITEM	15 January				Cllr Susan O'Brien - Children, Families & Education	Children, Families & Education	Kathryn Angelini / Philip Ryan	Julie Kelly	Public
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		15 January				TBC	TBC	Democratic Services		Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		15 January				TBC	TBC	Democratic Services		Public

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker				Cabinet Member Lead & Officers				Status
					CABINET meeting	Cabinet Member	Shareholder Committee	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	
SI	<b>Audit Committee Annual Report</b>	The Audit Committee is required to submit an annual report to Council outlining the Committee's activities over the previous year. This report summarises the work of the Audit Committee and how it has undertaken its responsibilities in respect of: Internal Audit, External Audit, Counter Fraud, Risk Management and the Financial reporting process of the Statement of Accounts.	N/A					22 January 2026	N/A	N/A	Democratic Services / Claire Baker	Steve Muldoon	Public
SI	<b>Programme of Meetings for the next Municipal Year</b>	Each year the full Council agrees the programme of meetings for the ensuing Municipal Year, setting out the dates and times of Council, Cabinet and Committee meetings.	N/A					22 January 2026	N/A	N/A	Lloyd White		Public
SI Page 95	<b>Council Tax-Base and Business Rates Forecast 2026/27</b>	This report sets out the proposed Council Taxbase and Business Rates Forecast for the forthcoming financial year and in accordance with the legislation for approval by the full Council. The Council is required to calculate both its Council Taxbase as at 30 November 2023 and the Business Rates forecast for the forthcoming year by the end of January.	All					22 January 2026	N/A	N/A	Andy Goodwin	Steve Muldoon	Public
<b>FEBRUARY 2026</b>													
SI	<b>Public Preview of matters to be considered in private</b>	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		19 February				TBC	TBC	Democratic Services		Public
SI	<b>Reports from Select Committees</b>	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		19 February				TBC	TBC	Democratic Services		Public
SI	<b>2026/27 Budget and Future Medium-Term Financial Strategy (BUDGET FRAMEWORK)</b>	Following consultation, this report will set out the Medium Term Financial Strategy (MTFS), which includes the draft General Fund reserve budget and capital programme for 2026/27 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration and any proposals for the Council Tax Reduction Scheme.	All		19 February			26 February 2026 - adoption	Cllr Ian Edwards - Leader of the Council / Cllr Martin Goddard - Finance & Transformation	All	Andy Goodwin	Steve Muldoon	Public

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker				Cabinet Member Lead & Officers				Status
					CABINET meeting	Cabinet Member	Shareholder Committee	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	
93	<b>Stronger Families / Family Help Strategy</b>	The Cabinet Member will consider a strategy which aligns with national reforms and aims to enhance operational effectiveness, modernise practices, and ensure the service remains responsive to the needs of children and families across the borough. A significant part of this transformation is the redesign of the Stronger Families Early Help service, driven by the introduction of the Family Help model. This model promotes early and effective intervention, seamless multi-agency collaboration, empowerment of families, improved access to support services, and a child-centred approach.	N/A			February			Cllr Susan O'Brien - Children, Families & Education	Children, Families & Education	Antony Madden / Vali Danciu	Julie Kelly	
SI	<b>Members' Allowances 2026/27</b>	The Council is required to undertake an annual re-adoption of its Allowances Scheme and, in doing so give due regard to the recommendations made by the report of the Independent Panel on the Remuneration of Councillors in London.	All					26 February 2026	N/A	N/A	Lloyd White		Public
Page 96													
<b>MARCH 2026</b>													
SI	<b>Public Preview of matters to be considered in private</b>	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		19 March				TBC	TBC	Democratic Services		Public
SI	<b>Reports from Select Committees</b>	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		19 March				TBC	TBC	Democratic Services		Public
<b>APRIL 2026</b>													
SI	<b>Public Preview of matters to be considered in private</b>	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		23 April				TBC	TBC	Democratic Services		Public
SI	<b>Reports from Select Committees</b>	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		23 April				TBC	TBC	Democratic Services		Public

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker				Cabinet Member Lead & Officers				Status
					CABINET meeting	Cabinet Member	Shareholder Committee	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	Public or Private (with reason)
SI	School Organisation Plan annual update	The School Organisation Plan, originally approved by Cabinet in 2024, sets out how the London Borough of Hillingdon in accordance with its statutory duty, seeks to ensure there are sufficient primary. The Cabinet Member will consider the annual update to the Plan.	N/A			April			Cllr Susan O'Brien - Children, Families & Education	Children, Families & Education	Nav Minas / Abi Preston	Julie Kelly	Public
SI	Standards and quality of education in Hillingdon during 2024/25	The Cabinet Member will receive the Annual Report regarding children and young people's educational performance across Hillingdon schools, for publication.	N/A			April			Cllr Susan O'Brien - Children, Families & Education	Children, Families & Education	Abi Preston / Michael Hawkins	Julie Kelly	Public
<b>Schedule of Individual Cabinet Member Decisions that may be taken each month (standard items non key-decisions)</b>													
SI	Urgent Cabinet-level decisions & interim decision-making (including emergency decisions)	The Leader of the Council has the necessary authority to make decisions that would otherwise be reserved to the Cabinet, in the absence of a Cabinet meeting or in urgent circumstances. Any such decisions will be published in the usual way and reported to a subsequent Cabinet meeting for ratification. The Leader may also take emergency decisions without notice, in particular in relation to the COVID-19 pandemic, which will be ratified at a later Cabinet meeting.	Various			Cabinet Member Decision - date TBC			Cllr Ian Edwards - Leader of the Council	TBC	TBC		Public / Private
SI	School Governing Bodies, Instruments of Government and Governors / Authorising Academy Appointments	To approve appointments, nominate appointments and make reappointments of local authority governors and to approve any changes to school governing body constitutions. To also authorise any Member to be a Governor or Director of an Academy.	N/A			Cabinet Member Decision - date TBC			Cllr Susan O'Brien - Children, Families & Education	Children, Families & Education	Helen Boundy		Public
SI	Release of Capital Funds	The release of all capital monies requires formal Member approval, unless otherwise determined either by the Cabinet or the Leader. Batches of monthly reports (as well as occasional individual reports) to determine the release of capital for any schemes already agreed in the capital budget and previously approved by Cabinet or Cabinet Members	TBC			Cabinet Member Decision - date TBC			Cllr Martin Goddard - Finance & Transformation (in conjunction with relevant Cabinet Member)	All - TBC by decision made	various		Public but some Private (1,2,3)

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker				Cabinet Member Lead & Officers				Status
					CABINET meeting	Cabinet Member	Shareholder Committee	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	Public or Private (with reason)
SI	<b>Petitions about matters under the control of the Cabinet</b>	Cabinet Members will consider a number of petitions received by local residents and organisations and decide on future action. These will be arranged as Petition Hearings.	TBC			Cabinet Member Decision - date TBC			All	TBC	Democratic Services		Public
SI	<b>To approve compensation payments</b>	To approve compensation payments in relation to any complaint to the Council in excess of £1000.	n/a			Cabinet Member Decision - date TBC			All	TBC	various		Private (1,2,3)
SI	<b>Acceptance of Tenders</b>	To accept quotations, tenders, contract extensions and contract variations valued between £50k and £500k in their Portfolio Area where funding is previously included in Council budgets.	n/a			Cabinet Member Decision - date TBC			Cllr Ian Edwards - Leader of the Council OR Cllr Martin Goddard - Finance & Transformation / in conjunction with relevant Cabinet Member	TBC	various		Private (3)
SI Page 98	<b>All Delegated Decisions by Cabinet to Cabinet Members, including tender and property decisions</b>	Where previously delegated by Cabinet, to make any necessary decisions, accept tenders, bids and authorise property decisions / transactions in accordance with the Procurement and Contract Standing Orders.	TBC			Cabinet Member Decision - date TBC			All	TBC	various		Public / Private (1,2,3)
SI	<b>School Redundancy Payments</b>	To consider requests for School Redundancy Payments and decide whether to approve them on behalf of the Local Authority	TBC			Cabinet Member Decision - date TBC			Cllr Susan O'Brien - Children, Families & Education	Children, Families & Education	Abi Preston		Private (1,3,4)
SI	<b>External funding bids</b>	To authorise the making of bids for external funding where there is no requirement for a financial commitment from the Council.	n/a			Cabinet Member Decision - date TBC			All	TBC	various		Public
SI	<b>Response to key consultations that may impact upon the Borough</b>	A standard item to capture any emerging consultations from Government, the GLA or other public bodies and institutions that will impact upon the Borough. Where the deadline to respond cannot be met by the date of the Cabinet meeting, the Constitution allows the Cabinet Member to sign-off the response.	TBC			Cabinet Member Decision - date TBC			All	TBC	various		Public
SI = Standard Item that may be considered each month/regularly													

The Cabinet's Forward Plan is an official document by the London Borough of Hillingdon, UK

## WORK PROGRAMME

<b>Committee name</b>	Children, Families & Education Select Committee
<b>Officer reporting</b>	Ryan Dell, Democratic Services
<b>Papers with report</b>	Appendix A – Work Programme
<b>Ward</b>	All

## HEADLINES

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

## RECOMMENDATION

**That the Children, Families & Education Select Committee considers the report and agrees any amendments.**

## SUPPORTING INFORMATION

The Committee's meetings will start at 19:00 and the witnesses attending each of the meetings may include representatives from external organisations, some of whom travel from outside of the Borough. Forthcoming meeting dates are as follows:

Meeting Date	Room
07 January 2026	CR6
05 February 2026	CR6
12 March 2026	CR6
14 April 2026	CR6

## PERFORMANCE DATA

N/A.

## RESIDENT BENEFIT

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

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

## FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

## **LEGAL IMPLICATIONS**

There are no legal implications arising from this report.

## **BACKGROUND PAPERS**

NIL.

## **APPENDICES**

Appendix A – Work Programme



MULTI-YEAR WORK PROGRAMME 2022-2026								
Service Areas	Children, Families & Education Select Committee	October	November	December	January	February	March	April
		No meeting	13	No meeting	7	5	12	14
	<b>Review: Fostering</b>							
Children's Social Care	Policy Review Discussion & Guidance							
	Topic selection/ scoping stage							
	Witness/ evidence/ consultation stage		WS1	WS2a & WS2b				
	Findings, conclusions and recommendations					X		
	Final review report agreement						X	
	Target Cabinet reporting							X
	<b>Regular service &amp; performance monitoring</b>							
Children's Social Care	Reports/ minutes from the Corporate Parenting Panel				X		X	
	Corporate Parenting Panel Membership to agree + subs							
	Corporate Parenting Panel - update to Terms of Reference							
	Overview of Corporate Parenting Responsibilities							
	Hillingdon's Youth Offer & Delivery Model - review of implementation of Cabinet decisions from Sept. 2023							X
	Care Strategy for Children and Care Experienced Young People		X					
	Stronger Families/ Family Help Strategy					X		
	Youth Justice Service Strategy 2024-2029 (& update)							
	Families First Reforms and Children's Wellbeing & Schools Bill				X			
	Learn Hillingdon Self-Assessment Review (annual)				24-25			
Education & SEND	School Place Planning: School Organisation Plan update						X	
	Annual Education Standards report (prior to Cabinet Member)						24-25	
	School Admissions update							X
	Hillingdon Music Hub Annual Report							
	Hillingdon Local Area SEND and Alternative Provision Strategy for Children and Young People 0-25 Years 2023-2028 (& update)					x		
	SEND Sufficiency Strategy (& update)					x		
	Hillingdon Education Strategy 2024-2029 (& update)						x	
	Annual Performance Monitoring		X					
	Budget & Spending Report		X		X	X	X	X
	Minutes of the AGM							
Democratic Services	Cabinet Forward Plan Monthly Monitoring		X		X	X	X	X
	<b>One-off information items</b>							
Children's Social Care	Children's Centres delivery model and Early Years Nurseries - review of implementation of Cabinet's decisions Sept. 2023							
Education & SEND	School Admissions Arrangements - Whitehall Infant/ Junior							
	Move-ins to the Borough (in-year admissions)							
	Outcomes of consultations regarding: (i) Proposed closures of the Physical Disability (PD) Special Resourced Provision (SRP) at Coteford Infant School (ii) Proposed increasing of the age range for the Assessment Base at Ruislip Gardens Primary School (iii) Proposal for some community schools to lower their age range to take two year olds.							
	Outcome of the consultation for the proposal to amalgamate Grange Park Infant and Nursery School and Grange Park Junior School							
	The proposal to amalgamate Harefield Infant School and Harefield Junior School							
	Update on the Dedicated Schools Grant							
	Outcome of the admissions arrangements consultation for the Field End Infant School PAN reduction				x			
	Outcome of the consultation on lowering the age range of Whiteheath Infant School				x			
Children & Families Support Services	Early help/ support available to young people   Services available to low-income families							
Business Intelligence	Council Strategy 2022-2026 consultation							
Democratic Services	Select Committee Terms of Reference update							
	Scrutiny Introduction (Democratic Services)							
External	Witness session on Higher Education - Orchard Hill College							
	Witness session on Higher Education - Uxbridge College							
	Witness session on Higher Education - Brunel University London							
	Place2Be (external witness session on children's mental health)							
	<b>Past review delivery</b>							
Children's Social Care	Stronger Families Hub: 2022/23 - 2023/24							
	Fostering: 2025/2026							
Education & SEND	Adult & Community Learning Review: 2021/22							
	Persistent Absenteeism: 2024/25							

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