



HILLINGDON
LONDON



CABINET

To all Members of the Cabinet:

Date: TUESDAY, 23 DECEMBER 2025

Time: 7.00 PM

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

Meeting Details: The public and press are welcome to attend and observe the meeting.

For safety and accessibility, security measures will be conducted, including searches of individuals and their belongings. Attendees must also provide satisfactory proof of identity upon arrival. Refusal to comply with these requirements will result in non-admittance.

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Ian Edwards, Leader of the Council
(Chair)

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

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

Jane Palmer, Cabinet Member for Health
& Social Care

Eddie Lavery, Cabinet Member for
Finance & Transformation

Steve Tuckwell, Cabinet Member for
Planning, Housing & Growth

Wayne Bridges, Cabinet Member for
Community & Environment

Published:
Monday, 15 December 2025

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Putting our residents first

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

Useful information for residents and visitors

Watching & recording this meeting

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

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

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



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

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Notice

Notice of meeting and any private business

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

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

23 December 2025 at 7pm in Committee Room 6, Civic Centre, Uxbridge

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

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

Notice of any urgent business

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

Notice of any representations received

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

Date notice issued and of agenda publication

15 December 2025
London Borough of Hillingdon

Agenda

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

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

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Agenda Item 1

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Minutes & Decisions

CABINET

Thursday, 20 November 2025

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



Decisions Published on: 21 November 2025

Decisions come into effect from: 5pm, 28 November 2025 or as stated

Cabinet Members Present:

Ian Edwards (Chair)
Jonathan Bianco (Vice-Chair)
Susan O'Brien
Eddie Lavery
Steve Tuckwell

Members also Present:

Peter Smallwood OBE
Richard Mills
Sital Punja
Nick Denys

1. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Jane Palmer.

2. DECLARATIONS OF INTEREST IN MATTERS BEFORE THIS MEETING

No interests were declared by Members present.

3. TO APPROVE THE MINUTES OF THE LAST CABINET MEETING

The minutes and decisions of the Cabinet meeting held on 23 October 2025 were agreed as a correct record.

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

It was confirmed that items of business marked Part 1 would be considered in public and those marked Part 2 in private.

5. REPORT FROM THE HEALTH & SOCIAL CARE SELECT COMMITTEE - GP COVERAGE IN HILLINGDON

RESOLVED:

That the insight and findings of the Health and Social Care Select Committee be welcomed and that:

- 1. officers work with partners to identify where GP surgeries are likely to be needed by 2035;**
- 2. The Health and Wellbeing Board partners be asked to:**
 - a. investigate a reduction in the complexity and quantity of data governance and IT systems currently being used in Hillingdon to enable patient data to be easily passed between professionals;**
 - b. subject to the outcome of the pilot, expand the provision of champions to other health related issues;**
 - c. increase awareness that the nature of community care is changing; and**
- 3. The Confederation Hillingdon CIC be asked to:**
 - a. investigate the possibility of increasing patients' use of online bookings systems, including being able to specify convenient call back times; and**
 - b. ensure equality with regard to the ability to request to be seen by the same sex medical professionals at GP surgeries; and**
- 4. The Health and Social Care Select Committee be provided with an update by March 2027 on any progress made in progressing these recommendations alongside the implementation of the NHS 10 Year Health Plan and the development of neighbourhoods.**
- 5. Actions to progress all the above recommendations from the Select Committee be regularly monitored at Health & Wellbeing Board meetings and added to its work programme.**

Reasons for decision

Councillor Denys, Chair of the Health and Social Care Select Committee's presented the report and recommendations on a review into GP coverage in Hillingdon and expressed gratitude to the witnesses, including GPs and patient groups, for their valuable contributions despite their busy schedules. Thanks were also extended to Nicki O'Halloran in Democratic Services, for drafting the report and providing sound advice throughout the process.

It was noted that the Committee's recommendations emphasised the importance of planning for future GP provision, noting the borough's growing population and the ageing GP workforce. It was considered essential to begin succession planning now to ensure that sufficient surgeries and practitioners would be available by 2035. The Committee had suggested collaboration between the GP Confederation and the

Council to identify suitable sites for new surgeries, drawing on the Council's knowledge of local development.

Attention was drawn to the need for simplifying data governance and improving the interoperability of NHS IT systems. The Committee had highlighted that patients expect a seamless experience, yet the current fragmentation of systems often results in repeated information and inefficiencies. Better integration would allow professionals to access relevant data promptly and improve patient care.

The Committee had proposed piloting a champions programme to provide specialist advice in areas such as children's mental health, reducing pressure on GPs and ensuring that families receive timely support. It also stressed the importance of raising awareness about community-based services, as many residents remain unaware of neighbourhood hubs and pharmacy services, leading to unnecessary demand on GPs and A&E departments.

Improving access to online booking systems was identified as another priority. While progress had been made, the committee had felt that further steps were needed to make booking easier and reduce reliance on triage processes. It also noted that while efforts had been made to support female patients in accessing female GPs, similar consideration should be given to male patients who may prefer to see a male GP.

Finally, the Committee had underlined the need for its recommendations to be embedded within NHS planning processes and Councillor Denys welcomed the proposal from the Cabinet Member that the Health and Wellbeing Board should keep the implementation of the Committee's recommendations under review.

In response, the Leader of the Council thanked the Committee for its thorough work and clear recommendations. The Leader acknowledged the vital role of scrutiny in shaping services and noted the alignment between the Committee's findings and ongoing discussions with health partners about future care hubs and GP provision. The integration of health and care was confirmed as a key priority, and the Leader assured the Committee that progress would continue. Appreciation was expressed for the Committee's contribution and its commitment to holding partners to account for delivery.

Cabinet agreed the Committee's recommendation.

Alternative options considered / risk management

Cabinet could have decided to not approve or amend the recommendations.

Relevant Select Committee Health & Social Care	
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	Cabinet's decisions on this matter can be called in by a majority of the select committee by 5pm, Friday 28 November 2025. If not called-in by then, Cabinet's decisions can then be implemented.
Officer(s) to action	Nikki O'Halloran
Directorate	Chief Executive's Office

Classification

Public - The report and any background papers relating to this decision by the Cabinet are available to view on the Council's website or by visiting the Civic Centre, Uxbridge

6. WEST LONDON WASTE PLAN REGULATION 18 CONSULTATION - POLICY FRAMEWORK

RESOLVED:

That:

- 1) Regulation 18 consultation on the Draft West London Waste Plan attached in Appendix C be agreed;**
- 2) Authority be delegated to the Director of Planning and Sustainable Growth (as Chief Planning Officer) to make minor modifications to the draft Plan before consultation launch (in conjunction with other participating boroughs);**
- 3) the outcome of the consultation be reported back to Cabinet in 2026 with subsequent approval sought for a second round of consultation known as Regulation 19.**

Reasons for decision

The Cabinet Member for Planning, Housing and Growth introduced the report on the Regulation 18 consultation for the draft West London Waste Plan. It was explained that no decision was being taken on the final content of the plan or on any individual site at this stage, as this was a statutory consultation required under national planning legislation. The Cabinet Member stressed the importance of maintaining a lawful and up-to-date development plan, noting that the current plan was ten years old and no longer reflected national policy, the 2021 London Plan, or the scale and type of waste now expected to be managed. Failure to progress the plan would leave Hillingdon and neighbouring boroughs exposed when determining applications for waste-related development.

The draft plan was said to achieve three main objectives: it set out updated waste projections for the next fifteen years, identified safeguarded sites that already provide the necessary capacity, and refreshed the policies used to assess waste development across West London. The Cabinet Member explained that no new waste sites were proposed, making clear that evidence showed West London currently had sufficient waste management capacity to meet London's planned apportionment. With the London Plan review underway and operators potentially shifting position, a call for sites was described as best practice and routine housekeeping, consistent with the approach taken by partner boroughs.

The Cabinet Member noted that joint working arrangements on this continued to deliver substantial savings compared to the Council producing a standalone waste plan. Starting the consultation would ensure compliance with national deadlines,

protect the Borough's influence over the plan, and support Hillingdon's commitment to maintaining a clean and well-run borough.

Cabinet agreed to undertake regulation 18 consultation on the draft West London Waste Plan alongside other participating boroughs.

Alternative options considered and rejected

None, as there was a requirement to have an up-to-date Waste Local Plan against which to determine planning applications for waste related development.

Relevant Select Committee	Residents' Services
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	This matter is not for call-in as a policy framework document, ultimately considered for approval by the full Council.
Officer(s) to action	Gavin Polkinghorn
Directorate	Residents Services
Classification	Public - <i>The report and any background papers relating to this decision by the Cabinet are available to view on the Council's website or by visiting the Civic Centre, Uxbridge</i>

7. MINOR PROPERTY TRANSACTIONS - ACADEMY LEASE FOR PINN RIVER SCHOOL, EASTCOTE

RESOLVED:

That a 125-year lease on standard terms for the new Free School Pinn River be agreed with the Eden Academy Trust, as set out in the report and site plan, subject to DfE approval for the formal closure of Grangewood School and the opening of Pinn River.

Reasons for decision

The Cabinet Member for Corporate Services and Property introduced a report regarding the new Pinn River School, which would replace Grangewood School within the Eden Academy Trust.

It was explained that the former site had been demolished and that the new school building was nearing completion, with an anticipated opening early in the New Year. As this was a new school, a new lease was required, and the proposal set out in the report was to grant a one-to-five-year lease on standard terms for use of the property as a school. The Cabinet Member noted the new school was a much-needed facility providing 180 places for children with severe and profound disabilities.

Cabinet agreed the new lease for the new school.

Alternative options considered and rejected

Cabinet could have considered other lease or freehold transfer options as set out in the report, but opted for the recommended approach of a 125 year lease, as advised by the Department for Education.

Relevant Select Committee	Children, Families & Education
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	Cabinet's decisions on this matter can be called in by a majority of the select committee by 5pm, Friday 28 November 2025. If not called-in by then, Cabinet's decisions can then be implemented.
Officer(s) to action	Gary Binstead / Andrew Low
Directorate	Children's Services / Residents' Services
Classification	Public - <i>The report and any background papers relating to this decision by the Cabinet are available to view on the Council's website or by visiting the Civic Centre, Uxbridge</i>

8. MONTHLY COUNCIL BUDGET MONITORING REPORT: MONTH 6

RESOLVED:

That:

1. the revenue and capital budget monitoring positions and treasury management update as at September 2025 (Month 6) as set out in Part A of the report be noted, furthermore, the actions proposed by officers be noted.
2. the financial recommendations as set out in Part B of this report be approved.
 - a) the budget virement of £8,850k from the General Contingency budget to resolve underlying budget pressures that are currently being covered by the release of these funds, be approved.
 - b) the introduction of non-commercial photography fees for the use of council-owned green spaces for engagement or wedding photography, be approved.
 - c) Councillor Martin Goddard be removed as a voting Member of the Shareholder Committee and Councillor Eddie Lavery be appointed as a voting Member of the Shareholder Committee.

Reasons for decision

Before considering the report, the Leader expressed gratitude to Councillor Goddard for over four years of dedicated service as Cabinet Member for Finance and Transformation, praising his integrity and commitment during a challenging period. The change in responsibilities was explained as part of succession planning, with Councillor Lavery working alongside Councillor Goddard to ensure a smooth transition.

Councillor Lavery, the new Cabinet Member for Finance and Transformation, echoed the Leader's thanks to Councillor Goddard and acknowledged the valuable support received since the summer, which had enabled a smooth transition into the role.

The new Cabinet Member introduced the Month 6 budget monitoring report covering the General Fund, Housing Revenue Account (HRA) and capital programme. The General Fund showed an overspend of £36 million, up £5.8 million from Month 5, driven by pressures in adult social care, children's services and homelessness, alongside adjustments to transformation capital. The Cabinet Member gave an overview of delivery of the savings programme for 2025/26 totalled £38.8 million, with 48% banked or in progress. Reviews would continue monthly.

The Cabinet Member highlighted wider financial challenges, including national pressures, Hillingdon's Port Authority responsibilities and arrivals from the Chagos Islands. He noted the Council remained a low-tax, efficient authority despite being underfunded by around £50 million annually under the current formula. Discussions with Government were ongoing in respect of Exceptional Financial Support, and therefore the Section 151 Officer was not minded to issue a Section 114 notice, supported by positive engagement and legal advice.

The HRA was performing to budget, while the capital programme at 83% was expected to be spent this year and the remainder rephased. The Cabinet Member confirmed an error in the published capital budget had been corrected in respect of funding for the Chrysalis Scheme. The Dedicated Schools Grant in-year deficit remained the same, with initiatives underway to stabilise the position.

The Leader of the Council noted recent publicity regarding London-wide overspends by councils of £800 million this year and £1 billion next year, stressing the need for continued savings and efficiencies. He clarified that £12.3 million of savings marked red were expected to slip into 2026/27 rather than being undeliverable.

The Leader also moved a late addendum to amend membership of the Shareholder Committee following Cabinet changes, which was agreed.

Cabinet agreed the reports recommendations, which also included virement of contingency budget and the introduction of new non-commercial photography fees for the use of council-owned spaces.

Alternative options considered and rejected

None.

Relevant Select Committee Corporate Resources & Infrastructure	
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	Cabinet's decisions on this matter (2 a, b and c) can be called in by a majority of the select committee by 5pm, Friday 28 November 2025. If not called-in by then, Cabinet's decisions can then be implemented.
Officer(s) to action	Steve Muldoon / Andy Goodwin
Directorate	Finance

Classification	Public - <i>The report and any background papers relating to this decision by the Cabinet are available to view on the Council's website or by visiting the Civic Centre, Uxbridge</i>

9. PUBLIC PREVIEW OF CONFIDENTIAL REPORTS

RESOLVED:

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

Reasons for decision

The Leader of the Council introduced the public preview report outlining items to be considered in private later in the meeting.

Alternative options considered and rejected

As set out in the public Cabinet report and also within the private report.

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

10. **CORPORATE DISPOSALS PROGRAMME 2025/26 - MAD BESS WOOD COTTAGE, HAREFIELD**

RESOLVED:

That:

- 1) following the service tenancy coming to an end in August 2025, the property known as Mad Bess Wood Cottage, Harefield, UB9 6LZ, as shown edged red on Appendix A, be declared surplus to requirements;
- 2) the disposal and the sale of the freehold interest of Mad Bess Wood Cottage on the open market on the terms and conditions as set out this report, be agreed;
- 3) all other necessary decisions regarding the disposal and the sale be delegated to the Corporate Director of Residents Services, in consultation with the Cabinet Member for Corporate Services and Property.

Reasons for decisions

The Cabinet Member for Corporate Services & Property introduced the report and recommendations, which Cabinet agreed, to dispose and sell Mad Bess Wood Cottage, a charming three-bedroom detached house located approximately two miles from Ruislip High Street, on the open market.

Alternative options considered and rejected

Cabinet considered alternative leasing and development options but considered these not viable.

Relevant Select Committee	Corporate Resources & Infrastructure
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	Cabinet's decisions on this matter can be called in by a majority of the select committee by 5pm, Friday 28 November 2025. If not called-in by then, Cabinet's decisions can then be implemented.
Officer(s) to action	Tom Prevezer
Directorate	Residents Services
Classification	Private - <i>Whilst the Cabinet's decisions above are always made public, the officer report relating to this matter is not because it was considered in the private part of the meeting and contained information relating to the financial or business affairs of any particular person (including the Authority holding that information) and the public interest in withholding the information outweighed the public interest in disclosing it in accordance with Section 100(A) and paragraph 3 of Part 1 of Schedule 12 (A) to the Local Government Act 1972 (as amended).</i>

11. **CORPORATE DISPOSALS PROGRAMME 2025/26 - FORMER CARETAKERS HOUSE, WHITEHEATH JUNIOR SCHOOL, RUISLIP**

RESOLVED:

That:

- 1) the Caretakers House at Whiteheath Junior School in Ruislip, as shown edged red on the plan at Appendix 1, be declared surplus to requirements;
- 2) the disposal and the sale of the freehold interest of the Caretakers House, Whiteheath Junior School, as set out in this report, be agreed;
- 3) all other necessary decisions regarding the disposal and the sale be delegated to the Corporate Director of Residents Services, in consultation with the Cabinet Member for Corporate Services and Property.

Reasons for decisions

The Cabinet Member for Corporate Services & Property introduced a report and recommendations, which Cabinet agreed, to dispose and sell a Caretakers House at Whiteheath Junior School that was vacant and no longer required for education purposes.

Alternative options considered and rejected

Cabinet considered other options, including use for council housing, disposal with planning consent, development or lease, but considered these not providing best value.

Relevant Select Committee	Corporate Resource and Infrastructure
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	Cabinet's decisions on this matter can be called in by a majority of the select committee by 5pm, Friday 28 November 2025. If not called-in by then, Cabinet's decisions can then be implemented.
Officer(s) to action	Tom Prevezer
Directorate	Residents Services
Classification	Private - <i>Whilst the Cabinet's decisions above are always made public, the officer report relating to this matter is not because it was considered in the private part of the meeting and contained information relating to the financial or business affairs of any particular person (including the Authority holding that information) and the public interest in withholding the information outweighed the public interest in disclosing it in accordance with Section 100(A) and paragraph 3 of Part 1 of Schedule 12 (A) to the Local Government Act 1972 (as amended).</i>

12. CORPORATE DISPOSALS PROGRAMME 2025/26 - APPROPRIATION OF FORMER CARETAKERS HOUSE, 12 FORE STREET, EASTCOTE

RESOLVED:

That:

- 1) the appropriation of the long leasehold interest for 12 Fore Street, Eastcote, HA5 2HY as shown edged red on Appendix 1 out of the General Fund and into the Housing Revenue Account, and subject to consent from the Secretary of State for Education, be approved.**
- 2) the Corporate Director of Residents Services, in consultation with the Cabinet Member for Corporate Services and Property, be granted delegated authority to make all further necessary decisions regarding the appropriation and property use.**

Reasons for decision

The Cabinet Member for Corporate Services & Property introduced a report and recommendations, which Cabinet agreed, to appropriate a former Caretakers house on Fore Street, Eastcote for use as council housing.

Alternative options considered and rejected

Cabinet could have decided to sell the Council's interest in the property on the open market, but considered in respect of this site, the need for affordable local housing was the overriding factor.

Relevant Select Committee Corporate Resources & Infrastructure	
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	Cabinet's decisions on this matter can be called in by a majority of the select committee by 5pm, Friday 28 November 2025. If not called-in by then, Cabinet's decisions can then be implemented.
Officer(s) to action	Jessica Shepherd
Directorate	Residents Services
Classification	Private - <i>Whilst the Cabinet's decisions above are always made public, the officer report relating to this matter is not because it was considered in the private part of the meeting and contained information relating to the financial or business affairs of any particular person (including the Authority holding that information) and the public interest in withholding the information outweighed the public interest in disclosing it in accordance with Section 100(A) and paragraph 3 of Part 1 of Schedule 12 (A) to the Local Government Act 1972 (as amended).</i>

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

Item 14 on the agenda was taken as urgent business.

14. FINANCE MODERNISATION PROGRAMME - ORACLE PHASE 2

RESOLVED:

That the single tender from Grant Thornton UK LLP via the MCF4 Framework for the delivery of the modern finance processes and organisation phase of the Finance Modernisation Programme to the London Borough of Hillingdon for a 4-month period following approval, and at the estimated value of £357,200, be approved.

Reasons for decision

The Leader of the Council introduced a report and recommendations, which Cabinet agreed, to procure additional consultancy services to deliver the Finance Modernisation Programme, specifically for Phase 2 of the Oracle project, noting this was also being monitored by the Audit Committee.

Alternative options considered and rejected

Cabinet could have decided not to procure such support, or have adopted alternate procurement approaches, but discounted these based upon officer professional advice.

Relevant Select Committee Corporate Resources & Infrastructure	
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	Cabinet's decisions on this matter can be called in by a majority of the select committee by 5pm, Friday 28 November 2025. If not called-in by then, Cabinet's decisions can then be implemented.
Officer(s) to action	Matthew Wallbridge / Steve Muldoon
Directorate	Corporate Services / Finance
Classification	Private - <i>Whilst the Cabinet's decisions above are always made public, the officer report relating to this matter is not because it was considered in the private part of the meeting and contained information relating to the financial or business affairs of any particular person (including the Authority holding that information) and the public interest in withholding the information outweighed the public interest in disclosing it in accordance with Section 100(A) and paragraph 3 of Part 1 of Schedule 12 (A) to the Local Government Act 1972 (as amended). Urgency provisions – The Chair agreed the report relating to this decision as an urgent item. This decision was taken under special urgency provisions in accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.</i>

The meeting closed at 7.28pm

Internal Use only*	Implementation of decisions & scrutiny call-in
When can these decisions be implemented by officers?	Officers can implement Cabinet's decisions in these minutes only from the expiry of the scrutiny call-in period, unless otherwise stated in the minutes above, which is: 5pm, Friday 28 November 2025 However, this is subject to the decision not being called in by Councillors on the relevant Select Committee. Upon receipt of a valid call-in request, Democratic Services will immediately advise the relevant officer(s) and the Cabinet decision must then be put on hold.
Councillor scrutiny call-in of these decisions	Councillors on the relevant Select Committee shown in these minutes for the relevant decision made may request to call-in that decision. The call-in request must be before the expiry of the scrutiny call-in period above. Councillors should use the Scrutiny Call-in App (link below) on their devices to initiate any call-in request. Further advice can be sought from Democratic Services if required: Scrutiny Call-In - Power Apps (secure)
Notice	These decisions have been taken under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. This Cabinet meeting was also broadcast live on the Council's YouTube channel here for wider resident engagement. Please note that these minutes and decisions are the definitive record of proceedings by the Council of this meeting. If you would like further information about the decisions of the Cabinet, please contact the Council below: democratic@hillingdon.gov.uk Democratic Services: 01895 250636 Media enquiries: 01895 250403

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2026/27 BUDGET AND FUTURE MEDIUM-TERM FINANCIAL STRATEGY

Cabinet Member & Portfolio	Cllr Eddie Lavery, Cabinet Member for Finance and Transformation
Responsible Officer	Steve Muldoon, Corporate Director of Finance & S151 Officer
Report Author & Directorate	Andy Goodwin, Head of Strategic Finance & Deputy Section 151 Matt Davis, Director of Strategic & Operational Finance
Papers with report	Appendices A to F

HEADLINES

Summary	This report sets out the council's draft budget for 2026/27 and the medium-term financial strategy through to 2028/29 for revenue and to 2030/31 for capital. The council continues to face significant financial pressures, driven by rising demand for services, high inflation, and the phased implementation of the government's new funding formula. Despite a substantial uplift in funding over the next three years, the council remains reliant on Exceptional Financial Support (EFS) to set a balanced budget, as the funding is only phasing in over 3 years, and reserves have been depleted by previous years' overspends and underfunding. The draft proposals include savings and growth measures, a 4.99% Council Tax increase, and a robust approach to risk management. The capital programme has been reprioritised to focus on essential projects, while maintaining investment in community assets. The council will consult widely on these proposals, seeking feedback from residents, businesses, and stakeholders before finalising the budget in February 2026.
Putting our Residents First Delivering on the Council Strategy 2022-2026	This report supports our ambition for residents / the council of: An efficient, well-run, digital-enabled council working with partners to deliver services to improve the lives of all our residents This report supports our commitments to residents of: A Digital-Enabled, Modern, Well-Run Council
Financial Cost	This report sets out the draft budget for 2026/27 including savings and growth proposals, and the outline medium-term financial strategy through to 2028/29 for revenue and to 2030/31 for capital expenditure. The projected position requires a substantial level of EFS from central government in order to deliver a balanced budget and which will have financial implications into future years to repay this support. The financial implications are discussed throughout the report.

Select Committee	All
Ward(s)	All

RECOMMENDATIONS

That the Cabinet:

1. Notes the circumstances that have led to the council's current financial position and the assumptions used in producing the medium-term financial strategy (MTFS) as set out in this report;
2. Notes the key risks and mitigations associated with this budget strategy as set out in this report;
3. Approves the draft General Fund and Housing Revenue Account budgets, including growth and savings proposals, fees and charges, and Capital Programme proposals for 2026/27 and beyond (as detailed in Appendices B to F) as the basis for consultation with Select Committees and other stakeholders;
4. Authorises officers to commence consultation on the budget and notes that this will commence on 24th December for a period of 6 weeks, with the results to be reported for consideration by Cabinet at the February 2026 Cabinet meeting;
5. Notes that the final General Fund Revenue Budget, Capital Strategy, Capital Programme, HRA 2026/27 Budget and Business Plan and Treasury Management Strategy Statement will be presented to Cabinet on 19 February 2026 to be recommended for approval to the Full Council meeting taking place on 26 February 2026.

Furthermore:

6. Authorises officers to action where possible any efficiency and invest to save proposals at the earliest opportunity in 2025/26 where operational savings are not public facing and so not subject to formal consultation and where assessed not to have any equality impacts. All other proposals subject to public consultation and equality impact assessment will only be implemented after Cabinet considers the consultation feedback, and subject to Full Council approval;
7. Notes that the Final Local Government Finance Settlement (LGFS) is awaited from HM Government and that officers will continue to review and update the 2026/27 MTFS up until the point that EFS is confirmed and the final budget setting report is submitted to Cabinet in February 2026;

8. **Notes the material scale of the increase in rateable values for Hillingdon businesses and that officers are taking proactive and urgent communication with relevant parties to determine the veracity of those increases and risks to future income and cashflow of the council if those increases are successfully appealed;**
9. **Authorises the Corporate Director of Finance, in consultation with the Cabinet Member for Finance & Transformation, to respond on behalf of the council to the consultation on the Provisional LGFS and to the Mayor of London's budget consultation;**
10. **Notes that support will be required from government in the form of Exceptional Financial Support in order to set a balanced budget for 2026/27, and indicatively for later years in the MTFS period, and authorises officers to continue to work with MHCLG representatives to make the appropriate arrangements to get this in place.**

In respect of the 2025/26 budget:

11. **Approves the new fees and charges for the council's leisure centres operated by GLL with effect December 2025, as set out within Appendix F.**

Reasons for recommendations

The council has a statutory duty to set a balanced budget each year, as set out under the Local Government Finance Act 1992 and this report forms a key part of the budget setting process by setting out the approach to delivering this and a refreshed medium-term financial strategy. It also highlights key updates in terms of funding, expenditure, risks and issues emerging since the last report in February 2025. With regard to being able to set a balanced budget, the council requires EFS to be approved by central government. Discussions have been ongoing with representatives of MHCLG in order to secure this and the council is optimistic that this will be agreed in due course and in time for the final budget approval in February.

The recommendations have been framed to comply with the council's Budget and Policy Framework rules. They require the presentation to Council of recommended budgets for 2026/27. This includes the impact on Council Tax, alongside housing rents and service charges.

The council has powers only to approve revenue budgets and set Council Tax and housing rents for the following financial year. Medium-term revenue budgets are presented to aid future financial planning and support good decision-making, with this document outlining Cabinet's budget strategy for the next three years. The Capital Programme is approved over a five-year period as the statutory framework and the Prudential Code provides greater freedoms to encourage a longer-term approach to capital financing and borrowing decisions.

If approved by Cabinet, these budget proposals will be presented to Select Committees, the business community and residents for consultation before being updated and presented to Cabinet on 19 February 2026 for recommendation to Full Council. Once approved by Council on 26 February 2026 the proposals will become effective immediately.

Alternative options considered / risk management

The council faces a highly challenging financial position and must reduce, not increase, its dependency on EFS. It should be noted that a material proportion of the EFS requirement over the next two years is because the funding increase due to the council will be fed in over three years, not from 2026/27 in full due to damping arrangements set out in the LGFS. Closing the budget gap quickly is critical to restoring financial resilience. While this will be difficult, there remain opportunities that can be explored, subject to robust review and risk assessment.

Council Tax is currently modelled at the maximum level permitted under the government's referendum regime: 2.99% for general Council Tax and 2.00% for the Social Care Precept. Increasing Council Tax beyond 4.99% would require either a resident referendum or special dispensation from MHCLG. Neither option is currently planned. It should be noted that Hillingdon's Council Tax remains around 14% lower than the average for outer London boroughs who are also likely to apply at least a 4.99% increase.

Alternative proposals could include adding to or extending existing savings plans, generating additional income, or reducing growth assumptions. However, any new proposals must undergo rigorous review to ensure deliverability and avoid unintended consequences. Reducing the £10m risk contingency would be an option, but this would weaken budget robustness and increase the likelihood of overspends. In 2025/26, the council faced the challenge of delivering £38.8m of savings, including undelivered savings carried forward from 2024/25, and it has been a challenge to deliver to this scale. For 2026/27, service savings of £22.3m are proposed, alongside an estimated £4.8m carried forward from 2025/26.

Members could also consider reprioritising or removing capital schemes from the programme. While this would reduce future borrowing costs and revenue pressures, any new schemes would likely require prudential borrowing, increasing costs to the General Fund over the asset's life. A prioritisation review has already been undertaken, so further reductions would involve difficult decisions.

Finally, Members could vary the proposed Fees and Charges set out in Appendix F. While a substantial uplift has been applied, further increases or removal of discounts could generate additional income. However, this must be balanced against the risk of reducing demand if changes are too steep or implemented too quickly.

Further risks inherent in the proposed budget and the approach to the mitigation of these are set out later in this report (see section 11)

Democratic compliance / previous authority

This is the first budget report in the 2026/27 budget-setting cycle and is a key report that will enable the council to undertake consultation with residents and the business community before the final budget for 2026/27 can be approved. Consultation responses and any further updates will be factored into the budget report to February 2026 Cabinet.

Select Committee comments

A full report on the budget process, financial strategy and detailed budget proposals for the relevant Cabinet portfolios will be taken to Select Committees for review in January 2026, with feedback presented to Cabinet alongside the final budget report to Cabinet on 19 February 2026.

SUPPORTING INFORMATION

1. Executive Summary

- 1.1. The council has to manage over one billion pounds' worth of budgeted spend, as illustrated in the table below:

Table 1: Total Council Budgeted Spend

Budgeted Spend	2025/26 £000	2026/27 £000
General Fund gross expenditure	530,068	578,886
Housing Revenue Account	85,406	89,891
Schools Budget gross expenditure	236,133	236,133 (TBC)
Total budgeted revenue expenditure	851,607	904,910
General Fund Capital	138,418	74,838
Housing Revenue Account Capital	219,130	133,458
Total capital budget expenditure	357,548	208,296
Total budget under management	1,209,155	1,113,206

NB – The above 2026/27 figures are estimates and will be refined in the February budget report. The Schools total budget for 2026/27 is not yet available.

- 1.2. Under the Local Government Finance Act 1992, the council has a statutory duty to set a balanced budget each financial year. This means that the planned expenditure for the year must be matched by estimated income, including funding from government, Council Tax, Business Rates, and other sources or transfers to/from reserves. The budget must also be robust and supported by adequate reserves to ensure financial sustainability and compliance with CIPFA's Financial Management Code.
- 1.3. This report sets out the proposed savings, growth, and other adjustments identified to date to work towards a balanced revenue budget for 2026/27 and gives an indication of the profile over the three years to 2028/29. The full list of proposed savings is included in Appendix B1 and amounts to £22.3m in 2026/27, while service growth and other service adjustments of £69.5m are detailed in Appendix B2, and corporate budget adjustments of £11.8m in Appendix B3.
- 1.4. The council continues to face increasing demand for services such as Adult and Children's social care and temporary accommodation and, like many other councils, these pressures are compounded by rising costs driven by higher inflation. This is creating pressure on the council finances despite the council benchmarking as low cost in comparison to other comparable London boroughs. Due to the scale of financial pressures the council is facing, it has not been possible to balance the budget without the need to request EFS, as explained in section 7. The council will continue to seek

further opportunities for reducing pressures and increasing savings as it continues through the budget setting process.

- 1.5. In addition, the report outlines in Appendix A the journey over recent years to explain how the council has arrived at this challenging financial position, providing context for the decisions now required. It also provides details of the overall financial environment facing local government and how the council benchmarks by comparison to peers.
- 1.6. The most recent funding position announced by government in the Provisional Local Government Finance Settlement (LGFS) is reflected, although there are some grants which are still to be confirmed and the full ramifications of the Business Rates reset will need more time to be worked through. The Final LGFS will not be announced until early February 2026, shortly before the February Cabinet meeting. The settlement shows Hillingdon gaining substantially over the next three years, however the council is coming from a position of exhausted reserves following a number of years of underfunding, a low income base, service costs rising at above inflation rates, increased pressure from asylum seekers and British nationals repatriation as a port authority and under-delivery against ambitious savings programmes set with insufficient rigour. The additional funding will only phase in over the next three years, not landing in full in 2026/27, and so the council will continue to carry the burden of supporting those councils which are now recognised to be overfunded, but which are only being asked to relinquish this excess funding over the same three-year period. This implicitly means the council will suffer a further under-funding of more than £40m over the next two years. This will add to the EFS burden of the council and become a burden in future years as the council strives to pay this off.
- 1.7. A key challenge arising for the council in the Provisional LGFS is in respect of the business rates revaluation and funding reset. One of the largest rate payers in the country, Heathrow Airport, is situated in the borough and faces an exceptional increase in business rates charges. We believe that the airport is likely to robustly challenge this increase and if successful would be due a refund that could potentially run into the hundreds of millions of pounds. The risk to the council if unadjusted for would be in respect of 1) the cash flow impact in repaying a successful appeal, and 2) the share of the impact of this on the retained level of business rates assumed in the LGFS. This is not a risk that can be carried by the council and so a substantial appeals provision will need to be maintained. The business rates safety net mechanism will limit the downside risk on the council's funding, but will likely mean that the funding announced by government for Hillingdon will not be as great as portrayed.
- 1.8. Council Tax is currently modelled at the maximum level permitted under the government's referendum regime: 2.99% for general Council Tax and 2.00% for the Social Care Precept. This is anticipated to generate circa £7.7m per year in additional Council Tax revenues for Hillingdon. With reference back to the LGFS, the government models the potential Council Tax income differently to how the council actually

experiences this based on the actual tax base and collection rate, so again government modelling of the benefit to the council is essentially overstated.

- 1.9. The Capital Programme has been reviewed in light of the council's financial position and the General Fund programme over the next five years amounts to a gross spend of £228.792m, of which £122.618m is funded through borrowing. This compares to the previous five-year programme of a gross £342.046m, of which £200.736m was planned to be funded by borrowing. A similar approach has been taken with the HRA capital programme, whereby the proposed five-year programme is a total gross spend of £522.2m, of which £268.2m from borrowing. Previously the total was £514.3m and £235.1m.
- 1.10. It has been recognised that weaknesses in previous rounds of budget-setting have been to under-estimate the growth faced by the council, both in the current and future years, over-estimate the new savings and their deliverability, and under-estimate the value and deliverability of savings carrying forward from the previous year. There has therefore been weakness in terms of carrying forward budget shortfalls inherent in the current year as well as in the new year's budget, leading to the substantial overspends experienced over the past two years. The process this year has sought to rebuild realism into the assumptions, ensure that proposals are operationally sound and balanced, that they are underpinned by evidence and workings, and finally that they are sustainable and transparent. There is a significant amount of growth built back into the base budget in 2026/27 to ensure that the starting point heading into the year minimises any unaddressed ongoing pressures from 2025/26 that would repeat. Trends on growth have been reviewed and so these should also be more closely aligned. Savings have been subjected to challenge by both officers, Corporate Directors and members, and there are no savings which are not owned by a senior officer in the council. Taking the necessary action to deliver the savings on time and to scale will therefore be key to assure and press on through the year.
- 1.11. Regardless of the work that has gone into the setting of the budget, there will still be scope given the scale of the budget as set out above for there to be shortfalls in the delivery of savings or income, or unplanned growth and inflation above expectations. To this end, the council has rebuilt a contingency to provide some cover for this. The greater the contingency, the more reassurance there is in the delivery of the budget, however this would come at the cost of additional EFS, cost savings or service reductions.
- 1.12. Reserves are another key area for the council to rebuild and stabilise, and in the current circumstances this can only be achieved through the use of EFS. The council has formally applied for approval of a retrospective application of EFS from government in respect of 2024/25 and 2025/26 and awaits news on this request.
- 1.13. In setting this MTFS, the council's objectives are:

- To continue to drive value for money for our residents in our services;
- To continue to be a comparatively low Council Tax charging borough;
- To review our operating model to deliver even more efficient and effective services and make significant savings, maintaining our status of being low-cost;
- To invest in and maintain council assets, build out our infrastructure and seeking invest to save opportunities through our capital programme;
- To invest in improving the quality of our homes for our housing residents;
- To increase our income levels and charge appropriate levels of fees;
- To continue to respond to inadequate levels of government funding including lobbying central government and the GLA for more funding for our residents;
- Rebuilding our financial resilience; and
- To assess our levels of efficiency and delivery and benchmark against other low-cost councils whilst maintaining good outcomes for residents.

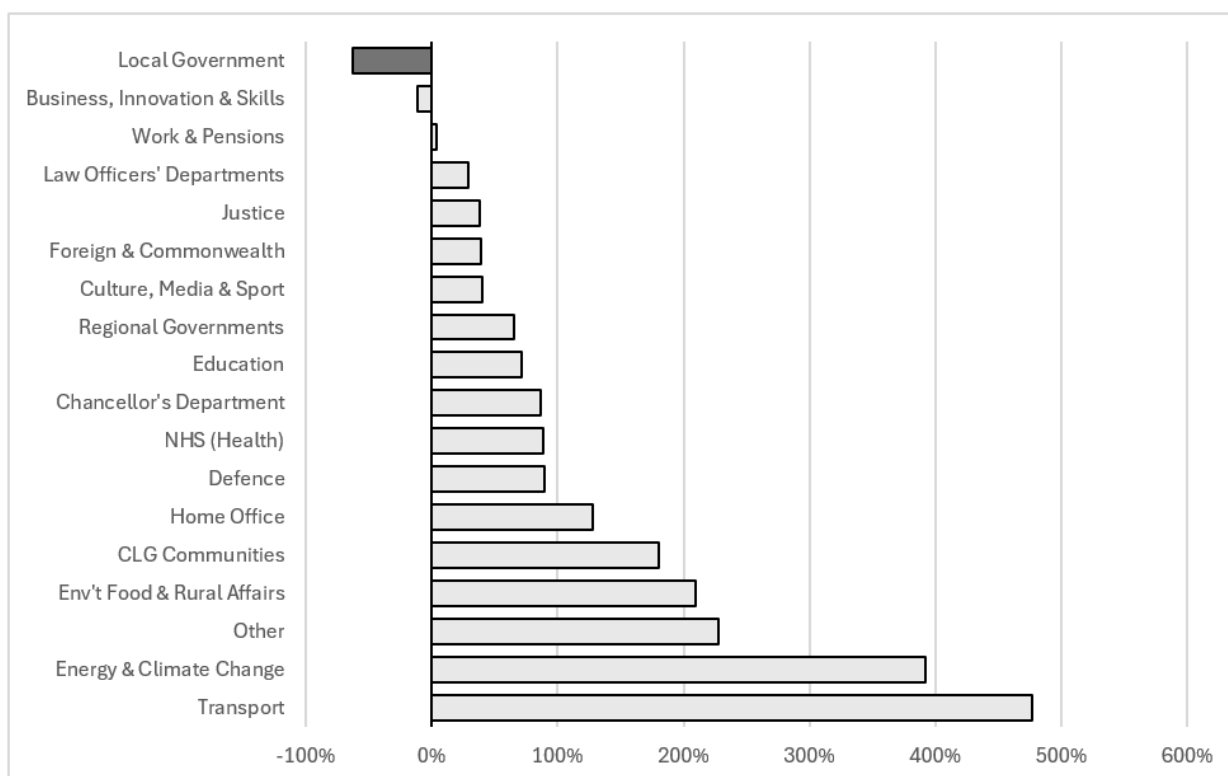
- 1.14. In spite of the challenges set out above, the council is a low-cost (with highly regarded levels of service and quality) and low-tax authority (having the lowest Council Tax Band D charge amongst the sixteen local authorities CIPFA classifies as our statistical nearest neighbours). Like all local government, the council has seen consistently rising cost pressures yet falling real-terms government funding. As a low-cost, low-tax authority this makes balancing the budgets that much harder than for many others. Council reserves have fallen as the council has been using these to protect services and money in the pockets of its residents.
- 1.15. Whilst priding itself on being a low-tax authority (the lowest amongst Outer London boroughs), the council also prides itself on being able to deliver good quality services efficiently. Some key metrics demonstrating this position are set out in Section 2.
- 1.16. As noted in Section 2, local government has seen funding constraints impact on its finances for over a decade. Hillingdon has not been exempt from these pressures. We have long argued that the basis of core funding levels had not been updated to reflect growing need since 2013/14 and Hillingdon had been penalised as a result. Section 4 outlines the impact of this under-funding and provides a summary of the government's approach to rebasing the Formula Funding from 2026/27 – albeit with a continuation of further damping adjustments that will not see the council fully receive the government-assessed fair share of funding until 2028/29.
- 1.17. The MTFS as it is currently modelled indicates that there is substantial work still to do to get back to a balanced position. The uplift coming through the settlement will have been received in full by 2028/29 and so the target will be to reduce this to a balanced position by that point. Officers will continue to work over the coming months to identify further initiatives to generate efficiencies, cost reductions and additional income in order to close the gap by 2028/29, whilst seeking to ensure that statutory and highly valued services continue and vulnerable residents are supported.

2. Context for the Budget

2.1. Local Authority Financial Environment and Funding

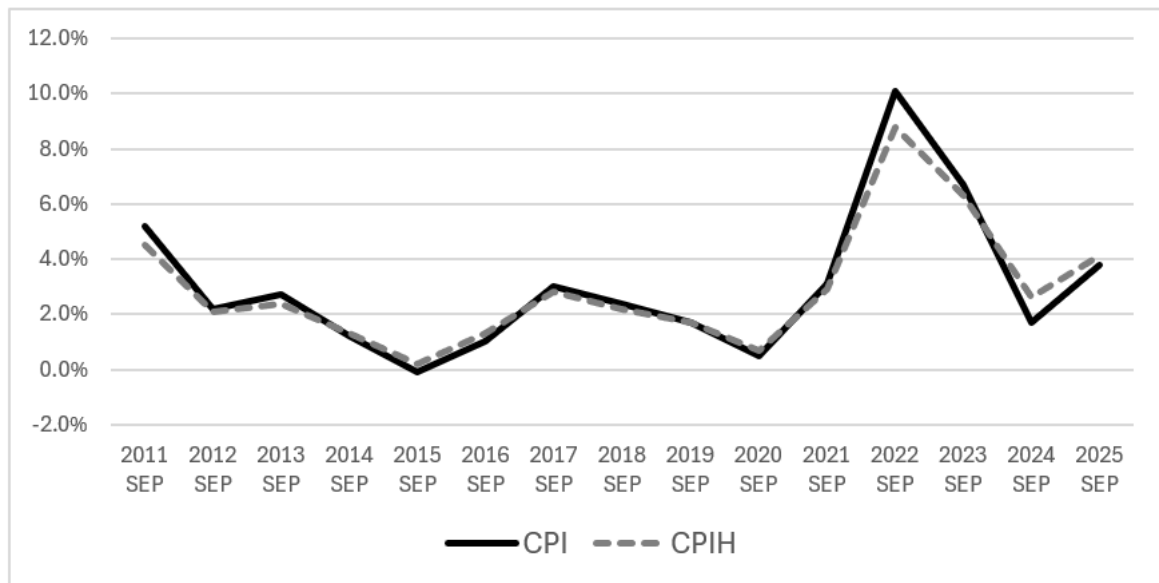
- 2.2. Local government has been at the forefront of bearing the burden of austerity as the national economy has suffered the shocks of the banking crisis, Covid, and most recently the impacts of global conflicts. An analysis of government Departmental Expenditure Limits (DEL) between 2010/11 and 2025/26 shows how Local Government funding has seen a disproportionate change compared to most departmental budgets. Compared to an average (cash) increase of 71%, Local Government has seen a reduction of 63%. This change in purchasing power would be much larger if inflation were taken into account.

Chart 1: Change in Government DEL Budgets 2010/11 to 2025/26



- 2.3. Inflation has added to the pressure faced by the local government sector over the same period. While averaging around 3% between 2011 and 2025, Local Government has faced above average inflationary pressures since 2020 as illustrated in the chart below:

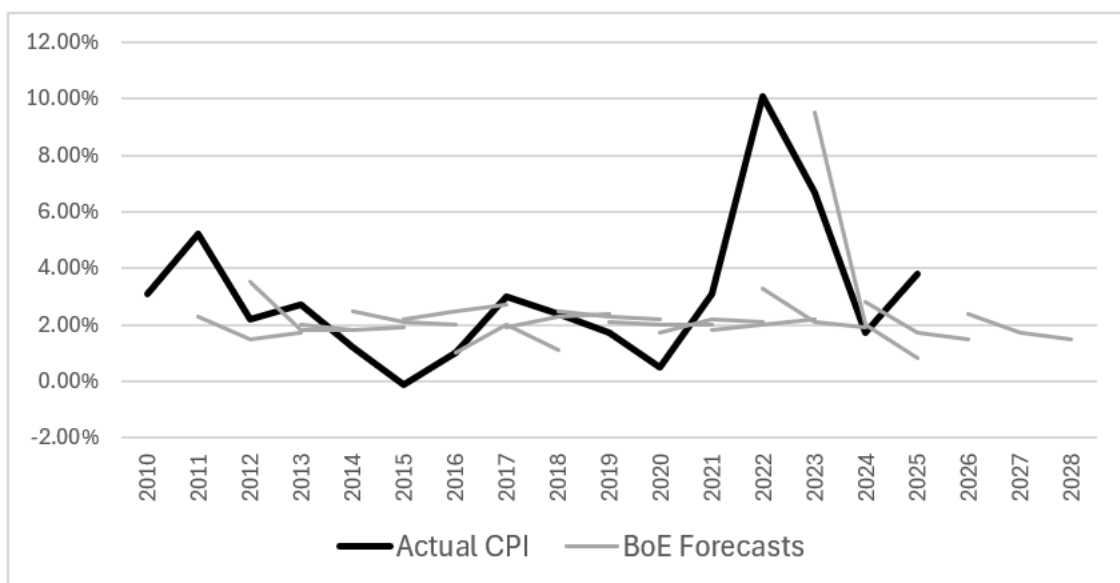
Chart 2: Annual CPI & CPIH Inflation (as at September each year)



CPI = Consumer Prices Index; CPIH = Consumer Prices Index including owner occupiers' housing costs

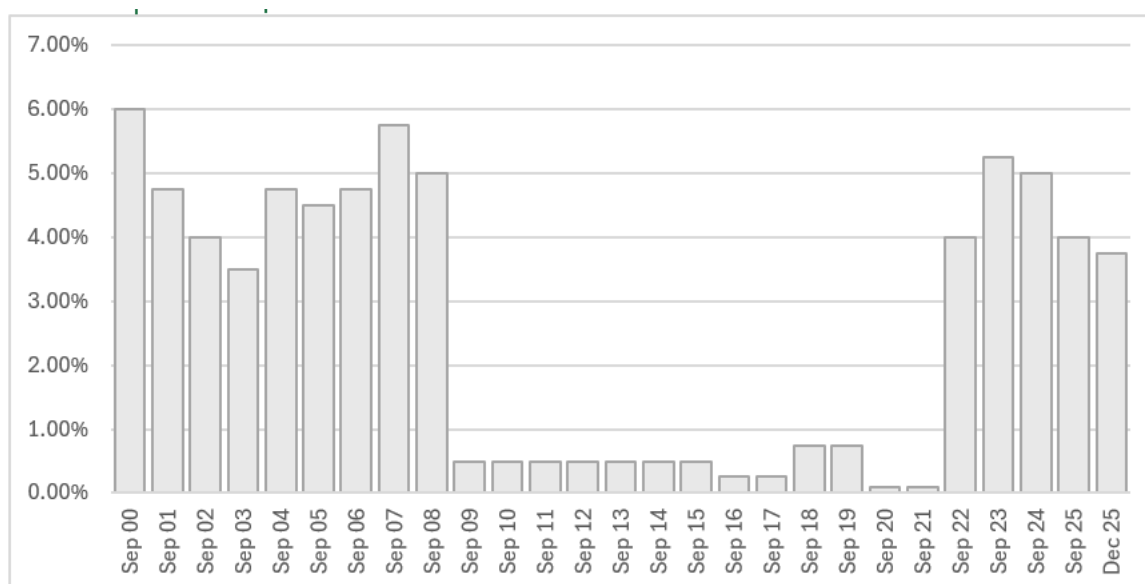
- 2.4. Latest projections contained in the Chancellor's Autumn Budget anticipate inflation to peak and return to the Bank of England (BoE) target rate of 2% by the beginning of 2027.
- 2.5. BoE or HM Treasury inflation forecasts are useful in projecting the impact of inflation on future year budget and MTFs assumptions, but they remain only forecasts and can differ significantly to what is ultimately experienced. The chart below compares past BoE three-year CPI forecasts to actual CPI and shows that their projections assume hitting the 2% target more closely than is actually experienced.

Chart 3: Bank of England CPI Three-Year Forecasts Compared to Actual CPI



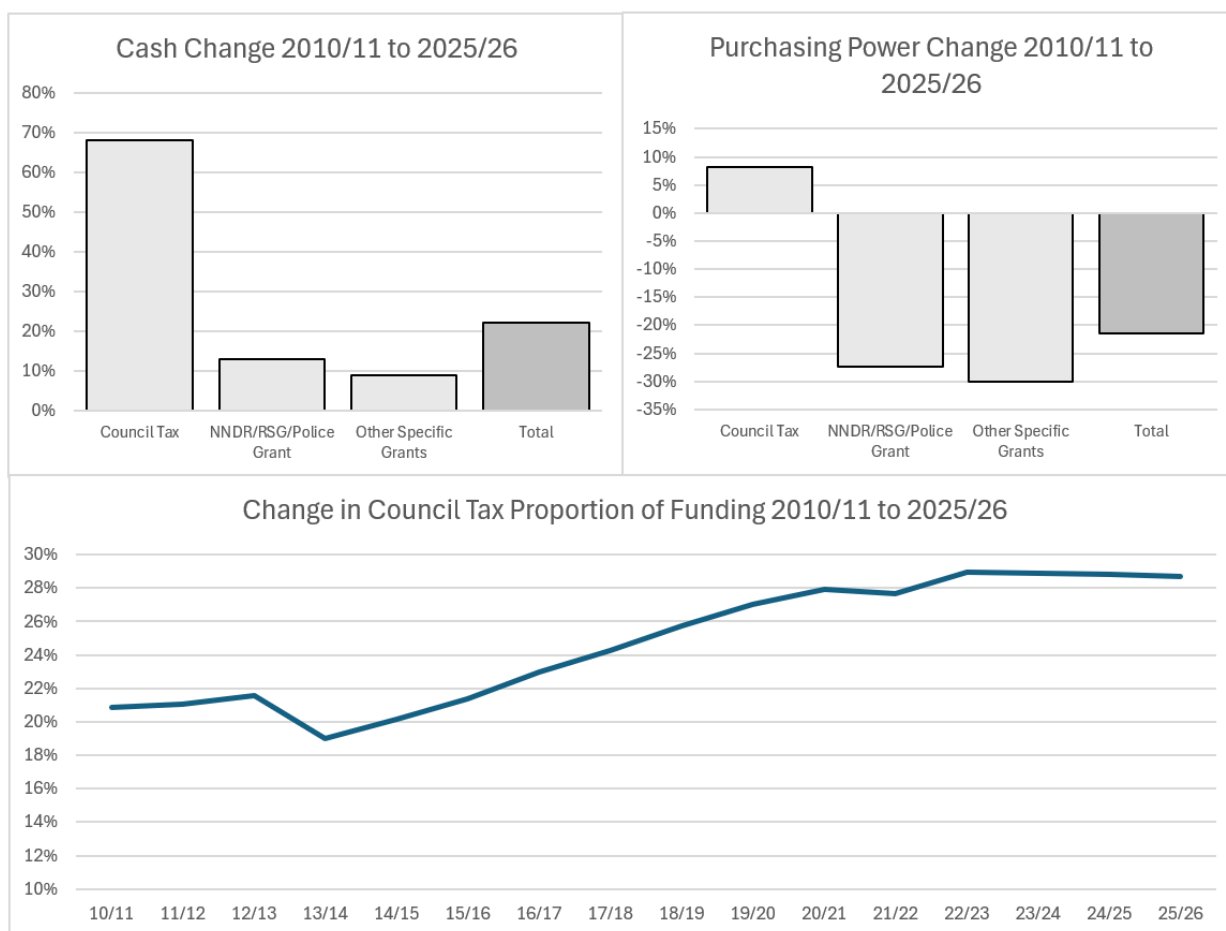
- 2.6. Specific market pressures applicable to local government expenditure mean that the true inflationary pressures faced by local government may not be reflected in the general CPI measure discussed above. Changes to Employers National Insurance rates, above inflation rises in the Living Wage and market conditions have all particularly impacted on the cost of children's and adults social care services over and above general CPI.
- 2.7. Councils invest heavily in assets to provide services, facilities and local infrastructure, whilst at the same time investing surplus cash ahead of future spend. Nationally, local government was borrowing £137bn at the end of March 2025, whilst investing £32bn. Changes in interest rates on both these quanta can have significant impacts on revenue cost and income. The chart below shows the changes in the Official Bank Rate over time:

Chart 4: Bank of England Bank Rate



- 2.8. The last Monetary Policy Report (December 2025) predicted a modest reduction in the Bank Rate over the coming two years.
- 2.9. Government funding is a key component in the financing of local authority expenditure, whilst government retains significant control over council income from business rates (National Non-Domestic Rates (NNDR)) and council tax. Analysis of local authority annual budget setting statistics published by MHCLG shows that whilst the main funding streams have increased between 2010/11 and 2025/26, that has largely been paid for by residents as council tax payers. Indeed, if the impacts of CPI inflation are taken into account, it is only council tax income that has risen nationally above the rate of inflation, with real terms cuts in government funding and overall purchasing power. These changes and the rise in the importance of council tax in overall funding are illustrated in the chart below:

Chart 5: National Change in Funding



2.10. Whilst facing real terms funding reductions over the past fifteen years and pressures arising from inflation, the local government sector has also seen specific rising demand which it has a statutory obligation to meet.

- Nationally the budgeted cost of providing adult social care services has risen from £14.4bn in 2010/11 to £26.7bn in the current year;
- Nationally the budgeted cost of providing children's social care services has risen from £6.5bn in 2010/11 to £15.5bn in the current year;
- Nationally the budgeted cost of providing homelessness services has risen from £292m in 2010/11 to £2,014m in the current year;
- In 2010 there were 220,890 pupils with Special Educational Needs and EHC Plans (2.7% of the total school roll). By 2025, this has risen to 482,640 (5.3%);
- In 2010 there were 1,470,900 pupils with Special Educational Needs without an EHC Plan (18.2% of the total school roll). By 2025, this has fallen to 1,284,284 (14.2%) – this fall reflects the growing number of pupils having an EHC plan above;

3. Hillingdon's Services and Council Tax

3.1. The council prides itself on providing good and extensive services to its residents. Examples of this include the following:

- The council was awarded the second highest grading by the Housing Regulator (C2) which highlighted strengths in ensuring tenant safety, understanding of the condition of homes and an effective and efficient repairs service
- Hillingdon was rated 'Good' in July 2024 by the Care Quality Commission, with the borough in the top quarter of London boroughs inspected. The cost of the borough's adult social care service is the second lowest in London and 20 per cent lower than the national average
- The council's adult education service was rated 'good' in all areas following an Ofsted inspection
- The council held its second Old Vinyl Factory Festival in September, welcoming more than 1,600 people to the event celebrating Hayes' musical heritage
- We held our first Age-Friendly Festival, a celebration of our older residents, featuring a series of events in libraries and community venues offering free activities, information and support
- The council secured £1.1 million UK Shared Prosperity Funding to deliver projects that support residents into work, help local businesses grow and make improvements to the borough's high streets and town centres
- The council joined the West London Economic Prosperity Board to unlock new opportunities for growth, investment and innovation
- Subscription-based garden waste collections were introduced to make the service more sustainable while delivering better value for money than neighbouring boroughs
- In 2024/25 our counter fraud team recovered £10.9 million, with £6.8 million recovered so far in 2025/26
- Following a successful bid by the council, Hayes became one of 12 London high streets to receive £50,000 funding as part of the Mayor of London's new High Street Place Labs initiative. This scheme is designed to help town centres attract investment, improve public spaces, and boost the local economy
- We celebrated the 10th anniversary of Hillingdon Dementia Action Alliance, founded to improve the lives of residents living with the condition and their carers, and a Hayes resident who benefits from the council's range of support for those living with dementia accompanied the England football team onto the pitch for one of their friendly matches

3.2. The council has continued with its programme of investment in community facilities with most notably:

- A new, modern Uxbridge Library opened at the Civic Centre as part of the council's strategy to co-locate services to enhance access and deliver value for money for residents
- Six new residential homes for local children were built so they can remain in the borough close to family and friends
- A new care facility, The Burroughs, was purchased to secure local provision to meet the growing demand for residential care and reduce private provider costs
- The council is proposing to dispose of its car park site adjacent to the Civic Centre, known locally as the Lobster Pot, to be transformed into a nursing care facility with a total of 162 beds and reduce reliance on costly private sector provision to meet growing demand
- The council has nearly completed its new state-of-the-art Platinum Jubilee Leisure Centre in West Drayton, which is managed by Greenwich Leisure Limited and will help more residents stay fit and active. Due to open in early 2026.

3.3. Benchmarking of Hillingdon's cost of services based on formal statistical RO data from 2024/25 outturns supplied by all local authorities, shows that compared to a portfolio of 10 statistically near neighbours, the council is in many cases low or even very low cost. The following analysis has been independently produced to compare unit cost figures between Hillingdon and all London boroughs and the 10 near neighbours:

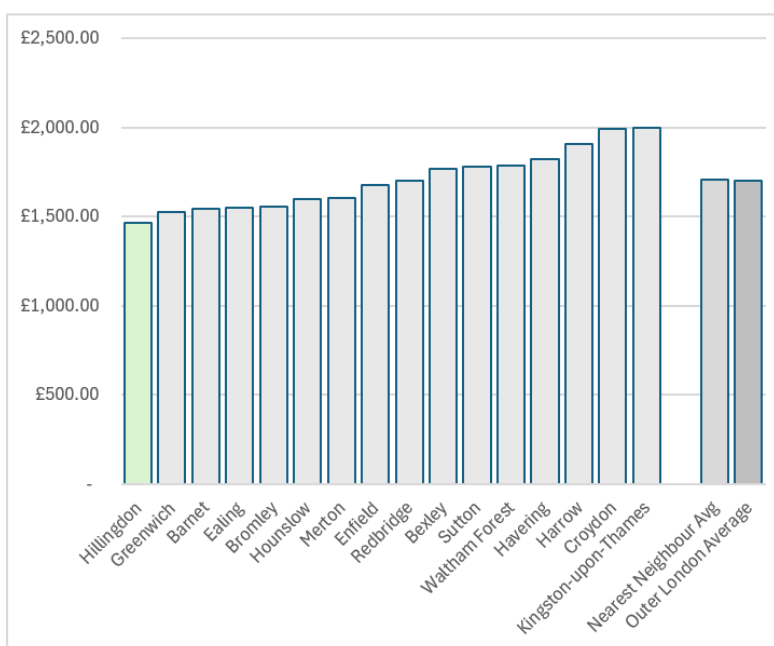
Table 2: Benchmarking of Hillingdon service costs to peer authorities

Service line	£000s	Unit cost	Benchmark comparison	
			London Boroughs context	NN Context
Housing Services (GFRA Only)	£30,926	£93.95	Low	Average
Children Social Care	£72,701	£962.62	Very Low	Low
Highways & Transport Services	£7,108	£21.59	Average	Low
Environmental & Regulatory Services	£19,502	£59.24	Very Low	Low
Cultural & Related Services	£13,962	£42.41	Average	High
Central Services	£8,832	£26.83	Very Low	Very Low
Adult Social Care	£106,714	£420.70	Very Low	Very Low
Planning & Development Services	£96	£0.29	Very Low	Very Low
Education Services	£255,379	£3,205.66	Very Low	Low
Public Health Services	£17,888	£54.34	Low	Average
Total Services	£533,108	£1,619.48	Very Low	Low

- 3.4. As demonstrated in the table above, delivering good quality services does not mean charging residents more – indeed, and despite an under-allocation of government funding, the council has continued to have one of the lowest Council Tax charges across London and the country as a whole. The council has the lowest Band D charge amongst its CIPFA-identified nearest neighbour authorities and Outer London boroughs of 14%, providing evidence of the efficiency and low-cost ethos – keeping more money in the pockets of residents. The chart below shows the council's £1,462.00 element of the Band D charge (excluding the GLA charge of £490.38 standard across all) compared to the nearest-neighbour authorities' charges:

Chart 6: Comparison of Nearest Neighbour Own Band D Charge 2025/26

Hillingdon	£1,462.00
Greenwich	£1,521.43
Barnet	£1,545.14
Ealing	£1,550.64
Bromley	£1,552.08
Hounslow	£1,595.44
Merton	£1,604.05
Enfield	£1,673.64
Redbridge	£1,699.29
Bexley	£1,767.65
Sutton	£1,779.34
Waltham Forest	£1,787.27
Havering	£1,823.17
Harrow	£1,905.48
Croydon	£1,990.10
Kingston-upon-Thames	£1,998.96
Nearest Neighbour Avg	£1,703.48
Outer London Average	£1,697.48



- 3.5. Had the council charged the average nearest neighbour Band D charge in the current year, a Band D taxpayer would have paid an extra £241.48 in 2025/26. The council has historically set a low Council Tax and not just in the current financial year. The average Band D taxpayer in Hillingdon has saved £1,719 compared to taxpayers across the other nearest-neighbour average over the last 10 years.
- 3.6. The ability to deliver this saving to residents has been achieved by driving efficiencies in the delivery of services and at the same time keeping charges to service users at the minimum. The analysis of government published local authority budget and outturn statistics demonstrates the success of this underlying ethos.

Hillingdon's Funding and the Local Government Finance Settlement

- 4.1. Government funding for Hillingdon is significantly driven by the LGFS. Prior to 2026/27, the methodology and data were last fundamentally updated in 2013/14 when business rate income, rather than being pooled nationally, was localised (30% being retained

locally but subject to a Tariff or Top-Up). In 2013/14 Hillingdon's estimated required allocation of £114.4m was top-sliced by £4.8m to limit reductions in other councils' funding which would otherwise have seen lower funding.

- 4.2. This top-slice has effectively remained in place between 2013/14 and 2025/26, and a fair allocation of resources has been further eroded over time by growth in population and other needs data not been updated.
- 4.3. Whilst two previous governments have consulted on updating the formulae and data used for Settlement Funding, the government has last week refreshed the underlying model for allocating resources in the Provisional LGFS for 2026/27 to 2028/29.
- 4.4. Preliminary modelling, based on analysis produced by London Councils, has proved to be largely in line with the Provisional LGFS announcement. The government's preferred measure of the resources available to councils is Core Spending Power (CSP) and (after re-basing the 2025/26 CSP value to reflect grants now included or excluded from Formula Funding) is forecast to rise by 13% in 2026/27, 25% in 2027/28, and 36% in 2028/29. The table below summarises the quanta for each of those years, and projects CSP to rise by £105.2m by 2028/29:

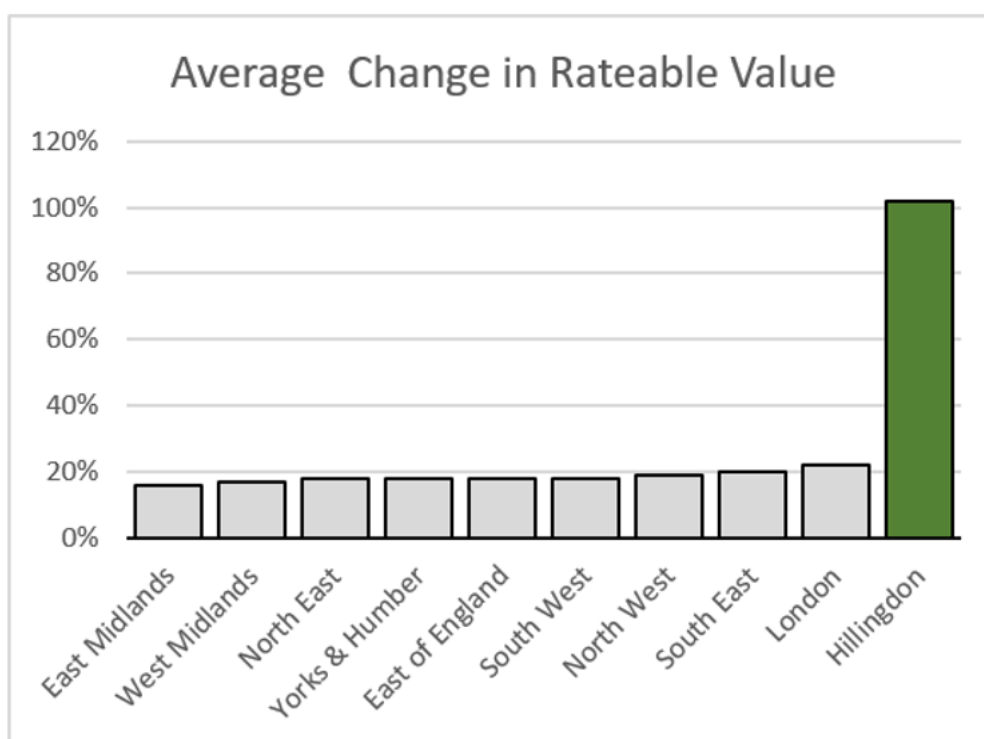
Table 4: Calculation of Core Spending Power

	2026/27 (Dec 25) (£m's)	2027/28 (Dec 25) (£m's)	2028/29 (Dec 25) (£m's)
Expected Total NNDR Yield	782.8	800.8	817.0
Less 70% GLA/MHCLG Share	(548.0)	(560.6)	(571.9)
Retained Locally (30%)	234.9	240.2	245.1
Less Tariff	(143.6)	(146.9)	(149.9)
Net Retained NNDR / Legacy NNDR	91.2	93.3	95.2
Revenue Support Grant	53.3	84.4	106.9
Local Authority Better Care Grant	9.2	-	-
Settlement Funding Assessment [SFA]	153.8	177.7	202.1
Local Council tax requirement	163.1	172.7	182.8
Homeless, Rough Sleeping & DA Grant	5.9	6.1	6.2
Families First Partnership Grant	5.2	5.2	4.4
Core Spending Power	328.0	361.7	395.6
Change from 25/26 Rebased CSP	37.7	71.4	105.2
%age Change from 25/26 Rebased CSP	13%	25%	36%

- 4.5. The above Core Spending Power projections set out in the LGFS includes £28.7m which government assumes will be funded by Council Tax increases. Government assumptions of being able to collect 100% of amount billed is likely to reduce the gain as we anticipate a 1% Bad Debt provision (£1.8m adverse to the £105.2m exemplified above). The CSP forecasts also assume a higher taxbase in 2026/27 than our own modelling suggests which will also reduce the overall gain.

- 4.6. We are disappointed, but unsurprised, that government chose to phase in the increase in Hillingdon's Core Spending Power over three years. Had the full fair funding requirement for Hillingdon been met in 2026/27, we calculate that we would have received more than an additional £40m over the following two years
- 4.7. Of particular concern are government's assumptions around the National Non-Domestic Rates payable by Hillingdon businesses. The Valuation Office Agency (VOA) have published draft assessments for the 2026/27 Business Rate Revaluation. These indicate Hillingdon's business rate taxbase will see an extraordinary average 102% increase (albeit the median increase is only 22%). The chart below illustrates Hillingdon's position compared to each region:

Chart 7: Change in rateable values by region



- 4.8. Our analysis of the changes identifies that the proposed change in the rateable value Heathrow Airport by itself is a key driver of the above total change. That valuation is rising from £210m to £951m – a rise of 353%. Of the local authority areas seeing the highest rateable value rises, most have airports or ports within their region. These include:

- Hillingdon (Heathrow) 102%
- Crawley (Gatwick) 85%
- Dover (Port) 76%
- Uttlesford (Stanstead) 59%
- Luton (Airport) 45%

- 4.9. In using the draft VOA Valuations and consequent expected yield for 2026/27 to determine Hillingdon's 2026/27 Tariff charge (the amount our notional 30% retention of business rates is further reduced by), a significant risk exists that these exceptional increases will be appealed and the council will need to determine an appropriate provision for that likelihood and the resultant impact on NNDR yield over the next few weeks. Given the potential scale of possible effect, this will have cashflow as well as Core Spending Power implications. Whilst government have provided for a 100% Safety Net protection scheme in 2026/27, this falls back to 92.5% by 2028/29.
- 4.10. Whilst transitional arrangements for business rate increases limit Heathrow's increase to a maximum 30% in 2026/27 (£63m increase) and 25% increases for the following two years, these increases may need to be eventually refunded and are significant to the Council's business rate retention position. Careful consideration will be given to the scale of appropriate provision for 2026/27 ahead of submitting our business rate retention budget to MHCLG before the end of January 2026, and that position will be included in the February Budget setting report. As the Tariff is fixed for the next three years and is based on government's assumptions as to the NNDR yield from local businesses, any subsequent falls as the result of successful appeals would materially disadvantage the Council.

5. The 2026/27 Budget and Medium-Term Financial Strategy

5.1. The Budget Setting Process

- 5.2. The development of the 2026/27 budget has followed a rigorous and transparent process to ensure compliance with statutory requirements and alignment with the council's strategic priorities. Key steps undertaken over the summer and autumn include:
- Strategic Challenge Sessions: Two "Star Chamber" rounds were held to critically review growth and savings proposals, ensuring robust challenge and alignment with corporate objectives;
 - Iterative Updates: Regular updates on proposals and the overall MTFS position were provided throughout the planning timeframe to maintain transparency and inform decision-making;
 - Cross-Directorate Engagement: Challenge sessions led by the Corporate Director of Finance with Corporate Directors and Cabinet Members explored underlying demand drivers and validated assumptions;
 - External Review: Independent scrutiny by Grant Thornton built on their earlier Zero-Based Budget Review, validating major proposals and identifying further opportunities for cost reduction.
- 5.3. To ensure clarity and accountability, a standardised pro-forma template was introduced for all budget change proposals. This captures evidence, ownership, and key governance requirements, including stakeholder impacts, risks and barriers, equalities considerations, investment needs, and delivery milestones.
- 5.4. Savings certainty has been assessed through a review of all 2025/26 proposals not yet fully delivered to ensure any savings carried forward can still be delivered;
- 5.5. A corporate MTFS Tracker has been implemented to capture, analyse and report on all proposal forms submitted and is used as the basis for producing all the subsequent reports, ensuring that there is consistency between what has been submitted by Directorates and their end budgets.
- 5.6. The budget variances reported at Month 7 have been compared to the budget pressures submitted as part of the budget process and growth bids have been categorised to capture the level of budget rebasing being built back in for current ongoing pressures.
- 5.7. The use of "flexible capital receipts" has been reviewed to reduce the dependency on this as part of service budgets, when the availability of capital receipts is not assured. There may be a requirement to use this on a more limited basis to fund the direct

incremental cost of implementing savings through interim staffing or external advisory support but this will be strictly controlled.

- 5.8. Weaknesses in the budget setting process in the past have been identified as including unrealistic assumptions around growth and savings in the current forecast year which then carries into the budget year, inclusion of savings which are not properly owned by the directorates to ensure delivery and in particular where these are cross-cutting in nature, unrealistic assumptions of growth and inflation rates for demand-led services, the use of reserves to balance, and insufficient contingency and reserves.
- 5.9. The budget process this year has sought to address as many of these issues as possible through increased focus on reviews to address the above issues, both applied to the in-year position as well as the savings and growth proposals. The process began in earnest later than would normally be expected and so this will be addressed in future years so that key work can be started/completed earlier and spread more through the year.
- 5.10. A further planned step will be to request more detailed business plans to be prepared in respect of those savings which are deemed to be inherently more challenging, risky, or higher value and hence present a greater risk to the delivery of the budget.
- 5.11. Finally, it is recognised that the council still has work to do to close the gap by the end of the settlement period and so officers will continue to review and refine both the existing proposals as well as consider how further savings and efficiencies can be brought forward at the earliest opportunity. As part of this, officers will review benchmarking for service areas that indicate opportunities exist for the council to increase income or reduce unit cost further.

6. **Budget Proposals and the Future Budget Position**

- 6.1. A summary of the Service Area budget proposals Cabinet is asked to consider is set out in the table below (full details are set out in Appendix B1 (savings) and Appendix B2(growth)):

Table 5: Summary of 2026/27 and MTFS Net Budget Proposals – Service Areas

	2026/27 Annual Change (£,000's)	2027/28 Annual Change (£,000's)	2028/29 Annual Change (£,000's)	2026/27 Cumulative Change (£,000's)	2027/28 Cumulative Change (£,000's)	2028/29 Cumulative Change (£,000's)
Children and Young People's Services	9,257	(82)	1,786	9,257	9,175	10,961
Adult Services and Health	14,682	10,713	14,224	14,682	25,395	39,619
Residents Services	16,633	(1,295)	(1,693)	16,633	15,338	13,645
Chief Operating Officer	3,853	(1,166)	(245)	3,853	2,686	2,441
Finance	2,762	(837)	(647)	2,762	1,925	1,278
Chief Executive's Office	30	(160)	70	30	(131)	(61)
	47,216	7,172	13,495	47,216	54,388	67,883

- 6.2. In addition to the service area budget proposals summarised above are changes in Corporate Budgets. A summary of those changes is set out in the table below and is set out in further detail in Appendix B3:

Table 6: Summary of 2026/27 and MTFS Net Budget Proposals – Corporate

	2026/27 Annual Change (£,000's)	2027/28 Annual Change (£,000's)	2028/29 Annual Change (£,000's)	2026/27 Cumulative Change (£,000's)	2027/28 Cumulative Change (£,000's)	2028/29 Cumulative Change (£,000's)
Corporate Expenditure	23,893	15,791	14,698	23,893	39,685	54,382
Corporate Funding	(26,143)	(41,715)	(33,811)	(26,143)	(67,858)	(101,669)
Corporate Income	(318)	(500)	(500)	(318)	(818)	(1,318)
Transfers +/- Reserves & Provisions	14,164	5,000	5,000	14,164	19,164	24,164
Unallocated Budgets and Corporate Funding	226	(174)	-	226	52	52
Corporate Budgets Total	11,823	(21,598)	(14,613)	11,823	(9,775)	(24,388)

- 6.3. Taken collectively, both service and corporate budget change proposals result in a budget gap as set out in the table below:

Table 7: Summary of all Proposed Budget Changes and Gap:

	2026/27 Annual Change (£,000's)	2027/28 Annual Change (£,000's)	2028/29 Annual Change (£,000's)	2026/27 Cumulative Change (£,000's)	2027/28 Cumulative Change (£,000's)	2028/29 Cumulative Change (£,000's)
Growth	69,495	12,049	16,726	69,495	81,544	98,270
Savings	(22,278)	(4,877)	(3,231)	(22,278)	(27,156)	(30,387)
Service Area	47,216	7,172	13,495	47,216	54,388	67,883
Corporate	11,823	(21,598)	(14,613)	11,823	(9,775)	(24,388)
Total Gap	59,039	(14,425)	(1,118)	59,039	44,613	43,495

- 6.4. The council's level of available reserves are such that the cumulative gaps set out above cannot be funded from the drawing down of reserves. The council will require a combination of additional income sources and reductions in expenditure to eliminate this gap. In the absence of such measures the council needs EFS to be approved by government and has made an application in this regard. This is explained further in section 7 to this report.

Savings proposals

- 6.5. The council is proposing Service Area savings amounting to £22.3m in 2026/27, rising to a cumulative £30.4m by 2028/29. The analysis of these savings by Directorate by year are as follows:

Table 8: Savings by Directorate

	2026/27	2027/28	2028/29	2026/27	2027/28	2028/29
	Annual	Annual	Annual	Cumulative	Cumulative	Cumulative
	Change	Change	Change	Change	Change	Change
	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)
Children and Young People's Services	(2,876)	(1,758)	(27)	(2,876)	(4,634)	(4,661)
Adult Services and Health	(3,265)	(12)	(83)	(3,265)	(3,277)	(3,360)
Residents Services	(14,433)	(2,426)	(2,875)	(14,433)	(16,859)	(19,734)
Chief Operating Officer	(579)	(581)	(186)	(579)	(1,160)	(1,346)
Finance	(640)	(50)	(45)	(640)	(690)	(735)
Chief Executive's Office	(485)	(50)	(15)	(485)	(535)	(550)
	(22,278)	(4,877)	(3,231)	(22,278)	(27,156)	(30,387)

6.6. An overview of the savings presented by each directorate is as follows:

Children and Young People

6.7. The Children and Young People directorate is proposing new savings and income of £2.876m in 2026/27 from 4 savings proposals. £1.4m is to come from as a result of the opening of six new residential homes and a reduction in the reliance on costly external placements. £0.899m is in the form of income from a ringfenced grant for Best Start in Life, which will be used towards expenditure to improve outcomes for 0-5 year olds. £0.344m will be delivered as a result of a service saving already delivered in August 2025 when the SEND key working service was disbanded. The remaining £216k relates to a previously agreed saving from a review of semi-independent and shared accommodation.

Adult Social Care

6.8. The Adults directorate is projecting savings of £3.265m in 2026/27. £1.3m of this relates to a reduction in SEND transport demand, mirroring the reduction in demand in the DSG budget, £0.4m relates to a review of the Telecare model, £387k as a continuation of the savings from changes made in 2025/26 to the post-16 transport policy and the introduction of personal travel budgets, and £736k from the creation of a further care company to support Council service delivery.

Residents Services

6.9. The largest contribution to savings in 2026/27 comes from the Residents Services, which is proposing £14.433m of savings next year. Within this, £8.5m is proposed from Housing alone, through targeted savings to mitigate demand and the expensive pathways of support. There are initiatives cutting across annual lettings plans, supported housing, private rented sector and initiatives to mitigate temporary accommodation need. £3.443m is projected from Environment, £2.653m (one-off) of which is through use of the Extended Producer Responsibility Grant and an uplift of the budget to meet the expected grant income. Community Safety and Enforcement plans

savings in 2026/27 of £1.192m, which will come from a change in parking tariff structures. Property Services will seek savings of £0.623m through the generation of increased income from commercial leases, garages and council asset savings. There will also be savings from increases in fees and charges, efficiencies in street lighting, recycling bags and reductions in the number of waste weekends.

- 6.10. Due to the complexity and difficulty in determining and assuring the growth in cost and demand for temporary accommodation, it has been decided that the projections for this service into 2027/28 and 2028/29 be subjected to further review through January and an updated view on this be provided in the February budget report.

Corporate Services (Chief Operating Officer)

- 6.11. The savings in the Corporate Services directorate are spread across HR, Digital, Business Intelligence, Technology, Counter Fraud and the Residents Hub. The overall saving proposed amounts to £0.579m in 2026/27, with the most notable savings being: £0.173m from contract savings relating to Teams telephony and the EYES system, and £0.161m from removing vacant posts in the transformation team. Corporate Services are also critical in enabling cost reductions across the organisation.

Finance

- 6.12. The Finance directorate is proposing savings of £0.640m in 2026/27, mainly from the Revenues and Benefits and the Transformation departments. Of this, £0.135m will be from extending supplier incentive programmes designed to generate discounts for early payment, £0.130m from an increase in the charges applied in the recovery of court costs, £0.178m from the deletion of vacant posts in the Revenues and Benefits team, and £0.098m from an increase in the housing benefit subsidy grant now expected.

CEO

- 6.13. The Chief Executive's Officer includes the Communications, Legal and Democratic Services. The Legal department has proposed £0.485m of savings, mainly from a staffing reorganisation that has now been completed, generation of income and reduced costs through the introduction of a new prosecution lawyer, and using AI licences to reduce junior research costs. The Democratic Services department will bring in additional income from civic and ceremonial and registration services, planned at £0.154m, while the Communications department will release a vacant post, generate increased income through the outsourcing of its film service, and by reducing the number of editions of Hillingdon People produced each year.

Growth Proposals

- 6.14. There is a significant requirement for budget growth relating to the service areas in 2026/27. A substantial proportion of this is recognising the need to rebase budgets for the pressures and undeliverable savings targets implicit in the 2025/26 budget build and

as borne out by the significant budget overspend currently forecast. Implicit in this is the £36.0m overspend, stated after the release of £10.5m of contingency which will need to be rebuilt, and recognising the reversal of an assumed use of £4.2m in general reserves.

- 6.15. The council is proposing Service Area growth amounting to £69.5m in 2026/27, rising to a cumulative £98.3m by 2028/29.
- 6.16. The major areas of growth relate to demand and inflation, in particular relating to the largest areas of Council spend, being Adults' and Children's Social Care and Temporary Accommodation.
- 6.17. The growth proposals over the latter years of the MTFS become more speculative as over recent times there have been factors such as changes to employers National Insurance, above inflation Living Wage increases, foreign and British national resettlement schemes, changes in legislation that made it more difficult for landlords, leading to increased costs being passed on, and general supply issues in the housing market – none of which were predictable.
- 6.18. It is in particular very difficult to assess at this stage what the potential growth impact will be in some of these areas into 2027/28 and beyond, in particular for Housing which is less predictable than say social care which can at least look to demographics for sense-checking. The Housing growth costs and related savings opportunities are therefore the hardest to provide certainty on and will need ongoing review and refinement of demand and costs analysis over the coming months to build greater levels of assurance. To this end, both growth and savings relating to Housing in 2027/28 and 2028/29 are excluded from this consultation budget pending further review through January and will be updated on in the February budget setting report. The significant growth applied in 2026/27 to this area, combined with the rebuilt corporate contingency will provide a reasonable level of assurance over the coming year.

Corporate Budgets

- 6.19. The Corporate Budget proposals, as set out in Appendix B3, comprises all those areas of funding and expenditure which are not directly attributed to the service areas. A central provision for inflation is made and held centrally which will be allocated in the course of the year. Capital financing costs relating to the capital programme and EFS borrowing, council tax and funding settlement allocations are also recorded here. The previous budgeted drawdown from reserves has been reversed, unallocated cross-cutting savings reversed, and the corporate contingency rebuilt. An adjustment relating to a deficit on the 2024/25 collection fund lands in 2026/27 as a one-off impact, while a favourable adjustment to the long term pension fund deficit contribution rate is also applied.

7. **The Remaining Gap and EFS**

- 7.1. The number of councils seeking EFS has increased significantly in recent years, with 30 being granted EFS in 2025/26 and speculation that this could rise to anywhere between 50 and 100 in 2026/27, with half of London boroughs needing EFS by 2028/29 ([Local Government Chronicle](#)). While the financial troubles of a number of councils that entered S114/EFS in past years may have been viewed as self-inflicted, the wave of councils now entering into “exceptional” measures surely cannot be viewed in the same light, and this trend looks set to continue despite the announcement of Fair Funding 2.0.
- 7.2. As set out in Table 7 above, the council has been unable to close the gap in order to balance the budget and does not have the benefit of reserves to be able to cushion the deficit, having used these up in previous years. It is therefore recognised that in order to meet the statutory requirement of setting a balanced budget, the council will need to apply for EFS from the government, and a submission has been made. This can be provided in one or more of the following forms:
- 7.2.1. Capitalisation Direction – This permits a council to account for its revenue overspend as capital, subject to government approval. Without such approval, this approach would be unlawful. Once approved, this capital item can be addressed either through offsetting capital receipts or amortised as MRP over a maximum of twenty years. A council in this position is likely to have to borrow to support their cash flow and so this would also incur interest costs.
 - 7.2.2. Additional Grant Funding – In certain circumstances, a council may receive direct grant support to help manage exceptional financial pressures.
 - 7.2.3. Council Tax Flexibility – A council may be granted permission to raise Council Tax above the referendum threshold without holding a referendum. This option is only available as part of the annual Council Tax setting process as a rise mid-year is not feasible
- 7.3. Officers have modelled the impact of increasing Council Tax above the allowable 4.99%. Each additional 1% increase on Council Tax would raise an additional circa £1.54m per year. Outcomes under different scenarios have been modelled and shared with lead members but at this current time an increase in Council Tax for 2026/27 has not been requested from MHCLG. On this basis, the council is requesting £60m in EFS backed by borrowing to close the budget gap for 2026/27. A decision on future years’ tax increases has not been made at this point and will depend on what further savings the council can identify to close the gap but could make a significant contribution towards closing the gap.
- 7.4. The above EFS request is in addition to requests for both 2024/25 and 2025/26. The amount requested for 2024/25 is £40m with the purpose of bringing the general fund reserves up to a level in the region of £40m, having ended the year 2024/25 with £1.5m (unaudited). A further £50m has been requested in respect of 2025/26 to cover the

£36.0m forecast deficit as reported at month 7, together with a level of contingency to cover any potential risk in the closing position and risks or pressures that may materialise by the time of the final outturn and audited position. This additional contingency figure is considered to be a prudent measure on the basis that the council's accounts are currently disclaimed by the auditor and will take time to build back to a clean position with all areas of the accounts verified through the audit. It should be noted that the request will not be drawn down in full if not required.

- 7.5. As the position currently stands, the council will also need EFS for later years in the MTFS period. Despite additional funding being awarded through the Provisional LGFS, this is being phased in by government over 3 years and so the council will continue to be underfunded in both 2026/27 and 2027/28. This results in more than £40m of the EFS requirement arising as a result of the delay to the full allocation of the funding due. It is the council's intent to work through further opportunities to identify savings that benefit 2027/28 onwards and reduce the budget gap in these years. The uplift coming through the settlement will have been received in full by 2028/29 and so the target will be to reduce this to a balanced position by that point. Significant effort will be required involving reviews of departments across the organisation to find further efficiencies and reduce the footprint of the council.
- 7.6. The impact on the revenue budget of requiring EFS through borrowing, as stated above, is that this creates the need to amortise the balance over a period of 20 years. The council would apply this MRP charge using the annuity method, meaning that the charge applied in earlier years is lower than in later years, accounting for the time value of money. Depending on cash flow needs, much of this will also need to be borrowed against in order to stay within prudential borrowing limits and hence incur interest costs on top. In 2026/27 this combined figure is projected to cost the council £1.6m, rising to £11.5m in 2028/29. This impact could be reduced by an above-referendum increase in Council Tax, which would be an ongoing uplift in the income received by the council (not currently modelled into the projections), as well as any surplus capital receipts but which would only be one-off in nature. The model currently assumes a £7m receipt in 2028/29 towards this.
- 7.7. The council cannot determine a decision on EFS on its own and a submission requesting approval has been made to MHCLG for this, on which a decision is pending. Approval at this stage would be in the form of a "minded to" decision on the basis of which the council would be able to determine a balanced budget as well as be able to borrow against this figure. A final capitalisation direction would be issued by government at the time of finalising the audited accounts, well after the end of the financial year. MHCLG will expect councils to submit to a review process, likely to start early in 2026, and the decision may be subject to the council agreeing to certain conditions, yet to be determined.

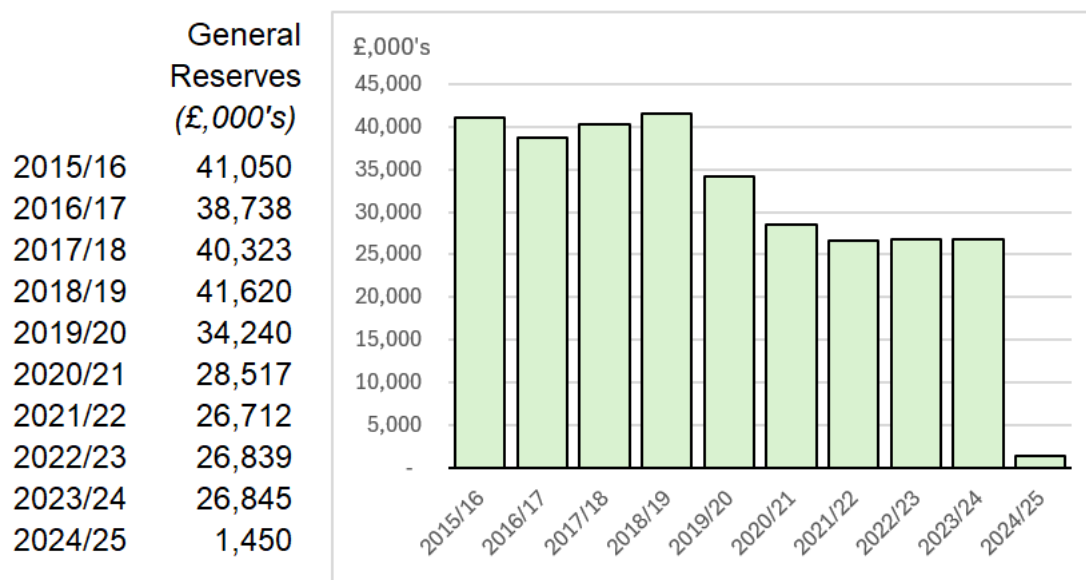
7.8. The timeline for such a decision on 2026/27 is likely to culminate in February 2026 around the time of the Final LGFS announcement, before the Cabinet and Council finally convene to consider and approve the budget.

8. Reserves

8.1. Local authorities are required under the Local Government Act 2003 and CIPFA's Financial Management Code to maintain adequate reserves to safeguard financial resilience and ensure the continued delivery of statutory services. Reserves provide a critical buffer against unforeseen events, demand fluctuations, and timing differences in funding. While short-term use of reserves to manage volatility is permissible, reliance on them to fund recurring expenditure or balance the budget is unsustainable and contrary to best practice. Persistent dependency on reserves erodes financial stability and limits flexibility in managing risks. The council's MTFs therefore prioritises rebuilding and maintaining reserves at a prudent level, alongside delivering structural savings and transformation to reduce reliance on one-off measures.

8.2. Despite savings being identified, general fund reserves have had to be drawn down over time to bridge the gap in funding faced by the council. The chart below shows the movement in General Reserves since 2015/16. Note that an exercise to review balance sheet values in 2024/25 identified £14.1m of accounting adjustments, of which £7.5m would have impacted in earlier years.

Chart 8: Movement in General Fund Reserves



8.3. An analysis of the published draft accounts for 2024/25 across London boroughs illustrates the relatively low level of reserves currently held by Hillingdon. Hillingdon ended 2024/25 with £1.45m of general reserves together with £9.40m of earmarked reserves (both useable and ringfenced), a total of £10.85m, which compares to an average across Outer London boroughs of £17.00m and £92.31m respectively, totalling

£109.31m. Hillingdon's General Reserves represent 0.35% compared to Net Cost of Service whereas the Outer London average is 6.76%.

- 8.4. This position reflects several years of erosion caused by overspends, underfunding, reliance on reserves to balance in-year budgets, and setting budgets dependent on earmarked reserves for service costs. While the 2025/26 budget assumed £4.2m of reserve use, this is no longer feasible and has been reclassified as growth for 2026/27. The projected overspend of £36.0m for 2025/26 would push reserves into a significant negative position, which is unsustainable and requires urgent intervention.
- 8.5. As highlighted earlier, the council is seeking EFS for 2024/25 to restore reserves to a prudent level, requesting £40m to replenish the general reserve. A further £50m request for 2025/26 will cover the forecast overspend and provide contingency for audit adjustments and unforeseen risks. Without this support, the council would face immediate financial instability, severely constraining its ability to deliver statutory services.
- 8.6. If approved, the revised reserve level will offer limited protection against adverse in-year movements such as increased demand, non-delivery of savings, or other unplanned adjustments. Given recent volatility, this buffer may only provide assurance for the short term. The council's intention is to maintain a general reserve of approximately £40m, subject to delivering the budget within contingency limits and implementing structural changes to reduce reliance on reserves going forward. Regular monitoring and transparent reporting will be maintained to ensure compliance with statutory guidance and to support long-term financial sustainability.

9. Council Tax and Business Rates

- 9.1. Corporate Funding is heavily reliant on Council Tax and locally retained Business Rates, both of which are driven by the size of the underlying taxbase and the level of the annual charge (Band D Council Tax or the business rates multiplier) and any discounts or premia. While both income streams are sensitive to changes in economic conditions, they differ materially in their stability, growth profile and risk exposure, which is reflected in the council's MTFS.

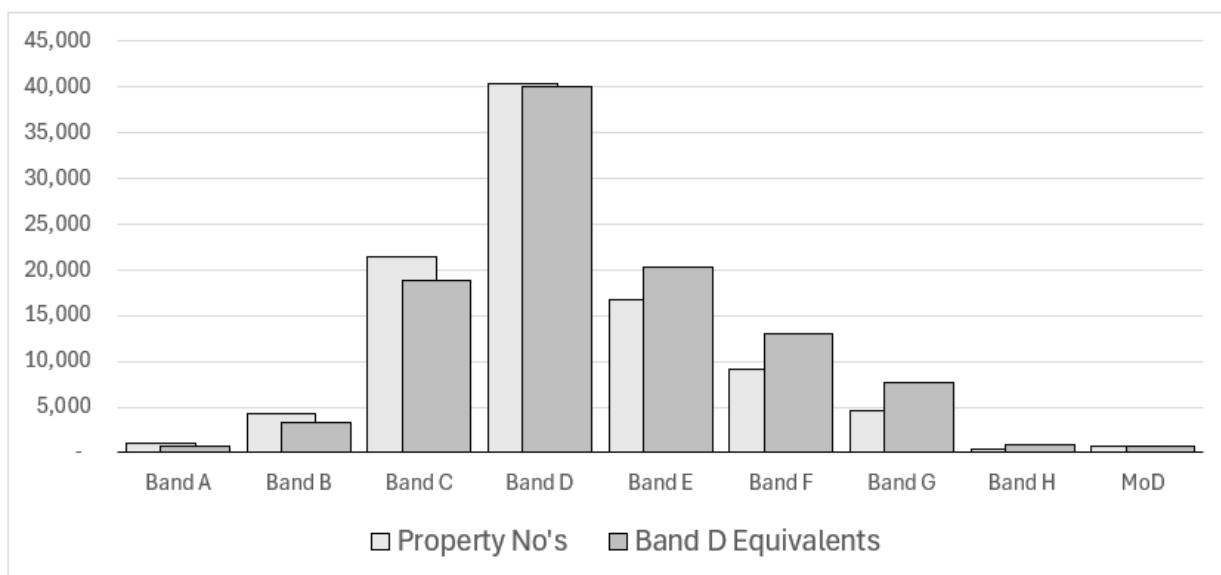
Council Tax

- 9.2. The Council Tax taxbase represents the number of Band D equivalent dwellings and is determined annually as at 31 January, forming the basis for amounts billed to residents and distributed to major preceptors, including the Greater London Authority. The 2025/26 taxbase was approved by Full Council on 16 January 2025, with a summary of the calculation and a graphical illustration set out below:

Table 9: The 2025/26 Taxbase

No of Properties after Discounts/Exemptions	Council Tax Reduction Scheme		Net Total	Ratio to Band D	Charge 2025/26 Council Tax Equivalent Band D Properties	2025/26 Council Tax Yield	2025/26 Council Tax Yield
	(No.)	(No.)	(No.)	9 ths	(No.)	(£'s)	(£,000's)
Band A	1,185	(190)	995	6 9ths	663	974.67	970
Band B	5,469	(1,190)	4,279	7 9ths	3,328	1,137.11	4,866
Band C	25,164	(3,682)	21,482	8 9ths	19,095	1,299.56	27,917
Band D	44,359	(3,985)	40,374	9 9ths	40,374	1,462.00	59,027
Band E	17,514	(793)	16,721	11 9ths	20,437	1,786.89	29,879
Band F	9,307	(191)	9,116	13 9ths	13,168	2,111.78	19,251
Band G	4,685	(43)	4,642	15 9ths	7,737	2,436.67	11,311
Band H	464	(4)	460	18 9ths	920	2,924.00	1,345
	108,147	(10,078)	98,069		105,719		154,562
1% Non Collection Rate					(1,057)		(1,546)
MoD Properties				9 9ths	760	1,462.00	1,111
Estimated 2025/26 Council Tax Taxbase					105,422		154,127

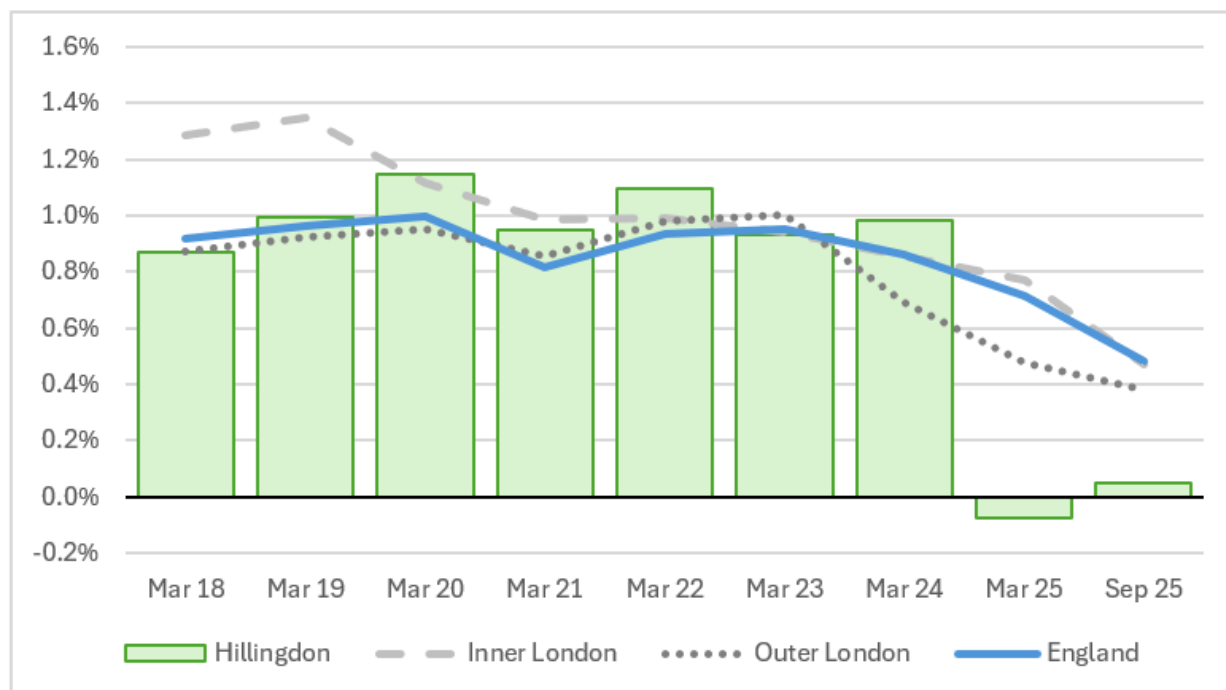
Chart 9: 2025/26 Taxbase Property Numbers and Band D Equivalents



- 9.3. While the taxbase changes daily through new properties, demolitions, re-banding and changes in eligibility for support, the longer-term trend is a clear slowdown in growth. Despite national policy interventions to increase housing supply, residential construction

has slowed nationally, across London and within Hillingdon. This has had a direct impact on forecast Council Tax growth and is illustrated in Chart 10 below:

Chart 10: Decline in Annual Property Number Growth



- 9.4. Historically, Hillingdon experienced annual taxbase growth of around 1.0% in 2019/20, declining progressively to 0.8% by 2022/23 and 2023/24. Growth in 2024/25 fell sharply to 0.1%, largely due to a Valuation Office Agency decision to re-band Houses in Multiple Occupation (HMOs) from multiple Band A dwellings to a single assessment per property. This change reduced the reported taxbase and masked underlying growth.
- 9.5. For 2025/26, the taxbase is forecast to grow by 0.4%, with no further re-categorisation effects, confirming a genuine structural slowdown. As a result, the MTFS assumes growth of 0.4% in both 2026/27 and 2027/28, before returning to 0.8% in the medium term. Due to the correction required following the HMO re-banding, the net movement between the 2025/26 and 2026/27 taxbase is a reduction of 0.8%

Council Tax Reduction Scheme and Collection

- 9.6. The taxbase is further influenced by the council Tax Reduction (CTR) Scheme, with changes approved in February 2025 and further amendments proposed as part of the 2026/27 budget. Taken together, these changes reduce the overall cost of the scheme and partially mitigate the impact of slowing taxbase growth.
- 9.7. The council continues to assume a long-term collection rate of 99%, with approximately 96.5% collected in-year and the remainder recovered over subsequent years. This assumption remains prudent and consistent with historical performance.

- 9.8. Based on these factors, the council forecasts a net taxbase of 106,874 Band D equivalents in 2026/27, rising to 108,170 by 2028/29, as set out in Table 10 below:

Table 10: Council taxbase projections

Taxbase Projections	2025/26	2026/27	2027/28	2028/29	Three Year Outlook
	£'000	£'000	£'000	£'000	£'000
<u>Council Tax Base (Band D)</u>					
Residential Properties	127,019	126,561	127,111	128,111	1,092
MOD Properties	760	760	760	760	0
Discounts & Exemptions	(11,940)	(12,403)	(12,457)	(12,555)	(615)
Empty Property Premium	283	283	283	283	0
Second Homes	0	50	50	50	50
Gross Council Taxbase	116,122	115,251	115,747	116,649	527
Gross Council Taxbase Change		-0.8%	0.4%	0.8%	
Council Tax Reduction Scheme	(10,326)	(9,919)	(7,329)	(7,386)	2,940
Council Tax Reduction Scheme Changes Feb 2025	691	1,809	0	0	(691)
Council Tax Reduction Scheme Changes Feb 2026	0	812			0
Collection Rate (%)	99.00%	99.00%	99.00%	99.00%	0
Allowance for Losses in Collection	(1,065)	(1,080)	(1,084)	(1,093)	(28)
Net Council Tax Base	105,422	106,874	107,334	108,170	2,748
Increase in Council Tax Base	754	1,452	460	836	2,748

Council Tax Charge and Income

- 9.9. The council is proposing to make full use of the council Tax referendum limit announced as part of the LGFS over the next three years, increasing Council Tax by 4.99% per annum, comprising a 2.99% core increase and a 2.00% Adult Social Care Precept.
- 9.10. This approach is forecast to generate £7.8m of additional income in 2026/27, with a cumulative impact of £28.9m over the three years of the MTFS. As most London boroughs and councils nationally are expected to apply the maximum increase, Hillingdon is forecast to remain the second lowest Band D Council Tax charge in Outer London.

Table 11: Council Tax Increase

Taxbase Projections	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	Three Year Outlook £'000
<u>Resources</u>					
Increase in Council Tax (%)	2.99%	2.99%	2.99%	2.99%	
Increase in Social Care Precept (%)	2.00%	2.00%	2.00%	2.00%	
Band D Council Tax (£)	£1,462.00	£1,534.95	£1,611.55	£1,691.97	£229.97
Increase in Council Tax Base (Band D)	754	142,124	142,124	142,124	
Council Tax Base (Band D)	105,422	106,874	107,334	108,170	2,748
<i>Change from Taxbase (£'000)</i>	<i>1,050</i>	<i>2,122</i>	<i>2,795</i>	<i>4,017</i>	<i>2,967</i>
<i>Change from Tax Increase (£'000)</i>	<i>7,326</i>	<i>7,797</i>	<i>16,052</i>	<i>24,876</i>	<i>17,550</i>
Council Tax Revenues	154,127	164,046	172,974	183,020	28,893
Total Change		9,919	8,928	10,046	

Business Rates

- 9.11. Business rates were originally set and collected locally, but from 1990 the national business rates multiplier was set by government and income pooled and redistributed through the Rate Support Grant. In April 2017, a system of localised business rates was introduced, under which upper- and lower-tier authorities generally retained 50% of locally collected income, with the remainder pooled and redistributed nationally.
- 9.12. Each authority was assigned a Baseline Funding Level (BFL), based on average business rates income in 2014/15 and 2015/16. To address disparities in local tax bases, authorities with higher yields pay Tariffs, which are used to fund Top-Ups for lower-yielding authorities. Authorities are incentivised to support growth by retaining 50% of income above their BFL, while losses are only compensated once income falls below a Safety Net threshold of 92.5% of BFL. The government's share of growth is used to fund Safety Net payments.
- 9.13. In the latest LGFS, the government has reformed the business rates retention system, including changes to the operation of the Safety Net as part of the wider reset of the scheme. Historically, authorities were protected only once retained income fell below 92.5% of their Baseline Funding Level, with no protection for losses above this threshold. Under the reformed arrangements, the Safety Net operates on a graduated basis, with 100% protection in 2026/27, 97% of baseline in 2027/28 and 92.5% from 2028/29, with full protection of losses below this level.
- 9.14. Hillingdon has a high business rates yield due primarily to Heathrow Airport being located within the borough and therefore pays a Tariff to central government after first allocating shares to the GLA (37%) and government (33%). Based on the 2025/26

settlement, after the Tariff is applied the council ultimately only retains around 14% of the business rates assessed, and 15% on any surplus achieved.

Business Rate Revaluation and Fair Funding Review

- 9.15. Business rate valuations will be refreshed from the start of 2026/27 following the national revaluation. Data published by the Valuation Office Agency in November 2025 indicates that the total national rateable value will increase from £68.4bn to £82.6bn, an increase of around 19%. In line with legislation, the revaluation will be fiscally neutral at a national level, with the Non-Domestic Rating (NNDR) multiplier adjusted so that the overall level of business rates income collected nationally remains unchanged before and after revaluation.
- 9.16. Although fiscally neutral in aggregate, revaluation redistributes liability between areas and individual properties. Regional impacts vary materially, with London and the South East experiencing above-average increases in rateable values (around 22% and 20% respectively), while other regions see lower increases. As a result, businesses in London will bear a higher proportion of the national business rates burden following revaluation.
- 9.17. The impact is particularly pronounced in Outer London, where average rateable values have increased by around 31%, and is most acute in Hillingdon, which has the highest mean average increase nationally at 102%. However, the median increase of 22% indicates that this uplift is driven by a relatively small number of very large hereditaments. National analysis shows that authorities hosting major airports or ports are disproportionately affected, reflecting significant valuation uplifts for specialist infrastructure.
- 9.18. The scale of revaluation in Hillingdon materially increases the risk of valuation appeals, particularly from large and complex properties subject to substantial increases. While appeals ultimately adjust rateable values prospectively, they give rise to cash-flow risk for the council, as successful appeals can result in refunds of business rates already collected. In light of the revaluation and the concentration of valuation increases within a small number of high-value properties, the council will need to review and, where appropriate, strengthen its appeals provision within the Collection Fund to ensure that potential liabilities are adequately provided for and financial risk is appropriately managed.
- 9.19. This will be a material risk to the council given the size of the increase in Heathrow's rateable value in particular – a successful appeal would likely lead the council to hitting Safety Net levels due to the resulting impact, which could potentially amount to a loss of £10m over the course of the 3-year MTFs. Meanwhile, the cash flow risk to the council under the mechanism – of having to reimburse business rates to Heathrow on behalf of government and the GLA before the council can recover their contribution the following

year – is not one the council can sustain. This will need further review before the finalised budget can be set in February.

10. **Supporting Information - Assumptions**

10.1. **Fees and Charges**

- 10.2. To help close the budget gap over the medium term, the council must consider measures to increase income alongside delivering service efficiencies and cost reductions. It is therefore proposed that discretionary fees and charges will be uplifted by 10% where appropriate. This increase will be applied with regard to prevailing market rates and anticipated demand sensitivity to price changes. This core assumption underpins the majority of the council's fees and charges. Any proposals that fall outside this approach have been presented separately above and included as distinct savings initiatives, the most significant of which relates to parking charges.
- 10.3. This strategy is expected to generate an additional £0.4m of income, as detailed in the table below. It should be noted that some service areas continue to experience demand below budgeted levels, resulting in a net pressure on income despite the proposed uplift. There are no net changes in respect of the Children's or Finance directorates.

Table 12: Fees & Charges net (uplifts)/pressures

Directorate	£'000
Adult Social Care & Health	10
Place	18
Homes & Communities	(415)
Corporate Services	(16)
Total	(403)

- 10.4. A full schedule of the proposed fees and charges uplifts is included in Appendix F.
- 10.5. It should be noted that the uplift in charges at the council's leisure facilities operated by GLL are proposed to be applied from December 2025. The council is not consulting on these particular increases as they have been worked up in conjunction with the provider.
- ### 10.6. **Inflation**
- 10.7. The council's forecast inflation impact adds £12.6m to the 2026/27 budget requirement, rising to £28.0m by 2028/29. Any price increases above the council's core assumptions are included in the budget proposals set out above.

Table 13: Corporate Inflation Assumptions

Inflation Provision	Base Budget	Annual Movement in Budget Requirement			Three Year Outlook
		2026/27	2027/28	2028/29	
	£'m	£'m	£'m	£'m	£'m
<u>Inflation Rates (%)</u>					
Contracted Expenditure		2.8%	2.0%	2.0%	
Workforce Expenditure		3.0%	2.0%	2.0%	
Added Years Pension Costs		3.0%	2.0%	2.0%	
Energy		5.3%	5.0%	5.0%	
Vehicle Fuel		0.0%	2.0%	2.0%	
Homecare Provision (Adult Social Care)		4.8%	4.0%	4.0%	
Care Placements (Adult Social Care)		4.8%	4.0%	4.0%	
Care Placements (Children's Services)		2.8%	2.0%	2.0%	
SEND Transport		2.8%	2.0%	2.0%	
Business Rates & Council Tax		0.1%	2.0%	2.0%	
Levies		2.8%	2.0%	2.0%	
<u>Inflation Projections (£'m)</u>					
General Contracted Expenditure	147.3	4.5	3.1	3.2	10.7
Workforce Expenditure	1.9	0.1	0.0	0.0	0.1
Added Years Pension Costs	3.5	0.2	0.2	0.2	0.6
Energy	1.2	0.0	0.0	0.0	0.0
Vehicle Fuel	48.5	1.5	1.1	1.1	3.7
Homecare Provision (Adult Social Care)	14.5	0.4	0.3	0.3	1.0
Care Placements (Adult Social Care)	112.9	5.7	2.5	2.5	10.8
Care Placements (Children's Services)	31.3	0.8	0.6	0.6	2.1
SEND Transport	10.5	0.3	0.2	0.2	0.7
Business Rates & Council Tax	3.6	0.0	0.1	0.1	0.1
Levies	8.9	0.3	0.2	0.2	0.7
Gross Inflation Requirement	384.2	13.7	8.3	8.5	30.6
Budgets Out of Scope of Inflation	(159.4)				
Less: Externally Funded Items	(224.8)	(1.1)	(0.7)	(0.7)	(2.6)
Total Inflation Provision	0.0	12.6	7.6	7.8	28.0

- 10.8. The council's core inflation assumption is an average Consumer Prices Index (CPI) of 2.8% in 2026/27, reducing to the Bank of England target rate of 2.0% over the medium term. The latest published CPI for November 2025 was 3.2%, down from 3.6% in the previous month, supporting a continued downward trajectory. This core assumption is applied to general contracted expenditure, including Children's Social Care and SEND transport. The assumption increases the budget requirement by £2.6m in 2026/27, rising to £6.5m by 2028/29.
- 10.9. In respect of pay, and with national negotiations ongoing, the council has assumed a 3.0% increase in the salary bill for 2026/27. This sits marginally above forecast CPI to

reflect the ongoing impact of the National Minimum Wage on lower-graded roles, together with the need to partially address historic pay awards that have tracked below inflation. The assumption is applied consistently to employee costs and added years pension liabilities and is forecast to add £4.5m in 2026/27, increasing to £10.7m by 2028/29

- 10.10. Adult Social Care placement costs are particularly sensitive to inflation, as provider pricing is heavily driven by workforce costs. The council has therefore assumed that placement fee uplifts will track 2% above CPI, reflecting continued pressure from increases in the National Minimum Wage within the care sector. As a result, Adult Social Care placement budgets are forecast to increase by 4.8% in 2026/27 and 4.0% per annum thereafter, adding £6.1m in 2026/27 and £11.8m by 2028/29
- 10.11. Energy costs are forecast to increase by 5.4% in 2026/27, largely driven by higher electricity prices, partially offset by more modest increases in gas costs. A further annual increase of approximately 5.1% is assumed thereafter. As the council procures energy in advance of the financial year, the 2026/27 position will be more certain by the time the budget is finalised in February 2026. These assumptions increase costs by £0.2m in 2026/27, rising to a cumulative £0.6m by 2028/29.
- 10.12. In addition, increases in levies and the council's own Council Tax and business rates liabilities are forecast to add £0.3m to the budget requirement in 2026/27, rising to a cumulative £0.8m by 2028/29.

11. **Uncertainties, Risks and Mitigations**

- 11.1. Business Rates – There is a significant cashflow risk arising from business rates appeals and non-collection. While the council is responsible for collecting business rates, it must pay the government and the Greater London Authority (GLA) their predetermined shares based on the settlement, regardless of actual collection levels. If businesses successfully appeal or fail to pay, the council bears the shortfall, creating pressure on working capital and increasing the likelihood of in-year funding gaps.
- 11.2. Council Tax – There is a risk that Council Tax income may fall short of forecast due to lower collection rates or slower growth in the tax base. Economic pressures, such as rising cost of living, can lead to increased arrears and higher levels of Council Tax Reduction claims, reducing net income. Additionally, slower housing development or delays in new property completions can limit anticipated tax base growth
- 11.3. Adults/Children's Social Care demand – growth rates going forward have been based on the experience of recent years but were growth to exceed these assumptions this would lead to additional pressure.
- 11.4. There is a risk that the 2025/26 forecast assumptions may prove inaccurate. In previous years, budgets were set using growth estimates that did not fully capture the actual

increase seen at outturn. This resulted in two compounding issues: a catch-up effect from prior year growth that was understated, and an additional shortfall caused by underestimating growth for the new year. Together, these factors contributed to significant overspends.

- 11.5. Temporary Accommodation – the costs and rate of growth in Temporary Accommodation and Housing are highly unpredictable, dependent on economic performance, changes in lettings legislation and viability. Significant growth has been built back into the MTFS for rebasing existing growth not budgeted for, but past trends and analysis may be unreliable in this high-cost and impact statutory service. This may be the single hardest element of the budget to predict or control due to the limited supply in the market, the lack of correlation to demographic or other data to predict demand, and a cost model that does not simply align to inflation. This is further added to by demographic factors external to the borough which are outside of the council's control. Officers will continue to work on the projections relating to this with an update to be made in the final February budget and consequently the savings and growth for the Housing division have been excluded from this report pending further detailed assessment.
- 11.6. Non-delivery of capital projects - The present capital programmes have been reviewed but over the 5 years planning horizon this still leaves a general fund programme of £229m of which £106m is externally funded and £123m funded by prudential borrowing. The revenue impact may be affected by changes in assumptions in slippage, asset life, interest rates, funding sources etc.
- 11.7. Savings non-delivery – the council has demonstrated in recent years that the savings can be subject to optimism bias in what savings are deliverable and when they can be implemented from. There has also been a tendency to roll undelivered savings forward without these being sufficiently challenged.
- 11.8. Differences between our assumed future rate of inflation and actual rates have the potential to impact on our future budget modelling. Whilst we have modelled for inflation above CPI in a number of sector specific areas, market conditions may result in rates higher than assumed. In particular, any further changes to employment taxation or living wage could impact those budgets that include a high wage element. Inflation rates may influence future levels of Council Tax rises or Business Rate yield as well as the assumed CPI plus 1% assumed HRA rent rises.
- 11.9. Increases in fees and charges have been modelled to derive savings in the 2026/27 MTFS, using 10% as the starting principle for any proposed changes. The impact that this may have on demand however could mean that the cumulative increase in income generated does not transpire, or that total income could reduce if demand falls further.
- 11.10. Dedicated Schools Grant (DSG) continued growth – The 2024/25 accounts set out that the council had a DSG deficit of £65.9m and this is currently forecast to increase by

another £10.6m in 2025/26. This deficit is not funded, with the government only signalling that it will pick up in-year deficits from April 2028 (which for the council is forecast to be the point of breakeven). Up to this point, the council is having to cash flow the cumulative deficit from its own cash balances. The bank interest cost of having to finance this deficit through general fund borrowing is now circa £3.5m a year.

- 11.11. Capital receipts generation – these may either be used to repay EFS, pay for capital projects or use as flexible capital receipts (FCR) to pay for the cost of implementing the savings. The cost of supporting implementation is built into savings proposals in some cases but there may be some costs missing which will need to be addressed through FCRs and there will need to be sufficient receipts available and/or generated for use in this way.
- 11.12. Interest rates – The General Fund, at Month 7 2025/26 was forecasting the use of £267m of debt (£193m long term and £74m short term) to fund the capital programme at an average interest rate of 4.22%. The present 5-year capital programme forecasts an additional £191m of prudential borrowing. Debt Management Office 40-year debt is presently 6.13%. Therefore, new debt will be 2% more expensive to service than the council's existing debt portfolio.

Risk Mitigation

- 11.13. The council has the ability to employ a number of mitigations in order to reduce the financial impact of any of the above or other potential risks from materialising. These include:
- Reserves – the reinstatement of £40m of general fund reserves will be the most significant buffer but only acts as a financial offset rather than mitigating the pressures that arise
 - Contingency - £10m has been built into the base budget for 2026/27 and on the basis that this may get depleted, a further £5m has been built into future budget years. This acts as a first line financial defence before the reserve would start to be eroded and may be called upon in the event that savings are not fully delivered, growth and inflation exceed expectations, or other unforeseen costs materialise.
 - Energy inflation – the council fixes the energy rate in advance to ensure a stable price and eliminate the risk of a volatility in prices over the coming year, leaving the only variable as volume in the form of energy usage
 - To manage the volatility in business rates, the council will maintain a robust appeals provision within its financial planning. This provision ensures that anticipated reductions from successful appeals are accounted for, reducing the risk of overpayment to government and the GLA. In addition, proactive

monitoring of high-risk accounts, and regular review of outstanding appeals will be implemented.

- Collection rates – the council will continue its debt collection review project which will enhance recovery strategies, monitor the tax base growth, assess the impact of variations on income and cash flows.
- Closer monitoring of sales, fees and charges income levels to identify trends and the impact from price increases, to help assess elasticity of demand and inform future pricing strategy. If the impact is severe, a decision could be taken in-year to reverse or reduce any specific charges.
- Monthly forecasting and review of year-to-date actuals through the course of the year will increase the ability to spot emerging trends and issues
- Further development and refinement of growth models which track unit costs, demand and costs through the year which can be reviewed monthly or weekly and provide insight into the current situation and financial implications thereof.
- The council has implemented enhanced spend controls to mitigate financial risk and prevent unplanned expenditure. These measures include stricter approval processes for non-essential purchases, temporary restrictions on discretionary spend and prioritisation of resources towards statutory and business-critical services. These controls provide restraint on cash outflows and create insight on expenditure and so capacity for corrective action to support delivery of a balanced budget.
- The council plans to strengthen governance over capital investment by introducing a more robust business case process. All new capital proposals will require comprehensive justification, including assessment of funding sources, viability and affordability. Enhanced scrutiny and approval stages will ensure that projects deliver value for money, minimise financial risk, and avoid unnecessary pressure on borrowing and revenue budgets.
- The council is introducing an asset review governance process which is now in design for implementation in early 2026, with a view to clearly determining which assets will be retained, disposed of, or optimised in some other way. Reliance on the capital receipts will be minimised so there can be freedom to use these to help reduce the EFS requirement, or to cover savings implementation costs if appropriate.

11.14. The 2024/25 Statement of Accounts set out that the council has limited reserves to call upon. In addition, the council's working capital balances have been eroded over the past 3 years in ensuring that the DSG deficit requirement is funded. Both these points, along with the 2026/27 position as set out in this report have impacted the council's

treasury position. The council's Treasury Management Strategy sets out that the council should carry a minimum level of investments of £25m (comprising £10m required to manage day-to-day cash flow plus £15m held in Strategic Pooled Funds). Without the approval of EFS this requirement cannot be met.

Other Key Budgets

12. General Fund Capital Programme 2026/27 to 2030/31

- 12.1. Capital investment of £228.8m over the 5-year period 2026/27 to 2030/31 has been incorporated in the General Fund budget strategy, with Major Projects accounting for £66.4m of the programme and £147.5m in relation to Programme of Works activity supported by a proposed contingency of £15.0m. The programme is funded by £122.6m (54%) of prudential borrowing and £106.2m (46%) from other sources including grants, contributions and Section 106/Community Infrastructure Levy (CIL) income.
- 12.2. The breakdown by directorate is set out in the table below:

Table 14: General Fund Capital Programme

Category & Directorate	2026/27 £'m	2027/28 £'m	2028/29 £'m	2029/30 £'m	2030/31 £'m	5-Year Total £'m
Major Projects						
Residents Services	18.7	13.9	17.1	3.2	0.1	52.9
Children's & Young People's Services	12.8	0.6	0.0	0.0	0.0	13.4
Major Projects Total	31.5	14.5	17.1	3.2	0.1	66.4
Programme of Works						
Residents Services	19.0	21.4	18.5	21.8	16.4	97.1
Children's & Young People's Services	9.2	3.0	3.0	3.4	3.4	22.0
Adult Services & Health	4.0	4.0	4.0	4.0	4.0	19.9
Corporate Services	4.2	4.0	0.1	0.2	0.0	8.4
Programme of Works Total	36.3	32.4	25.5	29.4	23.8	147.4
Contingency Total	7.0	2.0	2.0	2.0	2.0	15.0
Grand Total	74.8	48.9	44.6	34.6	25.9	228.8
Funded By:						
Prudential Borrowing	(40.9)	(26.8)	(23.0)	(20.2)	(11.7)	(122.6)
Other Funding	(34.0)	(22.0)	(21.6)	(14.4)	(14.2)	(106.2)
Total Funding	(74.8)	(48.9)	(44.6)	(34.6)	(25.9)	(228.8)
MTFS February 2025	95.9	56.4	43.0	32.4		227.6
Change	(21.0)	(7.5)	1.6	2.1		(24.7)

- 12.3. As part of the budget setting process for the Capital Programme, officers reviewed and prioritised all proposed capital schemes to determine those that were in flight and needed to be completed, those which were critical for service delivery, savings delivery, fully funded by third parties or external grant income, or are a health and safety requirement. Schemes such as these were deemed to be of most importance. Schemes which have not yet started, are avoidable and are not of critical importance to the delivery of core council services are not being progressed in order to focus attention

and spend on the most important schemes and to minimise the financial impact on the revenue budget through MRP and interest from borrowing.

- 12.4. Following the implementation of such control measures, compared to the last approved capital programme budget in February 2025, the 4-year period from 2026/27 to 2029/30 sees a reduction in programme of £24.9m from £227.6m to £202.9m. Furthermore, the 2026/27 capital programme budget of £74.8m reflects a reduction of £20.2m compared to the 2025/26 forecast spend of £95.0m. Based on past experience, the Treasury Management forecast then assumes a further 25% in slippage each year for cash flow purposes.
- 12.5. The Major Projects investment of £66.4m includes £52.9m within Residents Services and a further £13.4m within Children & Young People's Services, with the key drivers behind these programmes being set out below.
- 12.6. Residents Services (£52.9m) is driven by 5 key programmes in excess of £1m each accounting for £47.8m and 12 smaller programmes below £1m making up the balance of £5.1m, with the key projects in this area set out below:
- 12.6.1. Hillingdon Water Sports Facility & Activity Centre (£21.7m) – following the displacement of the site by HS2, this programme moves the site to a new location, 100% funded by HS2.
 - 12.6.2. Cedar & Grainges (£10.2m) – two of the council's car parks connected to the Pavilions shopping centre are in need of structural works to ensure continued use of the car parks, with the investment ensuring town centre parking for residents and protecting the income stream for the council. This project is wholly funded by borrowing.
 - 12.6.3. Refurbishment of the Crematorium (£9.6m) – The cremators at the crematorium have a life span of 15 years, with this investment required to replace the cremators with new units, which will also be more efficient and generate a saving for the council against its energy bill. This investment is funded one third by Harrow Council and two thirds by borrowing.
 - 12.6.4. Civic Centre Transformation (£3.5m) – With 2026/27 being the final year of this programme, this investment brings improvements to the Civic Centre and is linked to the generation of lease income from renting out sections of the building as the council reduces its footprint of the building.
 - 12.6.5. Garage Site Refurbishment (£2.9m) – The council's garage sites are in need of investment in order to protect the income stream generated from renting these sites out, with this expenditure being required to protect the council's income stream.

- 12.6.6. The remaining smaller items of £5.1m largely complete in 2026/27 including the completion of the Jubilee Leisure Centre (£0.6m), Yiewsley/Otterfield Library site (£0.8m), Carbon Initiatives (£0.5m) alongside smaller programmes mainly associated with health and safety works.
- 12.7. The £13.4m within Children's & Young Peoples Services relates to a combination of Schools programmes, social care provision and youth services with details including:
- 12.7.1. Specialist Resource Provision (SRP)/ Special Educational Needs & Disabilities (SEND) Meadow High School - Northwood Road (£9.0m) – The investment in this school will increase SRP / SEND provision and support the reduction of the Schools Budget deficit driven by underfunding of the High Needs block by increasing provision within the borough with this programme wholly funded by prudential borrowing.
- 12.7.2. Secondary School Expansions (£4.0m) – The expansion of secondary school placement in the borough is wholly funded by the Department for Education (DfE) and will see placements being increased to support population growth for the borough.
- 12.7.3. Three other programmes are included in the capital programme budget for 2026/27 including the final stages for both the SRP / SEND Meadow School - Royal Lane provision and the completion of new Children's care provision, alongside a £60k investment in Youth Provision funded by the UK Shared Prosperity Fund.
- 12.8. A proposed Programme of Works budget of £147.5m is put forward for the capital programme driven by a number of ongoing programmes across a range of service areas with Residents Services (£97.1m), Children's & Young Peoples Services (£22.0m), Adult Services & Health (£19.9m) and Corporate Services (£8.4m).
- 12.9. Within Residents Services, 7 programmes over £3.0m each account for £91.6m of this spend, with 5 smaller programmes adding a further £5.5m by 2030/31. The details behind this investment are set out below:
- 12.9.1. Highways Structural Works (£30.8m) – Ongoing structural works are planned for the next 5 years at c£6.2m per annum funded by £5.8m of Department for Transport (DfT) funding with the remaining balance of £25m to come from prudential borrowing.
- 12.9.2. Vehicle Replacement Programme (£22.2m) – The Fleet Service have a cyclical replacement programme with the majority of vehicles expected to be in use for 7 years. The increase in expenditure planned for 2029/30 relates to the replacement of refuse trucks. This investment will help to reduce ongoing maintenance costs within the revenue budget with the council balancing the

maximisation of asset life against the ongoing maintenance costs of an ageing fleet.

12.9.3. Disabled Facilities Grant (£10.7m) – This investment is fully funded grant and represents the cost associated with adapting private property for residents in need, providing a preventative service that enables people to live in their properties for longer.

12.9.4. Devolved Capital to Schools (£10.0m) – This investment allows schools to receive capital funding for improvement works, with the scheme fully funded by a DfE grant which the council passports to local schools to make improvements.

12.9.5. Property Works Programme (£7.6m) – The council owns a large corporate estate and so this programme budget is to fund remedial works and enhancements to Council owned property as and when needed. This investment is wholly funded by borrowing.

12.9.6. Transport for London (£7.3m) – This capital expenditure pays for initiatives funded by TfL and can include works to highways, cycle paths and pavements.

12.9.7. Replacement of Street Light Columns (£3.0m) – This expenditure allows the council to replace aging street lighting for safety reasons whilst also replacing old technology with new, generating an ongoing revenue saving from the investment.

12.9.8. A number of other smaller programmes are included against Resident Services mainly linked to ongoing health and safety investment as well as refurbishing our leisure centres.

12.10. Programme of Works capital programme proposals in other directorates include:

12.10.1. Children's & Young People's Services (£22.0m) for Schools Building Conditions Works which are 100% grant funded by the DfE, with the council passporting this money on to schools within the borough.

12.10.2. Adult Social Care Equipment (£19.9m) to fund equipment used by clients that acts as a preventative service and allows residents to remain independent for longer, funded through the Better Care Fund.

12.10.3. Corporate Services are investing £8.4m in improvements linked to the council's Digital Strategy approved by Cabinet in October 2024. This investment is linked to ongoing efficiencies for services, supporting the delivery of some of the savings listed in this report.

- 12.11. The proposed capital programme requires £40.9m of prudential borrowing in 2026/27 rising to £122.6m by 2030/31. Based on current interest rates, every £10.0m costs the council £0.827m of capital financing to cover principal and interest, meaning this programme ultimately drives a capital financing requirement of c£10.1m over the life of the programme. The impact of the capital programme is included in the Corporate Budgets position.
- 12.12. For full details of the proposed capital programme, see Appendix C which includes the full five-year programme and a complete breakdown of the 2026/27 expenditure and funding sources.
13. **Housing Revenue Account**
- 13.1. The Housing Revenue Account (HRA) is a ringfenced, self-financing account whereby rental income from the Council's c10,200 social housing units are reinvested in the management, maintenance and expansion of stock for the benefit for tenants. The budget strategy for the HRA for the 2026/27 financial year in the context of the five-year plan is set out in this report, underpinned by a 30-Year Business Plan which demonstrates that over the longer term the HRA is financially sustainable and that the proposed capital investment will maintain this position.
- 13.2. In 2025 the Regulator of Social Housing inspected the Hillingdon housing landlord service for the first time and awarded the service a 'C2' grade, the second highest grade possible. The Regulator found a number of strengths in the service, including an effective and responsive repairs service and set out in their Regulatory Judgement key areas for further improvement to ensure full compliance in line with the highest 'C1' grade. This included delivering the approved planned works programme to increase the number of compliant decent homes and strengthening tenant engagement and scrutiny in service design and delivery. These improvement areas are reflected in the 5-year MTFS business plan for the HRA.
- 13.3. The priorities for the HRA business plan over the next five years and under review with tenants are:
- Achieving the decent homes target
 - Energy efficient homes and carbon reduction
 - Tenant engagement and empowerment
 - Regeneration and housing development
 - Operational transformation
 - Robust financial management and governance
- 13.4. The HRA Capital Programme that forms part of the budget strategy is structured around the following key elements:

- 13.4.1. Housing Supply – delivering a net 209 new homes in 2025/26, with a further 936 by 2029/30 to support increasing demand for social housing in a growing borough.
 - 13.4.2. Recognising the impact from the changes to the Right to Buy (RTB) Scheme in 2024, when the Government reduced the discount to Council Tenants from £136.4k to £16k for all applications received after 21 November 2024. As a result, the Council experienced a spike in applications at the time and anticipates a significantly reduced demand in new applications going forwards. This in turn is expected to reduce the capital receipts from RTB sales.
 - 13.4.3. Estate Regeneration – delivery of 376 new homes across the Avondale and Hayes Town Centre estates, a net increase of 72 during the MTFS period on the current configuration.
 - 13.4.4. Decent Homes – an enhanced programme of works to take into account the results of a housing stock review, anticipating 30% of the housing stock over the period of the programme will require further work to maintain the required decency standard, with further investment to ensure that properties are refreshed on a rolling programme.
 - 13.4.5. Being accessible to residents: A capital investment of £65k in 2026/27 to facilitate hybrid working. This provides the necessary infrastructure for staff to remain mobile and responsive, supporting modern service delivery across the housing estate in line
- 13.5. Development of HRA budgets over the five-year period has been undertaken in the context of significant pressures on housing demand in the borough, across London and nationally, which is being compounded by the relatively high proportion of construction and building-related expenditure to meet housing regulatory requirements and to increase housing supply. The Government continues to cap/permit rent increases at CPI+1% throughout the five-year strategy period.
- 13.6. The Government has recently conducted a Rent Convergence Consultation. In alignment with the collective response from all London councils, we have formally advocated for a +£3 per week convergence mechanism to get properties to target rent quicker. This additional flexibility is viewed as a critical requirement to address the unique financial pressures in the capital programme, protect HRA sustainability, and ensure the continued delivery of high-quality, safe housing. The proposed £3 per week convergence increase, modelled on top of the existing CPI+1% annual uplift, would generate an additional c£1.59m per annum for the Council's Housing Revenue Account. This substantial and cumulative uplift in income is crucial not only for long-term growth but also for immediate and substantial short-term sustainability. The outcome of the consultation is to be confirmed by Government.

- 13.7. Building on the strategic £1.5m growth investment in 2024/25 for regulatory compliance and maintenance, the HRA budget reflects a further £1.9m increase in 2025/26 and a targeted £0.82m in 2026/27 to drive service improvements, staff training, reconciliation of budgets and tenancy sustainment (as set out in Growth and Saving section 13.14 to 13.23) These investments are partially offset by £0.38m in efficiencies from revised Service Level Agreements and reduced overtime in 2026/27, with a further budget reduction of £0.50m profiled for 2028/29 due to a sheltered housing service review and the service improvements required to meet the C1 regulatory standard are fully embedded as business-as-usual.
- 13.8. Forward looking financial plans are based on solid foundations, with a forecast balanced budget for 2025/26 and unallocated reserves projected to total £15.0m at 31 March 2026. Given that £15.0m reserves are judged to provide sufficient capacity for risk management purposes and considering the economic context, the budget strategy maintains unallocated reserves at this target level. The Council will be reviewing the level of reserves in the future given the rising stock number over the medium-term.

Table 15: Housing Revenue Account Budget Strategy

	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m	2030/31 £m
Total Resources	84.9	89.9	94.3	98.3	103.4	108.0
Total Service Expenditure	(60.7)	(63.6)	(65.4)	(67.1)	(69.1)	(71.1)
Contribution to Finance Capital Programme	(24.2)	(26.3)	(29.0)	(31.2)	(34.3)	(37.0)
Cumulative Budget Gap	0.0	0.0	0.0	0.0	0.0	0.0
Closing General Balances	15.0	15.0	15.0	15.0	15.0	15.0

- 13.9. Capital investment plans will result in the HRA Capital Financing Requirement reaching £592.5m in 2030/31. The debt-to-income ratio will be lower than the recommended limit of 5:1 in throughout the planning period from 2026/27 to 2030/31. Therefore, the programme is sustainable in the short to medium term. Further commentary on the HRA budget strategy is provided below, with detailed schedules included in Appendices D and E.

Rental Income

- 13.10. HRA Dwelling rental income is projected to grow from £84.9m in 2025/26 to £108.0m by 2030/31, with this £23.1m increase in funding driven by a combination of inflationary rent increases and net growth of 936 dwellings as investment in delivery of new stock outstrips projected losses through Right to Buy sales and the Hayes Estates Regeneration Scheme properties come into operation. This also reflects rental increases based on the Government's rental increase cap of CPI+1%.

- 13.11. The table below provides an overview of projected changes in stock numbers, with new units being delivered through the capital investment plans expanded upon later in this report while units are sold under Right to Buy.

Table 16: HRA Stock Numbers

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Change
Projected Opening Stock	10,518	10,670	10,676	10,928	11,075	11,225	N/A
Net Movement	152	6	252	147	150	381	936
Projected Closing Stock	10,670	10,676	10,928	11,075	11,225	11,606	936
Average Stock	10,594	10,594	10,673	10,802	11,002	11,150	N/A

Inflation

- 13.12. Inflationary cost pressures of £2.9m are projected within the HRA for 2026/27, rising to £10.42m by 2030/31, with contracted expenditure forecast to grow in line with the General Fund projections at 3.0% in 2026/27, then 2% thereafter in line with the Bank of England target rate. The pay award for the HRA is similarly in line with the General Fund at 3% in 2026/27, reducing to 2% per annum thereafter, with the employer's pension contributions set to increase by 3% in 2026/27 and 2% thereafter, and energy forecast to increase by 6.4% in 2026/27, before returning to a 5% increase thereafter. Further analysis of the inflation requirement is presented in Appendix D.

Capital Charges

- 13.13. Capital investment plans expanded upon later in this report necessitate £268.2m of new borrowing over the period to 2030/31, the ongoing servicing and repayment of which will add £13.0m to HRA service expenditure over the MTFS period. These financing charges reflect current borrowing costs, with underlying investment continuing to meet the thresholds for affordability, sustainability and prudence.

Growth

- 13.14. Growth of £4.9m from 2026/27 to 2030/31 has been included in the budget proposals to fund additional costs within tenancy management and repairs and maintenance in line with the growing stock numbers.
- 13.15. Compliance Officers - Gas & EICR Access: A targeted investment of £103k has been built in to fund specialist Compliance Officers. Their primary focus is securing access to properties for statutory gas safety inspections and Electrical Installation Condition Reports (EICRs). This is a critical "invest-to-save" measure to ensure 100% compliance with health and safety regulations and to mitigate the legal and safety risks associated with "no-access" to properties to undertake safety checks and maintenance.
- 13.16. Service Improvement Resource: we are making best use of resources within the service to fully delivery service improvement. A front-loaded investment of £350k in 2026/27 will

ensure sustained improvement in service outcomes for tenants. This is a fixed term, 'task and finish' resource to drive service transformation, with the budget scheduled to be removed in 2028/29 once improvements are embedded and C1 achieved (meeting the minimum RSH Standard).

- 13.17. Annual Mandatory Subscriptions & Tenant Satisfaction Measures Data: Combined investment of £143k to ensure compliance with requirements of the Regulator of Social Housing. This includes mandatory professional subscriptions and the external collection of Tenant Satisfaction Measures (TSMs) to ensure transparent reporting.
- 13.18. Tenancy Sustainment & Training: A dual-pronged investment of £100k each for Tenancy Sustainment (to prevent homelessness and support vulnerable tenants) and Staff Training (to ensure the workforce has the skills to meet new regulatory consumer standards). Creating a highly skilled workforce and sustained succession planning.
- 13.19. Resident Engagement: Allocation of £125k to reconcile resident engagement costs and move into the HRA to ensure correct financial governance, ensuring the "voice of the tenant" is central to HRA governance.

Savings

- 13.20. Included in the budget proposals is a £2.6 saving for the HRA to deliver, with £0.4m to be delivered through efficiencies within back-office functions in the general fund impacting on the recharge to the HRA for these services, including maximising digital opportunities.
- 13.21. Service Level Agreements: An efficiency saving of £354k is to be achieved through the review of internal recharges and SLAs, ensuring the HRA continues to receive best value for money for the services it buys on behalf of tenants.
- 13.22. Sheltered Housing Review & Overtime: Total savings of £240k to be realised through a comprehensive service review of Sheltered Housing and a reduction in reliance on staff overtime.
- 13.23. Rent Arrears Reduction: A strategic target to reduce debt by £700k in 2026/27. While this shows as a reduction in expenditure (debt provision), the plan notes a corresponding adjustment in 2028/29 to normalise the budget once the backlog is cleared.

HRA Capital Programme

- 13.24. Capital investment of £522.2m in expansion and enhancement of the housing stock over the period 2026/27 to 2030/31 has been fully reflected with this budget, including £336.9m funding to deliver 936 net increase in dwellings and £185.3m investment in existing housing stock. Further detail on these investment plans can be found in Appendix E, with a brief overview set out below.

- 13.25. Should opportunities arise in-year, the Council will review these against the HRA investment criteria and where an opportunity has a positive NPV and repays within reasonable timeframes, the Council will review these on a case-by-case basis and look to increase the capital investment in bringing on new housing stock, particularly where this also benefits the General Fund revenue position through a reduction in temporary accommodation costs.
- 13.26. Investment in new housing includes £212.5m over the period 2026/27 to 2030/31 for the flagship regeneration projects on the Avondale and Hayes estates which are expected to deliver 376 new homes. A further £124.4m has been allocated to deliver 560 net increase in units through internal development and acquisitions, with project timelines set out to maximise use of retained Right to Buy receipts over the MTFS period.
- 13.27. £185.3m has been budgeted for an enhanced programme of works to stock, based around a five-year cycle and including renewal of key components such as kitchens, bathrooms, roofs, windows and boilers, with this budget significantly increase since February 2024 to increase the standard of tenants' homes. This investment includes for further investment in insulation measures and green investments, with this programme of investment intended to increase energy efficiency and thereby contribute towards tackling fuel poverty. Additionally, investment in major adaptations to properties will continue, ensuring that the wider needs of HRA tenants can be supported in their own homes where appropriate

HRA Capital Financing

- 13.28. Planned capital investment is to be financed from a range of sources, including external grant funding, capital receipts, direct contributions from the rental income and borrowing. Overall financing plans are summarised below, with a brief overview and further commentary on the sustainability of borrowing plans.

Table 17: HRA Capital Financing

	2026/27 £'m	2027/28 £'m	2028/29 £'m	2029/30 £'m	2030/31 £'m	Total £'m
Prudential Borrowing	(98.7)	(45.3)	(89.0)	(34.8)	(0.3)	(268.2)
Revenue Contributions	(29.8)	(30.1)	(27.1)	(24.4)	(21.9)	(133.3)
New Grants	(1.0)	(49.1)	(2.0)	(1.3)	(11.2)	(64.7)
Existing Grants	(20.0)	(21.0)	(15.0)	0.0	0.0	(56.1)
Right to Buy Receipts	(20.0)	0.0	0.0	0.0	0.0	(20.0)
Total	(149.6)	(145.5)	(133.2)	(60.5)	(33.5)	(522.2)

- 13.29. External grant funding will be secured in support of the estate regeneration schemes and a number of smaller development projects, together with external funding to support energy efficiency measures across the estate and Department of Health and Social Care monies being applied to support an element of the adaptations programme. Capital

receipts are deployed where feasible generated from the retained element of Right to Buy sales.

- 13.30. A substantial element of the cyclical investment in works to stock is financed directly from rental income, with borrowing focused on delivery of new housing units, whereby servicing and repayment of this debt can be managed from additional rental income on the new units. Provision for the servicing and repayment of existing HRA borrowing and the £249.2m planned borrowing has been factored into the 30-year business plan. The Council has received a stock condition survey in February this year and this has been used to further develop the Council's plans as part of the budget from 2026/27 onwards. The outlook for debt levels of the MTFs period are shown below.

Table 18: HRA Borrowing

	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000
Capital Financing Requirement	421	470	560	593	593
Projected External Borrowing	(406)	(455)	(545)	(578)	(578)
Projected Internal Borrowing	(15)	(15)	(15)	(15)	(15)

14. Schools Budgets / DSG

- 14.1. The council continues to face significant financial challenges arising from the Dedicated Schools Grant (DSG) deficit, primarily driven by sustained demand pressures within High Needs provision and the structural underfunding of the DSG settlement from the Department for Education (DfE). As at 31 March 2025, the cumulative DSG deficit stood at £65.9m, exceeding the level of General Fund reserves. Despite this, the council has successfully reduced in-year expenditure against the Schools Budget by £4.4m between outturn 2024/25 and the current forecast, reflecting the impact of targeted interventions and strengthened financial controls.
- 14.2. Looking ahead, the statutory override that currently ringfences the DSG deficit from impacting the General Fund has been extended until 31 March 2028. This provides temporary relief but does not resolve the underlying issue. Projections indicate that the cumulative deficit will rise to approximately £90.8m (without any further safety valve contributions from the DfE or Council) by the time the override ends, even with ongoing efforts to contain annual overspends. While the council's deficit management plan is delivering incremental improvements, the scale of the challenge remains considerable.
- 14.3. The annual deficit is forecast to reduce gradually, with modelling suggesting that by 2028/29 the in-year position could move to being in balance. In 2026/27 the deficit is anticipated to further reduce to £8.3m. However, the cumulative deficit will continue to exert pressure on cashflow and liquidity. If the override is removed without a national solution, the council would face the requirement to absorb this liability into its own reserves or capitalise the deficit over a 20-year period, generating an annual Minimum Revenue Provision (MRP) charge of £2.6m–£2.8m initially. This scenario would

significantly constrain the council's ability to invest in services and maintain financial resilience.

- 14.4. To mitigate these risks, the council is pursuing a multi-faceted approach. Actions include rigorous demand management within High Needs placements, enhanced commissioning strategies, and close engagement with Schools Forum to ensure alignment on budget priorities. Additionally, transformation programmes funded through capital receipts are being deployed to deliver sustainable service models and reduce cost pressures over the medium term.
- 14.5. The DfE has acknowledged the significant progress being made locally, particularly in reducing in-year overspends, and continues to monitor delivery against the council's deficit recovery plan. While this feedback for Hillingdon has been very positive, the absence of a clear national resolution remains a critical uncertainty for medium-term financial planning.
- 14.6. At a national level, the issue of mounting DSG deficits remains acute, with projections of a £6.2bn shortfall across local authorities by 2026/27. Sector bodies such as the LGA and London Councils continue to lobby for a comprehensive solution. In the November 2025 Budget, government confirmed that from 2028/29, future SEND costs will be managed within the central government spending envelope, shifting responsibility away from local authorities. However, no definitive plan has been provided for addressing historic deficits, which are expected to reach £14bn nationally by March 2028. In a December House of Commons written statement (HCWS1197), it was said: *"We recognise that the size of deficits that councils are accruing while the Statutory Override is in place may not be manageable with local resources alone, and will bring forward arrangements to assist with them. The Government will provide further details on our plans to support local authorities with historic and accruing deficits and conditions for accessing such support later in the Local Government Finance Settlement process. Support provided to local authorities will be linked to assurance that they are taking steps to make a reformed, inclusive education system a reality, in conjunction with government confirming the detail of SEND reform. Local authorities should not wait for these details to assess their current plans to ensure they are realising best outcomes and value for young people. Like all areas of spending, we continue to expect local authorities to make sure they are doing all they can locally to manage their system effectively, ensuring the money is being spent in line with best practice. This is a joint effort, with shared responsibility between government, local authorities, health partners, and schools."*
- 14.7. In the Ministerial Statement on the LGFS it was also said: *"We recognise that the size of deficits that some councils may accrue while the Statutory Override is in place may not be manageable with local resources alone, and will bring forward arrangements to assist with them as part of broader SEND reform plans. Whilst we do not expect local authorities to plan on the basis of having to meet deficits in full, any future support will*

not be unlimited. Councils must continue to work to keep deficits as low as possible. We will provide further detail on our plans to support local authorities with historic and accruing deficits and conditions for accessing such support later in the Settlement process.” Thus at this stage it is not yet clear how the existing DSG deficit will be addressed, there may be money to reduce the impact on councils but it may also be limited. The council is clearly demonstrating good progress and may be hopeful that there will be further support from the DfE towards its deficit. In light of this, and pending further information, the council is not currently modelling any impact in 2028/29, such as additional EFS, from the deficit accrued to that point.

- 14.8. Turning to Schools’ budgets, maintained schools are required under the Scheme for Financing Schools to submit a balanced budget plan each year, approved by their governing body. However, a growing number of schools are facing significant financial pressures, including declining pupil numbers and rising staffing costs. In exceptional circumstances, the council may agree to licence a deficit budget for a defined period, typically one year, though in extreme cases this can extend up to three years.
- 14.9. Currently, several schools have requested licensed deficits for 2025/26, as set out in a report to the December 2025 Cabinet meeting. The council's Schools Finance team works closely with these schools, implementing formal monthly monitoring and recovery plans to ensure progress towards financial sustainability.
- 14.10. Failure to achieve recovery targets may result in formal warning notices being issued where there are schools causing concern, which could ultimately lead to the withdrawal of financial delegation in extreme cases. The council remains committed to supporting schools through robust financial oversight and strategic interventions to prevent further escalation of deficits.

RESIDENT BENEFIT & CONSULTATION

15. **The benefit or impact upon Hillingdon residents, service users and communities?**
 - 15.1. The draft budget and MTFS are designed to safeguard the services residents rely on most while seeking to set the council on a path towards financial stability. It prioritises core statutory services, protects the most vulnerable, and invests in community assets, all within a framework that continues to maintain a low tax burden on Hillingdon households.
 - 15.2. The proposals maintain a focus on Adult Social Care and Children’s Services, where demand and cost pressures have risen nationally. The council will continue to fund care placements and support packages responsibly so residents with the greatest needs are supported, drawing on realistic demand and inflation assumptions set out in this report.

- 15.3. The budget assumes use of the referendum limits (core 2.99% plus 2.00% Adult Social Care Precept), to sustain frontline services. Even at these levels, Hillingdon's Band D charge remains around 15% lower than the outer London average, meaning residents continue to benefit from comparatively low Council Tax.
- 15.4. The council recognises the exceptional change in local rateable values – particularly at Heathrow – and the associated risk of appeals that could reduce funding and create cash-flow pressure. The MTFS therefore plans for a robust appeals provision and relies on national safety-net protections over the next three years, so the downside risk to service funding is contained while the council seeks a fair settlement from government.
- 15.5. The capital programme targets critical schemes that improve day-to-day life and support long-term efficiency. Examples include: structural works to town centre car parks (safeguarding parking and income), crematorium refurbishment (more reliable, energy efficient service), continued improvements at libraries and leisure centres, and expansion of local SEND provision to reduce out of borough placements. These investments enhance local amenities, reduce running costs, and improve outcomes for residents.
- 15.6. Given the phasing of the national funding reset, the council will require EFS to set a balanced budget in 2026/27 while we deliver structural savings, rebuild reserves and seek further opportunities to close the gap over the medium term. This approach protects critical services today from being cut too severely too quickly, spreads one-off costs over time, and strengthens financial resilience for the future.
- 15.7. Equalities Impact Assessments will be prepared and accompany relevant proposals to inform final decisions. This ensures that changes are designed and implemented in ways that are inclusive and that any differential impacts on protected groups are identified and mitigations sought.
- 16. Consultation & Engagement carried out (or required)**
- 16.1. Following consideration at Cabinet, this report will form the basis of consultation with Select Committees during January 2026. Comments from the Select Committees will be reported back to the Cabinet meeting on 19 February 2026. Cabinet will then agree a set of budget proposals for recommendation to the annual Council Tax setting meeting of Full Council on 26 February 2026.
- 16.2. The council also has a statutory responsibility to consult on its budget proposals with business ratepayers in the Borough, which will be undertaken alongside a wider public consultation of these proposals during the remainder of December 2024 and January 2025. Where appropriate, individual service areas will also be undertaking consultation with service users, staff and other stakeholders on the key elements of their service proposals prior to full implementation in the new financial year. There is a separate

process to consult with Schools Forum on any implications for the DSG and school budgets in 2026/27 and this is underway.

- 16.3. The council will be undertaking a 6-week consultation on the budget proposals with the closure date for responses set for 4 February 2026. This then allows time for officers to review and compile analysis of the responses for inclusion in the budget report to the Cabinet meeting on 19 February 2026.

CORPORATE CONSIDERATIONS

Corporate Finance

This is a Corporate Finance report, and corporate financial implications are noted throughout.

Legal

The Local Government Finance Act 1992 mandates that councils must set a balanced budget. This involves ensuring that projected expenditures do not exceed projected revenues. The 1992 Act sets out what the Council has to base its budget calculations on and requires it to set its budget with regard to the advice of its Chief Financial Officer (the Section 151 Officer).

Sections 25 to 28 of the Local Government Act 2003 impose duties on the council in relation to how it sets and monitors its budget. These provisions require the council to make prudent allowance for the risk and uncertainties in its budget MTFS and regularly monitor its finances during the year.

Section 25 also requires the council's Section 151 Officer to make a report to full Council when it is considering its budget and Council tax. The report must deal with the robustness of the estimates and the adequacy of the reserves allowed for in the budget proposals, so that members will have authoritative advice available to them when they make their decisions.

This report deals with the preparation of a draft budget and the consultation that must follow on the same. Cabinet is then scheduled to meet on 19 February 2026 to settle the draft budget that it wishes to present to Council on 26 February 2026 for adoption.

BACKGROUND PAPERS

Report to Cabinet ([20th February 2025](#)) and Council ([27th February 2025](#)) - The council's Budget: Medium-Term Financial Forecast 2025/26 - 2029/30

APPENDICES

Appendix A – Background to the current financial position

Appendix B – General Fund – Revenue

Appendix C – General Fund – Capital Programme

Appendix D – Housing Revenue Account – Revenue

Appendix E – Housing Revenue Account – Capital Programme

Appendix F – Fees and Charges Proposals

APPENDIX A – BACKGROUND TO THE CURRENT FINANCIAL POSITION

1. 2025/26 General Fund Approved Budget

- 1.1. Full Council approved the budget for 2025/26 and the 2025/26 to 2029/30 MTFS on 27th February 2025. Full details of those budgets and approval can be found on the council's website by searching for the committee meeting and agenda papers or following the link in the footnote below ^[1].
- 1.2. A summary of the originally approved General Fund 2025/26 Revenue budget and future years MTFS is set out in the table below:

Table 19: Originally Approved 2025/26 Budget and MTFS

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	Budget	Budget	Budget	Budget	Budget	Budget
	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)
<u>Cabinet Portfolio:</u>						
Children, Families & Education	71,439	72,598	71,605	71,322	73,083	75,903
Health & Social Care	126,642	129,614	132,901	138,210	144,183	150,971
Residents' Services	31,375	32,495	33,882	35,794	37,480	40,737
Property, Highways & Transport	8,376	8,065	7,639	7,972	8,313	8,947
Corporate Services	25,040	23,498	22,257	22,334	22,764	24,006
Finance	39,297	43,571	47,575	53,505	58,290	61,988
	302,169	309,841	315,859	329,137	344,113	362,552
Corporate Budgets	(22,110)	320	(9,846)	(11,546)	(14,546)	(17,046)
	280,059	310,161	306,013	317,591	329,567	345,506
<u>Funded By:</u>						
Grant Income	(66,782)	(79,741)	(78,618)	(78,094)	(77,546)	(77,210)
Business Rate (NNDR) Income	(69,026)	(72,129)	(72,129)	(72,129)	(72,129)	(72,129)
Council Tax Income	(145,751)	(154,127)	(165,530)	(175,374)	(186,088)	(195,120)
	(281,559)	(305,997)	(316,277)	(325,597)	(335,763)	(344,459)
Net Transfer (To) / From Reserves	(1,500)	4,164	(10,264)	(8,006)	(6,196)	1,047
Forecast Reserves Brought Fwd	37,384	24,469	20,305	30,569	38,575	44,771
Net Transfer (To) / From Reserves	1,500	(4,164)	10,264	8,006	6,196	(1,047)
Forecast Reserves Carried Fwd	38,884	20,305	30,569	38,575	44,771	43,724
Forecast Variance - February 2025	(14,415)					
Revised Forecast Reserves Carried Fwd	24,469					

- 1.3. Whilst a general risk and contingency provision of £10.5m was included within Corporate Budgets, the forecast level of reserves at the end of 2025/26 was considered to be close to the minimum level required for a council of this size and complexity, especially given the scale of savings being proposed and therefore it was planned at that time to rebuild reserves to £44m over the life of the MTFS.

¹ [London Borough of Hillingdon - Agenda for Council on Thursday, 27th February, 2025, 7.30 pm](#)

- 1.4. The above budget was predicated on the latest 2024/25 revenue forecast at the time which was projecting an in-year overspend of £14.415m – reserves at year end were hence expected to fall to £24.469m rather than the £38.884m intended when the 2024/25 budget was set back in February 2024.
- 1.5. The budget changes approved in February 2025 are summarised by category in the table below:

Table 20: Summary of Budget Change Categories

	2024/25 Budget (£,000's)	2025/26 Budget (£,000's)	2026/27 Budget (£,000's)	2027/28 Budget (£,000's)	2028/29 Budget (£,000's)	2029/30 Budget (£,000's)
<u>Budget Changes:</u>						
Inflation Changes	16,625	5,487	2,634	6,511	6,631	11,839
Demand-Led Growth	14,286	17,763	5,420	4,745	4,343	4,343
Corporate Items Changes	1,568	40,885	5,612	5,075	6,002	4,757
Savings Proposals	(15,752)	(34,033)	(17,814)	(4,753)	(5,000)	(5,000)
	16,727	30,102	(4,148)	11,578	11,976	15,939
<u>Changes to Funding:</u>						
Grant Income	(3,095)	(12,959)	1,123	524	548	336
Business Rate (NNDR) Income	(8,356)	(3,103)	-	-	-	-
Council Tax Income	(8,311)	(8,376)	(11,403)	(9,844)	(10,714)	(9,032)
	(19,762)	(24,438)	(10,280)	(9,320)	(10,166)	(8,696)
(Surplus)/Deficit in Year	(3,035)	5,664	(14,428)	2,258	1,810	7,243
Change Transfer To / (From) Reserves	3,035	(5,664)	14,428	(2,258)	(1,810)	(7,243)
	-	-	-	-	-	-

- 1.6. As clearly set out in the Section 25 Statement of the Director of Finance at the time of budget setting, the council had been under-funded by government since 2010, faced a challenging funding environment, and so in order to balance the 2025/26 budget set itself a challenging savings delivery programme. The savings target of just over £34m represented one of the largest programmes the council had attempted to deliver in any one year.
- 1.7. The council further planned to draw down on reserves awaiting the re-basing of government Formula Funding – fundamentally unchanged since 2013/14 and originally promised to be re-based by 2018/19 but only now being re-based for 2026/27.

2. 2024/25 General Fund Revenue Outturn

- 2.1. The 2025/26 General Fund budget was set in February 2025 prior to the end of the 2024/25 financial year. The forecast closing reserves for 2024/25 of £24.469m, assumed in the 2025/26 Budget Setting report, was predicated on there being no further changes to that forecast.
- 2.2. However, further demand-led pressures emerged in the last quarter of 2024/25 coupled with a shortfall in the delivery of savings and one-off balance sheet adjustments identified as part of a year-end balance sheet review. These changes impacted on the

closing level of General Fund and useable earmarked reserves – reducing them to a combined £6.7m by the time the draft outturn was presented to Cabinet (see Table 22).

[2]

- 2.3. A summary of the 2024/25 General Fund outturn taken from the draft Accounts is set out below, showing the updated overspend to budget of £31.5m:

Table 21: General Fund 2024/25 Revenue Outturn

	2024/25 Budget (£m's)	2024/25 Outturn (£m's)	2024/25 Variance (£m's)	Assumed in 2025/26 Budget Setting (£m's)	Outturn Change From Assumed (£m's)
Service Operating Budgets	302.1	310.6	8.5	5.8	2.7
Development & Risk Contingency	0.5	-	(0.5)	(0.5)	-
Earmarked Reserve Funding	-	5.5	5.5	-	5.5
Pay Award Inflation	0.6	-	(0.6)	(0.6)	-
Unallocated Savings	(4.7)	-	4.7	4.7	-
Budget Rebasings	(14.1)	-	14.1	14.1	-
Total Net Expenditure	284.4	316.1	31.7	23.5	8.2
Corporate Funding	(284.4)	(284.6)	(0.2)	(1.5)	1.3
	-	31.5	31.5	22.0	9.5
Planned Interventions	-	-	-	(11.0)	11.0
Net Total	-	31.5	31.5	11.0	20.5
Reserves Brought Fwd	37.4	35.2	(2.2)	35.2	-
Net Transfer (To) / From Reserves	1.5	(31.5)	(33.0)	(11.0)	20.5
Movement in Earmarked Reserves	-	3.0	3.0	0.3	(2.7)
Reserves Carried Fwd	38.9	6.7	(32.2)	24.5	17.8

- 2.4. The £8.5m Service Operating variance is largely the result of continued rising demand for Adult, Children and Housing services which the council has a statutory duty to meet. The Chart below illustrates these service variances:

² <https://modgov.hillingdon.gov.uk/documents/s64334/To%20Be%20Published%20Cabinet%20Outturn%2024-25%2025-26%20M2%202.pdf>

Chart 11: Service Operating Budgets 2024/25 Outturn Variances

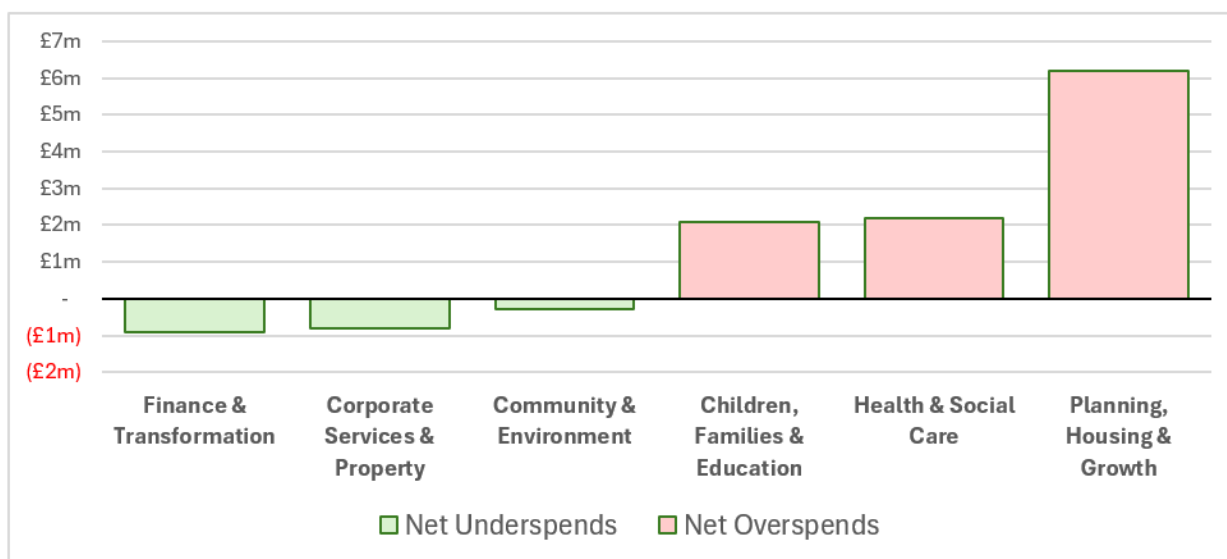
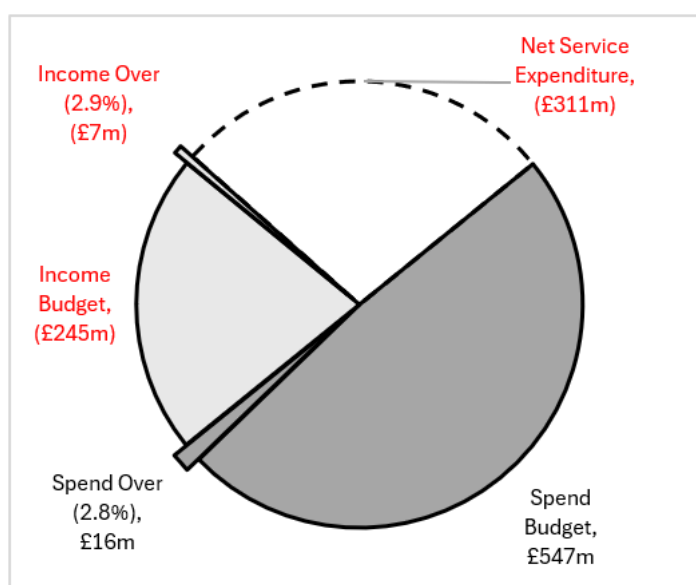


Chart 12: Variances to 24/25 Budget

- 2.5. With Service Budgets totalling £547m and associated income budgets of £245m even very small percentage variances can result in significant net variances. The net £8.5m service variance comprised a 2.8% overspend on expenditure and an over-achievement on income of 2.9% as illustrated opposite.



- 2.6. £4.7m of savings held corporately as cross-cutting initiatives failed to be delivered in year.
- 2.7. The 2024/25 closing useable general fund and earmarked reserves of £6.7m exclude a number of ring-fenced grants which have conditions or restrictions that prevent their use to fund general expenditure. The £6.7m of generally-usable reserves are as summarised below:

Table 22: Summary of Available Reserves at the end of 2024/25

General Fund	Available Earmarked March 25 (£,000's)	General Reserves March 25 (£,000's)	Total Available Reserves (£,000's)
<u>Available Reserves:</u>			
Unapplied Grants Reserve	2,154	n/a	2,154
Business Rates Reserve	1,767	n/a	1,767
Hillingdon Local Plan Reserve	594	n/a	594
Strategic Planning Reserve	348	n/a	348
Member Initiatives Reserve	303	n/a	303
Housing Need Incentives Reserve	100	n/a	100
Available Earmarked Reserves	5,266	n/a	5,266
General Reserves	n/a	1,450	1,450
Total Available Reserves	5,266	1,450	6,716
Other Earmarked Reserves	4,145		
Total Earmarked Reserves	9,411		

3. **2025/26 General Fund Budget Monitoring and Forecast**

- 3.1. The latest budget monitoring position to Period 7 (October 2025) is set out in detail in a separate report on this Cabinet meeting's agenda. It is summarised here for completeness in understanding its implication for the 2026/27 budget setting and MTFS planning process.
- 3.2. A summary of the General Fund forecast deficit of £36.0m is set out in the table below:

Table 23: Period 7 (October) Revenue Forecast

	Budget (£,000's)	Forecast (£,000's)	Forecast Variance (£,000's)
<u>Directorate:</u>			
Children & Young People's Services	57,218	63,158	5,940
Adult Services & Health	100,892	105,643	4,751
Resident's Services	52,150	62,386	10,236
Chief Operating Officer	21,238	21,647	409
Finance	34,055	39,399	5,344
Chief Executive's Office	6,454	6,561	107
	272,007	298,794	26,787
Corporate Budgets	(272,007)	(261,337)	10,670
	-	37,457	37,457
Expected Interventions	-	(1,500)	(1,500)
	-	35,957	35,957

- 3.3. The Service Operating Budget variance of £26.8m is largely driven by 3 key factors, being demand pressures (£15.9m), savings slippage (£8.0m), and treasury impacts including borrowing costs (£2.2m). Alongside this there are £0.7m of other pressures

including transformation costs offset by underspends in SEND Transport (£1.6m) and staffing underspends within Social Care (£1.5m). For a directorate breakdown, please see the service operating budgets section of the Month 7 Budget Monitoring report (starting at paragraph 41 thereof).

- 3.4. The Corporate Budgets pressure of £10.7m includes £7.1m of unallocated savings that are being proposed to be written out in this budget report, with a further pressure against corporate funding of £1.3m in respect of the treatment of the Children's Prevention Grant. The remaining £2.3m of pressures reflects the planned use of general fund reserves which are no longer available (£4.2m), offset by the release of the remaining general contingency (£1.9m).
- 3.5. A summary by Corporate Directorate of the Period 7 2025/26 Approved Budget and forecast position to year end is set out in Table 23 above.
- 3.6. With reserves at very low levels at the end of 2024/25, the above forecast outturn would result in a negative reserve position at the end of 2025/26 of £31m.
- 3.7. It has been necessary to take the ongoing impact of the above forecast variances into account in our consideration of pressures in the 2026/27 and longer-term MTFS in order to rebase the starting position upon which further savings and growth for the coming budget year are then built.
- 3.8. With only £6.716m of available useable reserves (i.e. excluding ringfenced earmarked reserves), this forecast for 2025/26 would result in negative reserves by year end of £31.159m, as summarised below:

Table 25: Forecast Useable Reserves as at Period 7

	Budget (£,000's)	Forecast (£,000's)	Forecast Variance (£,000's)
Reserves Brought Forward	24,469	6,716	(17,753)
Transfers from Reserves	(4,164)	(35,957)	(31,793)
Transfers from Earmarked Reserves	-	(1,918)	(1,918)
Reserves Carried Forward	20,305	(31,159)	(51,464)

- 3.9. The council has requested EFS in order to rebuild reserves and to offset the £36.0m forecast deficit to enable it to deliver a balanced budget for 2026/27. Further details on this are set out in the main body of the report.

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Appendix B1 - Service Directorate Savings

		2026/27 Annual Change (£,000's)	2027/28 Annual Change (£,000's)	2028/29 Annual Change (£,000's)	2026/27 Cumulative Change (£,000's)	2027/28 Cumulative Change (£,000's)	2028/29 Cumulative Change (£,000's)
2025/26 012	Telecare Review	(400)	-	-	(400)	(400)	(400)
2025/26 025	Post 16 Policy change to offer Personal Transport Budgets	(387)	-	-	(387)	(387)	(387)
2025/26 026	Creation of a SPV for Direct Care services	(736)	-	-	(736)	(736)	(736)
2026/27 109	Passenger Assistant supplier switch (Pertemps to Operator)	(227)	(76)	(25)	(227)	(303)	(328)
2026/27 110	Supported Living De-Commissioning	(253)	(84)	-	(253)	(337)	(337)
2026/27 176	SEND Transport Demand 2026/27 to 2030/31	(1,262)	148	(58)	(1,262)	(1,114)	(1,172)
Direct Care & Business Delivery Total		(3,265)	(12)	(83)	(3,265)	(3,277)	(3,360)
Adult Services and Health Total		(3,265)	(12)	(83)	(3,265)	(3,277)	(3,360)
2025/26 009	Outsourcing of the Council's Film Office	(60)	(30)	(15)	(60)	(90)	(105)
2026/27 019	Hillingdon People Magazine	(77)	-	-	(77)	(77)	(77)
2026/27 133	Communications Vacant Post Removal	(56)	-	-	(56)	(56)	(56)
Communications Total		(193)	(30)	(15)	(193)	(223)	(238)
2025/26 010	Registration Service Income	(20)	(20)	-	(20)	(40)	(40)
2026/27 031	Civic and Ceremonial	(134)	-	-	(134)	(134)	(134)
Democratic Services Total		(154)	(20)	-	(154)	(174)	(174)
2026/27 051	Legal Management Restructure	(91)	-	-	(91)	(91)	(91)
2026/27 057	Legal Research AI Licence	(47)	-	-	(47)	(47)	(47)
Legal Services Total		(138)	-	-	(138)	(138)	(138)
Chief Executive's Office Total		(485)	(50)	(15)	(485)	(535)	(550)
2025/26 011	Business Intelligence Review	(62)	(124)	-	(62)	(186)	(186)
Business Intelligence Total		(62)	(124)	-	(62)	(186)	(186)
2025/26 008	HR Service Review	(100)	-	-	(100)	(100)	(100)
Human Resources Total		(100)	-	-	(100)	(100)	(100)
2025/26 006	Reshaping Resident Hub	-	(228)	(186)	-	(228)	(414)
2026/27 206	Hillingdon First Card	(84)	-	-	(84)	(84)	(84)
Resident Hub Total		(84)	(228)	(186)	(84)	(312)	(498)
2025/26 007	Digital and Technology Contract Review	(173)	(170)	-	(173)	(343)	(343)
Technology Total		(173)	(170)	-	(173)	(343)	(343)
2026/27 131	Transformation Team	(161)	(59)	-	(161)	(220)	(220)
Digital Service Total		(161)	(59)	-	(161)	(220)	(220)
Chief Operating Officer Total		(579)	(581)	(186)	(579)	(1,160)	(1,346)

Appendix B1 - Service Directorate Savings

		2026/27 Annual Change (£,000's)	2027/28 Annual Change (£,000's)	2028/29 Annual Change (£,000's)	2026/27 Cumulative Change (£,000's)	2027/28 Cumulative Change (£,000's)	2028/29 Cumulative Change (£,000's)
2025/26 021	Review of Semi-Independent & Shared Accommodation	(216)	(216)	-	(216)	(432)	(432)
2025/26 023	New Care Offer - Review of Operating Model	(1,417)	(1,616)	-	(1,417)	(3,033)	(3,033)
Children's Social Care Total		(1,633)	(1,832)	-	(1,633)	(3,465)	(3,465)
2026/27 172	Ceasing SEND Keyworking	(344)	-	-	(344)	(344)	(344)
Education and SEND Total		(344)	-	-	(344)	(344)	(344)
2026/27 231	Family Hubs - new grant	(899)	74	(27)	(899)	(825)	(852)
Children Social Care Total		(899)	74	(27)	(899)	(825)	(852)
Children and Young People's Services Total		(2,876)	(1,758)	(27)	(2,876)	(4,634)	(4,661)
2026/27 032	Corporate Management Team	(6)	-	-	(6)	(6)	(6)
Service Finance & Business Partnering Total		(6)	-	-	(6)	(6)	(6)
2025/26 004	Revenues & Benefits - Automations & Customer Contact	(178)	-	-	(178)	(178)	(178)
2025/26 005	Review of Cashflow Measures - Supplier Incentive Programme	(115)	(15)	(15)	(115)	(130)	(145)
2025/26 068	HB Admin Subsidy	(98)	-	-	(98)	(98)	(98)
2026/27 002	Increase in Charges to Recover Court Costs	(130)	-	-	(130)	(130)	(130)
2026/27 014	Supplier Incentive Programme - Construction	(20)	(25)	(30)	(20)	(45)	(75)
2026/27 034	Digital take up	(33)	-	-	(33)	(33)	(33)
2026/27 229	Appointeeship Client Charges	(60)	(10)	-	(60)	(70)	(70)
Strategic & Operational Finance Total		(634)	(50)	(45)	(634)	(684)	(729)
Finance Total		(640)	(50)	(45)	(640)	(690)	(735)
2025/26 067	Extended Producer Responsibility Grant	(2,653)	2,653	-	(2,653)	-	-
2026/27 134	Grounds Maintenance service review	(300)	(300)	-	(300)	(600)	(600)
2026/27 137	Increase Garden Waste Subscription fee	(189)	-	-	(189)	(189)	(189)
2026/27 138	Street Scene	(50)	(50)	-	(50)	(100)	(100)
2026/27 139	Waste collection efficiencies	-	(854)	(2,038)	-	(854)	(2,892)
2026/27 156	Service delivery model review	(62)	(62)	-	(62)	(124)	(124)
2026/27 159	ULEZ expenditure	(48)	(48)	-	(48)	(96)	(96)
2026/27 160	Fleet management improvements	(24)	-	-	(24)	(24)	(24)
2026/27 162	NYGL civic amenities site	(70)	-	-	(70)	(70)	(70)
2026/27 182	Waste disposal management (resource)	(48)	(44)	-	(48)	(92)	(92)
Environment Total		(3,444)	1,295	(2,038)	(3,444)	(2,149)	(4,187)
2025/26 001	Review Garage Voids	-	(300)	(700)	-	(300)	(1,000)

Appendix B1 - Service Directorate Savings

		2026/27 Annual Change (£,000's)	2027/28 Annual Change (£,000's)	2028/29 Annual Change (£,000's)	2026/27 Cumulative Change (£,000's)	2027/28 Cumulative Change (£,000's)	2028/29 Cumulative Change (£,000's)
2026/27 027	Facilities management restructure	(297)	-	-	(297)	(297)	(297)
Assets Total		(297)	(300)	(700)	(297)	(597)	(1,297)
2025/26 016	Review Domestic Support Contracts	(80)	-	-	(80)	(80)	(80)
2026/27 070	Implementation of Additional Licensing Policy	100	(114)	(14)	100	(14)	(28)
2026/27 077	Review of Pest Control discounts	(49)	-	-	(49)	(49)	(49)
2026/27 080	Proceeds of Crime and POCA Investigations	-	-	(100)	-	-	(100)
2026/27 197	Parking Services Programme Management Capacity	-	(95)	-	-	(95)	(95)
2026/27 198	Changes to parking tariffs	(1,232)	-	-	(1,232)	(1,232)	(1,232)
2026/27 201	Domestic Abuse Support Officer - service growth proposal	(76)	-	-	(76)	(76)	(76)
2026/27 213	Changes to parking payment options	(95)	(95)	-	(95)	(190)	(190)
2026/27 235	Removal of Multiple Daily Free HFC Parking Sessions	(65)	(65)	-	(65)	(130)	(130)
Community Safety And Enforcement Total		(1,497)	(369)	(114)	(1,497)	(1,866)	(1,980)
2025/26 015	Platinum Jubilee Leisure Centre Management Fee	(70)	-	-	(70)	(70)	(70)
2025/26 020	Subsidy removal	(100)	-	-	(100)	(100)	(100)
2026/27 165	Digital Library Plan Pilot	(450)	(306)	-	(450)	(756)	(756)
2026/27 217	Digital Library Plan Phase 2	-	(1,100)	-	-	(1,100)	(1,100)
2026/27 223	Theatres Operating Model	-	(482)	-	-	(482)	(482)
2026/27 224	Bunker & Visitor Centre Operating Model	-	(388)	-	-	(388)	(388)
Community Services Total		(620)	(2,276)	-	(620)	(2,896)	(2,896)
2026/27 082	Annual Lettings Plan to allocate 400 social homes to households in B&B	(1,055)	-	-	(1,055)	(1,055)	(1,055)
2026/27 084	Housing for vulnerable families	(144)	-	-	(144)	(144)	(144)
2026/27 085	Additional Full Repair and TA Insure Leases	(386)	-	-	(386)	(386)	(386)
2026/27 086	Additional Leasing Scheme 1	(838)	-	-	(838)	(838)	(838)
2026/27 087	Reduced Cost Temporary Accommodation 1	(226)	-	-	(226)	(226)	(226)
2026/27 143	PRS accommodation 1	(609)	-	-	(609)	(609)	(609)
2026/27 145	Private Management Agreement Leasing Scheme	(205)	-	-	(205)	(205)	(205)
2026/27 147	Supported Housing	(1,388)	-	-	(1,388)	(1,388)	(1,388)
2026/27 148	PRS accommodation 2	(867)	-	-	(867)	(867)	(867)
2026/27 189	Additional Leasing Scheme 2	(157)	-	-	(157)	(157)	(157)
2026/27 190	Rapid PRS Rehousing	(231)	-	-	(231)	(231)	(231)
2026/27 191	Supported Housing - Rough Sleeper Pathway	(318)	-	-	(318)	(318)	(318)

Appendix B1 - Service Directorate Savings

		2026/27 Annual Change (£,000's)	2027/28 Annual Change (£,000's)	2028/29 Annual Change (£,000's)	2026/27 Cumulative Change (£,000's)	2027/28 Cumulative Change (£,000's)	2028/29 Cumulative Change (£,000's)
2026/27 193	Reconciliation of Resident engagement cost	(100)	-	-	(100)	(100)	(100)
2026/27 214	Increase Homeless Prevention	(850)	-	-	(850)	(850)	(850)
Housing Total		(7,374)	-	-	(7,374)	(7,374)	(7,374)
2025/26 019	Discretionary Planning Fees Uplift	(12)	(9)	(23)	(12)	(21)	(44)
2026/27 050	Festive Light Residual Budget	(150)	-	-	(150)	(150)	(150)
Planning and Sustainable Growth Total		(162)	(9)	(23)	(162)	(171)	(194)
2025/26 017	Fast Track Planning Service	(3)	(3)	-	(3)	(6)	(6)
2025/26 018	Building Control Fee Uplift	(15)	(16)	-	(15)	(31)	(31)
2025/26 019	Discretionary Planning Fees Uplift	(16)	(17)	-	(16)	(33)	(33)
Planning, Regeneration and Environment Total		(34)	(36)	-	(34)	(70)	(70)
2025/26 024	Review of Early Years Operating Model	(93)	(30)	-	(93)	(123)	(123)
Property Services Total		(93)	(30)	-	(93)	(123)	(123)
2026/27 212	Review of CCTV Service	-	(365)	-	-	(365)	(365)
Safer Communities and Vulnerabilities Total		-	(365)	-	-	(365)	(365)
2026/27 099	Resources for bereavement services	-	(60)	-	-	(60)	(60)
Residents Services Total		-	(60)	-	-	(60)	(60)
2026/27 136	Waste Weekends - Powerday	(150)	(151)	-	(150)	(301)	(301)
2026/27 140	Reduction in cost of recycling bags	(200)	-	-	(200)	(200)	(200)
2026/27 142	Weekend provision Cemetery and crematorium	(100)	-	-	(100)	(100)	(100)
2026/27 163	Street lighting	(125)	(125)	-	(125)	(250)	(250)
2026/27 164	Street inspections digitally performed	(107)	-	-	(107)	(107)	(107)
2026/27 216	Efficiency Gain Fleet	(230)	-	-	(230)	(230)	(230)
Corporate Director Place Total		(912)	(276)	-	(912)	(1,188)	(1,188)
Residents Services Total		(14,433)	(2,426)	(2,875)	(14,433)	(16,859)	(19,734)
Saving Total		(22,278)	(4,877)	(3,231)	(22,278)	(27,156)	(30,387)

Appendix B2 - Service Directorate Growth

		2026/27 Annual Change (£,000's)	2027/28 Annual Change (£,000's)	2028/29 Annual Change (£,000's)	2026/27 Cumulative Change (£,000's)	2027/28 Cumulative Change (£,000's)	2028/29 Cumulative Change (£,000's)
2026/27 173	ASC Placements Demand 2026/27 - 2030/31	3,600	4,700	5,800	3,600	8,300	14,100
2026/27 174	ASC Placements Inflation 2026/27 - 2030/31	6,900	7,100	8,300	6,900	14,000	22,300
2026/27 178	ASC Placements Rebasing for 2025/26 Pressure	4,400	-	-	4,400	4,400	4,400
2026/27 200	Placements Fee Renegotiation	1,739	-	-	1,739	1,739	1,739
ASC Placements Total		16,639	11,800	14,100	16,639	28,439	42,539
2026/27 177	SEND Transport Inflation 2026/27 to 2030/31	127	25	207	127	152	359
2026/27 209	Legal Costs for the development of the Lobster Pot Site for Care Provision	100	(100)	-	100	-	-
Direct Care & Business Delivery Total		227	(75)	207	227	152	359
2026/27 115	Section 117 Funding split with ICB	1,081	(1,000)	-	1,081	81	81
Immediate Response Total		1,081	(1,000)	-	1,081	81	81
Adult Services and Health Total		17,947	10,725	14,307	17,947	28,672	42,979
2026/27 105	Transformation Capital Budget Rebasing - Chief Executive's Office	106	-	-	106	106	106
Directorate-Wide		106	-	-	106	106	106
2026/27 180	Managed Vacancy Target - Communications	32	-	-	32	32	32
Communications Total		32	-	-	32	32	32
2026/27 181	Managed Vacancy Target - Democratic Services	84	-	-	84	84	84
2026/27 203	Local Elections Funding	133	(110)	85	133	23	108
Democratic Services Total		217	(110)	85	217	107	192
2026/27 057	Legal Research AI Licence	40	-	-	40	40	40
2026/27 058	Data Protection Audit Requirements	30	-	-	30	30	30
2026/27 059	Legal Software and Licences Utilisation	24	-	-	24	24	24
2026/27 184	Statutory Data Protection Officer	65	-	-	65	65	65
Legal Services Total		159	-	-	159	159	159
Chief Executive's Office Total		515	(110)	85	515	404	490
2026/27 104	Transformation Capital Budget Rebasing - Corporate Services	1,577	-	-	1,577	1,577	1,577
Directorate-Wide		1,577	-	-	1,577	1,577	1,577
2025/26 011	Business Intelligence Review	158	55	-	158	213	213
Business Intelligence Total		158	55	-	158	213	213
2026/27 128	Cross Cutting - Debt Consolidation & Recovery - Income & Growth	319	(319)	-	319	-	-
	Debt Consolidation	138	(138)	-	138	-	-
Counter Fraud Team Total		457	(457)	-	457	-	-

Appendix B2 - Service Directorate Growth

		2026/27 Annual Change (£,000's)	2027/28 Annual Change (£,000's)	2028/29 Annual Change (£,000's)	2026/27 Cumulative Change (£,000's)	2027/28 Cumulative Change (£,000's)	2028/29 Cumulative Change (£,000's)
2026/27 129	Project Management Office	214	-	-	214	214	214
Digital Service Total		214	-	-	214	214	214
2025/26 008	HR Service Review	322	(70)	(52)	322	252	200
2026/27 125	Lone Worker Devices	53	-	-	53	53	53
2026/27 126	Rebasing of Learning and Development Income Target	22	-	-	22	22	22
Human Resources Total		397	(70)	(52)	397	327	275
2026/27 021	Postage Service Rebasing	73	-	-	73	73	73
Resident Hub Total		73	-	-	73	73	73
2026/27 038	Technology Contract Inflation	35	-	-	35	35	35
2026/27 039	Planning System	246	(91)	(17)	246	155	138
2026/27 120	Backup System Growth	391	-	-	391	391	391
2026/27 121	Cloud Consumption	238	62	57	238	301	358
2026/27 122	L&D Growth - Creating a culture of continuous improvement	428	(71)	(48)	428	358	310
2026/27 123	Enterprise Service Management Growth	22	-	-	22	22	22
Technology Total		1,361	(99)	(7)	1,361	1,262	1,255
2026/27 127	Digital Growth	145	-	-	145	145	145
2026/27 130	Technology costs to support AI implementation	49	(14)	-	49	35	35
Digital Service Total		194	(14)	-	194	180	180
Chief Operating Officer Total		4,432	(585)	(59)	4,432	3,847	3,788
2026/27 107	Transformation Capital Budget Rebasing - CYPS	194	-	-	194	194	194
Directorate-Wide		194	-	-	194	194	194
2025/26 047	Support for Looked After Children	392	412	433	392	804	1,237
2025/26 048	Support for Children with Disabilities	40	42	44	40	82	126
2026/27 003	Asylum and Public Health Rebasing	2,591	-	-	2,591	2,591	2,591
2026/27 004	Placements Growth Bid	3,901	823	841	3,901	4,724	5,565
2026/27 005	Section 17 Growth Bid	1,579	209	230	1,579	1,788	2,018
2026/27 006	Corporate Director - Children's Services Salary Budget Rebasing	44	-	-	44	44	44
2026/27 025	Training residential	21	-	-	21	21	21
Children's Social Care Total		8,568	1,486	1,548	8,568	10,054	11,602
2026/27 007	Growth of EHC team to meet Statutory Duties	1,527	-	-	1,527	1,527	1,527
2026/27 008	Rebasing of Music Service grant income budget	437	-	-	437	437	437

Appendix B2 - Service Directorate Growth

		2026/27 Annual Change (£,000's)	2027/28 Annual Change (£,000's)	2028/29 Annual Change (£,000's)	2026/27 Cumulative Change (£,000's)	2027/28 Cumulative Change (£,000's)	2028/29 Cumulative Change (£,000's)
2026/27 009	Growth of EP team to meet Statutory Duties	172	-	-	172	172	172
2026/27 010	Growth to fund SEND Brokerage role to support lower costs	54	-	-	54	54	54
Education and SEND Total		2,190	-	-	2,190	2,190	2,190
2026/27 024	Permanence cost (Kinship and Adoption)	250	264	238	250	514	752
SPQR Total		250	264	238	250	514	752
2026/27 183	Practice Educators growth bid.	32	-	-	32	32	32
2026/27 231	Family Hubs - new grant	899	(74)	27	899	825	852
Children Social Care Total		931	(74)	27	931	857	884
Children and Young People's Services Total		12,133	1,676	1,813	12,133	13,809	15,622
2026/27 103	Transformation Capital Budget Rebasing - Finance	437	-	-	437	437	437
Directorate-Wide		437	-	-	437	437	437
2026/27 111	External Audit Fees	63	-	-	63	63	63
Directory of Statutory Accounting Investments and Pensions Total Total		63	-	-	63	63	63
2026/27 108	Temporary Pressure on Staffing Req't pending delivery of FMP Improvements	1,618	(537)	(802)	1,618	1,081	279
2026/27 226	Insurance Growth	474	-	-	474	474	474
Service Finance & Business Partnering Total		2,092	(537)	(802)	2,092	1,555	753
2025/26 058	HB Subsidy - Recovery of Overpayments	100	100	100	100	200	300
2025/26 068	HB Admin Subsidy	-	100	100	-	100	200
2026/27 033	Client Financial Affairs - bank charges	10	-	-	10	10	10
2026/27 035	Increase in postage costs	14	-	-	14	14	14
2026/27 054	Finance Modernisation Programme	350	(350)	-	350	-	-
2026/27 091	Revenues & Benefits Capita Contract	38	-	-	38	38	38
2026/27 158	Future of Financial Systems	234	(100)	-	234	134	134
2026/27 179	Income Control Bank Charges	49	-	-	49	49	49
2026/27 228	Search Fees	15	-	-	15	15	15
Strategic & Operational Finance Total		810	(250)	200	810	560	760
Finance Total		3,402	(787)	(602)	3,402	2,615	2,013
2026/27 106	Transformation Capital Budget Rebasing - Homes & Communities	23	-	-	23	23	23
Directorate-Wide		23	-	-	23	23	23
2025/26 067	Extended Producer Responsibility	797	598	448	797	1,395	1,843
2026/27 092	Loss of income recharges to HRA - no longer applicable	128	-	-	128	128	128

Appendix B2 - Service Directorate Growth

		2026/27 Annual Change (£,000's)	2027/28 Annual Change (£,000's)	2028/29 Annual Change (£,000's)	2026/27 Cumulative Change (£,000's)	2027/28 Cumulative Change (£,000's)	2028/29 Cumulative Change (£,000's)
2026/27 094	Tree Maintenance - Staff and revenue budget	430	-	-	430	430	430
2026/27 095	Extra crews for the new food waste vehicles	258	-	-	258	258	258
2026/27 096	Garden Waste Bag Tags	137	-	-	137	137	137
2026/27 097	New Term Service Contract	45	-	-	45	45	45
2026/27 098	Country Park Management staff and maintenance	54	-	(54)	54	54	-
2026/27 100	New Term Service Contract	160	-	-	160	160	160
2026/27 101	FLEET Maintenance and Repair Contract annual increases	130	217	269	130	347	616
2026/27 102	Rebasing of garden waste income budget	610	-	-	610	610	610
2026/27 135	NYGL civic amenities site Budget pressure savings brought forward	165	-	-	165	165	165
2026/27 162	NYGL civic amenities site	70	-	-	70	70	70
2026/27 182	Waste disposal management (resource)	94	-	-	94	94	94
2026/27 186	Electrical Vehicle Charging (EVC) budget realignment	46	-	-	46	46	46
2026/27 230	Fleet Insurance	351	-	-	351	351	351
Environment Total		3,475	815	663	3,475	4,290	4,953
2025/26 001	Review Garage Voids	180	-	-	180	180	180
2025/26 002	Review of Commercial Leases	200	-	-	200	200	200
2025/26 003	Maximisation of Council Assets	75	-	-	75	75	75
2026/27 028	Review of Civic Centre Operating Costs (2024/25 MTFS)	274	-	-	274	274	274
2026/27 208	Family Hub Ruislip YPC Flood Surveys	200	(200)	-	200	-	-
2026/27 215	NNDR Multipliers	222	-	-	222	222	222
2026/27 225	Landlord Liaison Team - Removal of Grant	35	-	-	35	35	35
Assets Total		1,186	(200)	-	1,186	986	986
2026/27 078	Principal Emergency Planning and Continuity Officer	60	-	-	60	60	60
Community Safety and Enforcement Total		60	-	-	60	60	60
2026/27 071	Domestic Abuse Related Death Review Cost Pressures	20	-	-	20	20	20
2026/27 072	Community Impacts Officer	60	-	-	60	60	60
2026/27 073	Parking pay and display income rebasing	600	-	-	600	600	600
2026/27 074	Counsel and Investigative Costs	150	-	-	150	150	150
2026/27 075	Domestic Abuse Support Officer	40	-	-	40	40	40
2026/27 079	Private Sector Housing Growth & Recruitment	180	(100)	-	180	80	80
2026/27 080	Proceeds of Crime and POCA Investigations	100	-	-	100	100	100

Appendix B2 - Service Directorate Growth

		2026/27	2027/28	2028/29	2026/27	2027/28	2028/29
		Annual	Annual	Annual	Cumulative	Cumulative	Cumulative
		Change	Change	Change	Change	Change	Change
		(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)
2026/27 081	Stray Dogs Contract	15	-	-	15	15	15
2026/27 112	Parking budget rebasing	210	-	-	210	210	210
2026/27 113	Parking enforcement costs	80	-	-	80	80	80
2026/27 153	Out of Hours Nuisance Service Review	220	-	-	220	220	220
2026/27 169	Budget Rebasing - Food Safety Income	488	-	-	488	488	488
2026/27 196	Domestic Abuse Support Services Contracts	80	-	-	80	80	80
2026/27 197	Parking Services Programme Management Capacity	95	-	-	95	95	95
2026/27 199	Rebasing of postal charges	162	-	-	162	162	162
2026/27 201	Domestic Abuse Support Officer - service growth proposal	76	-	-	76	76	76
Community Safety And Enforcement Total		2,576	(100)	-	2,576	2,476	2,476
2026/27 210	Lake Farm BMX Track	10	-	-	10	10	10
Community Services Total		10	-	-	10	10	10
2026/27 124	Additional management responsibility or Emergency planning manager and co	13	-	-	13	13	13
Health and Strategic Partnership Total		13	-	-	13	13	13
2026/27 168	Budget Rebasing - Budget adjustment - Director of Central Services	451	-	-	451	451	451
Homes and Communities Total		451	-	-	451	451	451
2025/26 052	Homelessness Prevention	2,000	-	-	2,000	2,000	2,000
2026/27 083	Base TA Budget Reset	4,872	-	-	4,872	4,872	4,872
2026/27 088	TA Rental Inflation	772	-	-	772	772	772
2026/27 144	Homeless Support Growth	1,500	-	-	1,500	1,500	1,500
2026/27 170	Unrealised Savings - Temporary Accommodation	3,600	-	-	3,600	3,600	3,600
2026/27 171	Service Level Agreements	354	-	-	354	354	354
2026/27 188	TA Mix-Percent larger households in TA	182	-	-	182	182	182
2026/27 205	Base TA Budget Growth	8,235	-	-	8,235	8,235	8,235
Housing Total		21,515	-	-	21,515	21,515	21,515
2026/27 043	Planning Legal Budget	35	-	-	35	35	35
2026/27 045	CIL Admin Budget Rebasing	298	-	-	298	298	298
2026/27 046	Dangerous Structures Out of Hours Service Budget	30	-	-	30	30	30
2026/27 047	Removal of MVF from Statutory, Demand-Led, Income Generating Posts	172	-	-	172	172	172
2026/27 132	Potential CIL Income Reduction	50	-	-	50	50	50
2026/27 157	Funding for Additional Parking Management Schemes	60	-	-	60	60	60

Appendix B2 - Service Directorate Growth

		2026/27 Annual Change (£,000's)	2027/28 Annual Change (£,000's)	2028/29 Annual Change (£,000's)	2026/27 Cumulative Change (£,000's)	2027/28 Cumulative Change (£,000's)	2028/29 Cumulative Change (£,000's)
2026/27 187	Strategic Asset Optimisation Project	160	-	(160)	160	160	-
2026/27 232	Implementation of Additional Licensing Policy	130	-	-	130	130	130
Planning and Sustainable Growth Total		935	-	(160)	935	935	775
2026/27 093	Household recycling centre - maintenance	80	(40)	-	80	40	40
2026/27 099	Resources for bereavement services	60	-	-	60	60	60
Residents Services Total		140	(40)	-	140	100	100
2026/27 161	Rebasing of trade waste income budget	300	-	-	300	300	300
2026/27 164	Street inspections digitally performed	70	-	-	70	70	70
Corporate Director Place Total		370	-	-	370	370	370
2025/26 046	Waste Disposal Levy & Contracts	311	656	679	311	967	1,646
Environment Total		311	656	679	311	967	1,646
Residents Services Total		31,066	1,131	1,182	31,066	32,197	33,379
Growth Total		69,495	12,049	16,726	69,495	81,544	98,270

Appendix B3 - Corporate Budget Changes

		2026/27	2027/28	2028/29	2026/27	2027/28	2028/29
		Annual	Annual	Annual	Cumulative	Cumulative	Cumulative
		Change	Change	Change	Change	Change	Change
		(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)	(£,000's)
2025/26 027	Target Operating Model	5,000	-	-	5,000	5,000	5,000
2025/26 028	Procurement Saving	600	-	-	600	600	600
2025/26 033	Pension Contribution	(3,771)	-	-	(3,771)	(3,771)	(3,771)
2025/26 054	Capital Financing Costs	7,982	2,000	2,000	7,982	9,982	11,982
2025/26 057	Concessionary Fares	(81)	642	618	(81)	561	1,179
2025/26 060	Added-Years Pension Costs	(25)	(25)	(25)	(25)	(50)	(75)
2026/27 017	Capital Financing Costs on Potential EFS Support	1,596	5,545	4,328	1,596	7,142	11,469
2026/27 227	Corporate Inflation	12,592	7,629	7,777	12,592	20,221	27,998
Corporate Expenditure Total		23,893	15,791	14,698	23,893	39,685	54,382
2025/26 059	Cost of Older People Discount	(75)	(70)	(65)	(75)	(145)	(210)
2025/26 071	Collection Fund Adj	(866)	-	-	(866)	(866)	(866)
2026/27 013	Impact of Fair Funding Review	(25,500)	(22,500)	(23,700)	(25,500)	(48,000)	(71,700)
2026/27 016	2024/25 Collection Fund Deficit Charged to 2026/27 Revenue	10,217	(10,217)	-	10,217	-	-
2026/27 218	Council Tax - Taxbase Increase	1,333	(718)	(1,306)	1,333	615	(690)
2026/27 219	Council Tax - Changes to Local Council Tax Support Scheme	(3,384)	46	83	(3,384)	(3,338)	(3,255)
2026/27 220	Council Tax - Second Homes Premium	(72)	-	-	(72)	(72)	(72)
2026/27 221	Council Tax - Increase in Band D Charge	(7,796)	(8,256)	(8,823)	(7,796)	(16,052)	(24,875)
Corporate Funding Total		(26,143)	(41,715)	(33,811)	(26,143)	(67,858)	(101,669)
2026/27 001	Cessation of New Homes Bonus Grant	85	-	-	85	85	85
2026/27 233	Adults - Fees & Charges 2026/27 Uplift from 10% on Discretionary Charges	10	-	-	10	10	10
	Residents - Fees & Charges 26-27 Uplift from 10% on Discretionary Charges	(413)	(500)	(500)	(413)	(913)	(1,413)
Corporate Income Total		(318)	(500)	(500)	(318)	(818)	(1,318)
2025/26 055	Corporate Risk & Contingency Provision	10,000	5,000	3,000	10,000	15,000	18,000
	Savings Risk Provision	-	-	2,000	-	-	2,000
2025/26 072	Transfer to Reserves	14,428	(2,258)	(1,810)	14,428	12,170	10,360
2026/27 012	Contributions To/(From) General Reserves	(10,264)	2,258	1,810	(10,264)	(8,006)	(6,196)
Transfers +/- Reserves & Provisions Total		14,164	5,000	5,000	14,164	19,164	24,164
2025/26 066	Better Care Fund	(170)	(174)	-	(170)	(344)	(344)
2025/26 069	Levy Allocation	396	-	-	396	396	396
Unallocated Budgets and Corporate Funding Total		226	(174)	-	226	52	52
Corporate Budgets Total		11,823	(21,598)	(14,613)	11,823	(9,775)	(24,388)

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Category			Directorate		Name		Expenditure					5-Year Total	5-Year Funding		
							2026/27	2027/28	2028/29	2029/30	2030/31		Borrowing	Other	Total Funding
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Major Projects	Residents Services	Hillingdon Water Sports Facility & Activity Centre	8,234	6,234	7,000	238	0	21,706	0	(21,706)	(21,706)				
		Cedars and Grainges	250	2,500	5,000	2,350	50	10,150	(10,150)	0	(10,150)				
		Refurbishment of Crematorium	750	4,000	4,240	603	0	9,593	(6,593)	(3,000)	(9,593)				
		Civic Centre Transformation	3,500	0	0	0	0	3,500	(3,500)	0	(3,500)				
		Garage Site Refurbishment	1,000	1,000	850	0	0	2,850	(2,850)	0	(2,850)				
		Yiewsley/Otterfield Library	776	53	0	0	0	829	(829)	0	(829)				
		Hayes Canal Project	750	0	0	0	0	750	0	(750)	(750)				
		Harlington Road Fuel Pumps and Canopy Replacement	718	15	0	0	0	733	(733)	0	(733)				
		Motor Vehicle Workshop - Relocation	700	0	0	0	0	700	(700)	0	(700)				
		Jubilee Leisure Centre, West Drayton	607	0	0	0	0	607	(607)	0	(607)				
		Carbon Initiatives	500	0	0	0	0	500	0	(500)	(500)				
		Flood Alleviation	300	50	0	0	0	350	0	(350)	(350)				
		St Martins Approach (Former Citizens Advice Bureau Site)	300	0	0	0	0	300	(300)	0	(300)				
		Cranford Park Heritage	200	0	0	0	0	200	(200)	0	(200)				
		Parking Services Improvements	50	50	0	0	0	100	(100)	0	(100)				
		Endeavours Sea Scouts New build	60	0	0	0	0	60	0	(60)	(60)				
		Uxbridge Cemetery Gatehouse & Chapel Refurbishment	22	0	0	0	0	22	(22)	0	(22)				
	Residents Services Total		18,717	13,902	17,090	3,191	50	52,949	(26,583)	(26,366)	(52,949)				
	Children's & Young Peoples Services	SRP/ SEND Meadow High School - Northwood Road	8,578	380	0	0	0	8,958	(8,958)	0	(8,958)				
		Secondary School Expansions	3,835	214	0	0	0	4,049	0	(4,049)	(4,049)				
		SRP / SEND Meadow School - Royal Lane	250	0	0	0	0	250	(250)	0	(250)				
		Charville Lane - Children Specialist House	86	0	0	0	0	86	(86)	0	(86)				
		Youth Provision 2nd Ickenham Scouts Group	60	0	0	0	0	60	0	(60)	(60)				
	Children's & Young Peoples Services Total		12,809	594	0	0	0	13,403	(9,294)	(4,109)	(13,403)				
Major Projects Total			31,526	14,496	17,090	3,191	50	66,352	(35,877)	(30,475)	(66,352)				
Programme of Works	Residents Services	Highways Structural Works	6,152	6,152	6,152	6,152	6,152	30,760	(25,000)	(5,760)	(30,760)				
		Vehicle Replacement Programme	3,533	6,291	3,534	7,115	1,750	22,223	(22,223)	0	(22,223)				
		Disabled Facilities Grant	2,146	2,146	2,146	2,146	2,146	10,730	0	(10,730)	(10,730)				
		Devolved Capital to Schools	2,000	2,000	2,000	2,000	2,000	10,000	0	(10,000)	(10,000)				
		Property Works Programme	1,840	1,480	1,520	1,400	1,400	7,640	(7,640)	0	(7,640)				
		Transport for London Funded Schemes	1,458	1,458	1,458	1,458	1,458	7,290	0	(7,290)	(7,290)				
		Replacement of Street Light Columns	600	600	600	600	600	3,000	(3,000)	0	(3,000)				
		Highways Bridges and Structures	400	400	400	300	300	1,800	(1,800)	0	(1,800)				
		CCTV Programme	409	462	262	257	187	1,577	(1,577)	0	(1,577)				
		Playground Refurbishment Programme	200	200	200	200	200	1,000	(1,000)	0	(1,000)				
		Road Safety	120	120	120	120	120	600	(600)	0	(600)				
		Leisure Centre Refurbishment	100	100	100	100	100	500	(500)	0	(500)				
	Residents Services Total		18,958	21,409	18,492	21,848	16,413	97,120	(63,340)	(33,780)	(97,120)				
	Children's & Young Peoples Services	School Building Condition Works	9,200	3,000	3,000	3,417	3,417	22,034	0	(22,034)	(22,034)				
Children's & Young Peoples Services Total		9,200	3,000	3,000	3,417	3,417	22,034	0	(22,034)	(22,034)					
Adult Services & Health	Social Care Equipment	3,977	3,977	3,977	3,977	3,977	19,885	0	(19,885)	(19,885)					
Adult Services & Health Total		3,977	3,977	3,977	3,977	3,977	19,885	0	(19,885)	(19,885)					
Corporate Services	Digital, Data and Technology Investment	4,198	3,999	50	150	25	8,422	(8,422)	0	(8,422)					
Corporate Services Total		4,198	3,999	50	150	25	8,422	(8,422)	0	(8,422)					
Programme of Works Total			36,333	32,385	25,519	29,392	23,832	147,461	(71,762)	(75,699)	(147,461)				
Contingency			6,979	2,000	2,000	2,000	2,000	14,979	(14,979)	0	(14,979)				
Grand Total			74,838	48,881	44,609	34,583	25,882	228,792	(122,618)	(106,174)	(228,792)				

Category			Directorate		Name		Expenditure	Funding				
							2026/27	Prudential Borrowing	Existing Grants & Contrib £'000	New Grants & Contrib's £'000	s106 Funding £'000	Total Funding £'000
Major Projects	Residents Services	Hillingdon Water Sports Facility & Activity Centre	8,234	0	(8,234)	0	0	(8,234)				
		Cedars and Grainges	250	(250)	0	0	0	(250)				
		Refurbishment of Crematorium	750	(450)	(300)	0	0	(750)				
		Civic Centre Transformation	3,500	(3,500)	0	0	0	(3,500)				
		Garage Site Refurbishment	1,000	(1,000)	0	0	0	(1,000)				
		Yiewsley/Otterfield Library	776	(776)	0	0	0	(776)				
		Hayes Canal Project	750	0	(750)	0	0	(750)				
		Harlington Road Fuel Pumps and Canopy Replacement	718	(718)	0	0	0	(718)				
		Motor Vehicle Workshop - Relocation	700	(700)	0	0	0	(700)				
		Jubilee Leisure Centre, West Drayton	607	(607)	0	0	0	(607)				
		Carbon Initiatives	500	0	0	0	(500)	(500)				
		Flood Alleviation	300	0	(300)	0	0	(300)				
		St Martins Approach (Former Citizens Advice Bureau Site)	300	(300)	0	0	0	(300)				
		Cranford Park Heritage	200	(200)	0	0	0	(200)				
		Parking Services Improvements	50	(50)	0	0	0	(50)				
		Endeavours Sea Scouts New build	60	0	(60)	0	0	(60)				
		Uxbridge Cemetery Gatehouse & Chapel Refurbishment	22	(22)	0	0	0	(22)				
		Residents Services Total		18,717	(8,573)	(9,644)	0	(500)	(18,717)			
		Children's & Young Peoples Services	SRP/ SEND Meadow High School - Northwood Road	8,578	(8,578)	0	0	0	(8,578)			
			Secondary School Expansions	3,835	0	(3,497)	(338)	0	(3,835)			
	SRP / SEND Meadow School - Royal Lane		250	(250)	0	0	0	(250)				
	Charville Lane - Children Specialist House		86	(86)	0	0	0	(86)				
	Youth Provision 2nd Ickenham Scouts Group		60	0	(60)	0	0	(60)				
	Children's & Young Peoples Services Total		12,809	(8,914)	(3,557)	(338)	0	(12,809)				
	Major Projects Total			31,526	(17,487)	(13,201)	(338)	(500)	(31,526)			
	Programme of Works	Residents Services	Highways Structural Works	6,152	(5,000)	(1,152)	0	0	(6,152)			
			Vehicle Replacement Programme	3,533	(3,533)	0	0	0	(3,533)			
			Disabled Facilities Grant	2,146	0	(2,146)	0	0	(2,146)			
			Devolved Capital to Schools	2,000	0	(385)	(1,615)	0	(2,000)			
			Property Works Programme	1,840	(1,840)	0	0	0	(1,840)			
			Transport for London Funded Schemes	1,458	0	(1,458)	0	0	(1,458)			
			Replacement of Street Light Columns	600	(600)	0	0	0	(600)			
Highways Bridges and Structures			400	(400)	0	0	0	(400)				
CCTV Programme			409	(409)	0	0	0	(409)				
Playground Refurbishment Programme			200	(200)	0	0	0	(200)				
Road Safety			120	(120)	0	0	0	(120)				
Leisure Centre Refurbishment			100	(100)	0	0	0	(100)				
Residents Services Total		18,958	(12,202)	(5,141)	(1,615)	0	(18,958)					
Children's & Young Peoples Services		School Building Condition Works	9,200	0	(9,200)	0	0	(9,200)				
Children's & Young Peoples Services Total		9,200	0	(9,200)	0	0	(9,200)					
Adult Services & Health		Social Care Equipment	3,977	0	(3,977)	0	0	(3,977)				
Adult Services & Health Total		3,977	0	(3,977)	0	0	(3,977)					
Corporate Services	Digital, Data and Technology Investment	4,198	(4,198)	0	0	0	(4,198)					
Corporate Services Total		4,198	(4,198)	0	0	0	(4,198)					
Programme of Works Total			36,333	(16,400)	(18,318)	(1,615)	0	(36,333)				
Contingency		6,979	(6,979)	0	0	0	(6,979)					
Grand Total			74,838	(40,866)	(31,519)	(1,953)	(500)	(74,838)				

HRA Service Budgets	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	Three Year Change £'000	Five Year Change £'000
Rental Income	(78,575)	(82,288)	(86,568)	(90,409)	(95,334)	(99,799)	(11,834)	(21,224)
Other Income	(6,831)	(7,603)	(7,755)	(7,910)	(8,068)	(8,230)	(1,079)	(1,399)
Net Income	(85,406)	(89,891)	(94,323)	(98,319)	(103,402)	(108,029)	(12,913)	(22,623)
Housing & Tenancy Management	28,430	33,878	34,606	35,352	36,197	36,922	6,922	8,492
Repairs and Planned Maintenance	15,004	12,427	12,770	13,123	13,638	13,911	(1,881)	(1,093)
Capital Programme Funding	18,903	26,520	26,518	26,273	27,705	31,934	7,370	13,031
Interest & Investment Income	22,144	16,195	19,532	22,647	24,911	24,282	503	2,138
Bad Debt Prov and Dev & Risk	925	871	897	924	951	980	(1)	55
Contingency								
Cross-Cutting	0	0	0	0	0	0	0	0
Operating Costs	85,406	89,891	94,323	98,319	103,402	108,029	12,914	22,624
(Surplus) / Deficit	0	0	0	0	0	0	0	0
Opening HRA General Balance	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	0	0
In-Year Monitoring Variance								
Closing HRA General Balance	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	0	0

Housing Revenue Account Rental Income Breakdown	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Three Year Change	Five Year Change
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Resources</u>	<i>CPI+1%</i>	<i>CPI+1%</i>	<i>CPI+1%</i>	<i>CPI+1%</i>	<i>CPI+1%</i>	<i>CPI+1%</i>		
Increase in rents	2.7%	4.8%	3.0%	3.0%	3.0%	3.0%		
Average Weekly Rent (£)	£141.11	£147.88	£152.32	£156.89	£161.60	£166.44	£15.78	£25.33
Increase/(Decrease) in Number of Dwellings	152	6	252	147	150	381	(5)	229
Opening Number of Dwellings	10,518	10,670	10,676	10,928	11,075	11,225	410	707
Closing Number of Dwellings	10,670	10,676	10,928	11,075	11,225	11,606	405	936
Average Number of Dwellings	10,594	10,673	10,802	11,002	11,150	11,416	408	822
Gross Dwelling Rents	78,291	83,012	87,331	91,208	96,180	100,686	12,917	22,395
Void Risk Contingency inc. Regen	(681)	(724)	(764)	(799)	(846)	(887)	(118)	(206)
Net Dwelling Rents	78,575	82,912	88,164	92,695	98,334	103,212	14,121	24,637
Total Resources	78,575	82,912	88,164	92,695	98,334	103,212	14,121	24,637

Housing Revenue Account Inflation Provision	2025/26	Annual Movement in Budget Requirement					Three Year Change	Five Year Change
		2026/27	2027/28	2028/29	2029/30	2030/31		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Inflation Rates</u>								
Workforce Expenditure (including Pension costs)	N/A	3.0%	2.0%	2.0%	2.0%	2.0%	7.0%	11.0%
Contracted Expenditure and Materials	N/A	2.8%	2.0%	2.0%	2.0%	2.0%	6.8%	10.8%
Other Expenditure	N/A	2.8%	2.0%	2.0%	2.0%	2.0%	6.8%	10.8%
Fuel	N/A	0.0%	2.0%	2.0%	2.0%	2.0%	4.0%	8.0%
Energy Gas	N/A	0.3%	5.0%	5.0%	5.0%	5.0%	10.3%	20.3%
Energy Electricity	N/A	5.0%	5.0%	5.0%	5.0%	5.0%	15.0%	25.0%
<u>Inflation Projections</u>								
Housing & Tenancy Management	N/A	1,487	704	720	819	697	2,911	4,427
Repairs and Planned Maintenance	N/A	686	342	353	515	273	1,381	2,169
Bad Debt Prov and Dev & Risk Contingency	N/A	45	26	27	28	29	98	155
Gross Inflation Requirement	0	2,218	1,072	1,100	1,362	999	4,390	6,751
Other Income	N/A	(772)	(152)	(155)	(158)	(162)	(1,079)	(1,399)
Total Inflation Provision		1,446	920	945	1,204	837	3,311	5,352

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Category	Name	5-Year Expenditure						5-Year Funding		
		2026/27	2027/28	2028/29	2029/30	2030/31	5-Year Total	Borrowing	Other	Total Funding
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Major Projects	HRA In-House Housing Supply Acquisitions	50,000	0	0	0	0	50,000	(30,000)	(20,000)	(70,000)
	Development Yiewsley Housing Scheme	16,687	8,169	407	0	0	25,263	(19,607)	(5,656)	(30,919)
	Existing FRI Leases - HRA	16,732	0	0	0	0	16,732	(16,732)	0	(16,732)
	Campbell and Hale End Close rebuild/redevelopment	1,000	2,000	2,000	2,000	2,000	9,000	(4,500)	(4,500)	(13,500)
	Redevelopment of 1-10 Nelson Lane	1,000	3,500	3,500	0	0	8,000	(8,000)	0	(8,000)
	Development Northwood Hills Library	372	4,882	662	83	0	5,999	(5,999)	0	(5,999)
	Development Harefield Library Housing Units	512	1,792	2,048	500	0	4,852	(2,426)	(2,426)	(7,278)
	Staying Close Acquisition Programme	2,772	0	0	0	0	2,772	(2,772)	0	(2,772)
	Garage Site New Peachy Lane	500	1,250	0	0	0	1,750	(875)	(875)	(2,625)
	Sullivan Crescent Housing (CornFlower Place)	68	0	0	0	0	68	(34)	(34)	(102)
Major Projects Total		89,644	21,593	8,617	2,583	2,000	124,437	(90,946)	(33,491)	(157,928)
Programme of Works	Works to Stock - Reactive and Planned Capital Budget	29,793	30,091	27,082	24,374	21,936	133,276	0	(133,276)	(266,552)
	Green Homes Initiative - Reactive and Planned Capital Budget	10,000	10,000	6,000	5,000	3,000	34,000	(34,000)	0	(34,000)
	Major Adaptations	4,000	4,000	3,500	3,500	3,000	18,000	(18,000)	0	(18,000)
Programme of Works Total		43,793	44,091	36,582	32,874	27,936	185,276	(52,000)	(133,276)	(318,552)
Hayes Regen	Hayes Regeneration - Avondale Phases 2 and 1B	2,921	38,000	58,500	25,000	3,579	128,000	(76,800)	(51,200)	(179,200)
	Hayes Regeneration Phase 1 and 1A	13,206	41,812	29,462	0	0	84,480	(48,448)	(36,032)	(120,512)
Hayes Regen Total		16,127	79,812	87,962	25,000	3,579	212,480	(125,248)	(87,232)	(299,712)
Grand Total		149,564	145,496	133,161	60,456	33,515	522,192	(268,193)	(253,999)	(776,191)

Category		2026/27 Expenditure £'000	2026/27 Funding				
			Prudential Borrowing	Revenue Contribs	RTB Capital Receipts	New Grants & Contribs	Existing Grants & Contrib
			£'000	£'000	£'000	£'000	£'000
Major Projects	HRA In-House Housing Supply Acquisitions	50,000	(30,000)	0	(20,000)	0	0
	Development Yiewsley Housing Scheme	16,687	(16,687)	0	0	0	0
	Existing FRI Leases - HRA	16,732	(16,732)	0	0	0	0
	Campbell and Hale End Close rebuild/redevelopment	1,000	(500)	0	0	(500)	0
	Redevelopment of 1-10 Nelson Lane	1,000	(1,000)	0	0	0	0
	Development Northwood Hills Library	372	(372)	0	0	0	0
	Development Harefield Library Housing Units	512	(256)	0	0	(256)	0
	Staying Close Acquisition Programme	2,772	(2,772)	0	0	0	0
	Garage Site New Peachy Lane	500	(250)	0	0	(250)	0
	Sullivan Crescent Housing (CornFlower Place)	68	(34)	0	0	0	(34)
Major Projects Total		89,644	(68,604)	0	(20,000)	(1,006)	(34)
Programme of Works	Works to Stock - Reactive and Planned Capital Budget	29,793	0	(29,793)	0	0	0
	Green Homes Initiative - Reactive and Planned Capital Budget	10,000	(10,000)	0	0	0	0
	Major Adaptations	4,000	(4,000)	0	0	0	0
Programme of Works Total		43,793	(14,000)	(29,793)	0	0	0
Hayes Regen	Hayes Regeneration - Avondale Phases 2 and 1B	2,921	(2,921)	0	0	0	0
	Hayes Regeneration Phase 1 and 1A	13,206	(13,206)	0	0	0	0
Hayes Regen Total		16,127	(16,127)	0	0	0	0
Grand Total		149,564	(98,731)	(29,793)	(20,000)	(1,006)	(34)

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
1. Corporate Communications										
Advertising charges in Hillingdon People										
Full page	B	2,528.40	2,528.40	STD	2,528.40	0.00%	2,528.40	0.00%	01-Apr-25	
Half page	B	1,444.80	1,444.80	STD	1,444.80	0.00%	1,444.80	0.00%	01-Apr-25	
Quarter page	B	752.85	752.85	STD	752.85	0.00%	752.85	0.00%	01-Apr-25	
Eighth page	B	452.55	452.55	STD	452.55	0.00%	452.55	0.00%	01-Apr-25	
Display box	B	218.40	218.40	STD	218.40	0.00%	218.40	0.00%	01-Apr-25	
Back page	B	2,889.60	2,889.60	STD	2,889.60	0.00%	2,889.60	0.00%	01-Apr-25	
Inside front full page	B	2,709.00	2,709.00	STD	2,709.00	0.00%	2,709.00	0.00%	01-Apr-25	
Inside front half page	B	1,535.10	1,535.10	STD	1,535.10	0.00%	1,535.10	0.00%	01-Apr-25	
Advertising										
Notice Board Display - Rental Charge	R	55.65	55.65	STD	61.20	9.97%	61.20	9.97%	01-Apr-25	01-Apr-26
Bill posting fee - Up to 3 posters	R	294.00	294.00	STD	323.40	10.00%	323.40	10.00%	01-Apr-25	01-Apr-26
2. Revenues And Benefits										
Court Summons										
Council Tax- Summons Fee	R	122.00	122.00	NB	130.00	6.56%	130.00	6.56%	01-Apr-11	01-Apr-26
Council Tax- Liability Order	R	0.00	0.00	NB	20.00	0.00%	20.00	6.97%	01-Apr-11	01-Apr-26
NNDR - Summons Fee	R	165.00	165.00	NB	162.00	-1.82%	162.00	-1.82%	01-Apr-11	01-Apr-26
NNDR - Liability Order	R	0.00	0.00	NB	23.00	0.00%	23.00	8.01%	01-Apr-11	01-Apr-26

Type of Fee / Charge		Type	Current Charge Residents	Current Charge Non-Residents	Vat Status	Proposed Charge Residents	Increase	Proposed Charge Non residents	Increase	Date of last change to charge	Effective Date
			£	£		£	%	£	%		
3. Registrar											
Certificates											
Birth Certificates		M	12.50	12.50	NB	12.50	0.00%	12.50	0.00%	01-Apr-24	
Register			0.00	0.00							
	Registration of name of child or of alteration of name	M	44.00	44.00	NB	44.00	0.00%	44.00	0.00%	01-Apr-24	
	Correction to Register - person with custody of register	M	83.00	83.00	NB	83.00	0.00%	83.00	0.00%	01-Apr-24	
	Correction to Register - person with custody of register on authority of General Registrar	M	99.00	99.00	NB	99.00	0.00%	99.00	0.00%	01-Apr-24	
Marriages/Civil Partnerships (Statutory fees)											
	Entry of each notice	M	42.00	42.00	NB	42.00	0.00%	42.00	0.00%	01-Apr-24	
	Notice of Marriage - Immigration Checks	M	57.00	57.00	NB	57.00	0.00%	57.00	0.00%	01-Apr-24	
	Letter provided by General Registrar confirming that no record of marriage found	M	55.00	55.00	NB	55.00	0.00%	55.00	0.00%	01-Apr-24	
	Basic ceremony/Schedule in Superintendent's Office	M	56.00	56.00	NB	56.00	0.00%	56.00	0.00%	01-Apr-24	
	Registrar's attendance at Registered Building	M	104.00	104.00	NB	104.00	0.00%	104.00	0.00%	01-Apr-24	
Ceremony Fees (Non - Statutory fees)											
	Ceremony in Four Seasons Room (Mon-Thurs)	M	295.00	295.00	STD	295.00	0.00%	295.00	0.00%	01-Apr-25	
	Ceremony in Four Seasons Room (Fri)	M	378.00	378.00	STD	378.00	0.00%	378.00	0.00%	01-Apr-25	
	Ceremony Fee in Four Seasons Room (Sat)	M	431.00	431.00	STD	431.00	0.00%	431.00	0.00%	01-Apr-23	
	Ceremony Fee in Four Seasons Room (Sun)	M	610.00	610.00	STD	610.00	0.00%	610.00	0.00%	01-Apr-25	
	Ceremony Fee in four seasons room (Out of Hours and Bank Holiday	M	678.00	678.00	STD	678.00	0.00%	678.00	0.00%	01-Apr-25	
	(Mon - Thurs) Nova Room (20pax)	M	295.00	295.00	STD	295.00	0.00%	295.00	0.00%	01-Apr-25	
	(Mon - Thurs) Astra Suite (80pax)	M	530.00	530.00	STD	530.00	0.00%	530.00	0.00%	01-Apr-25	
	Nova Room (20pax) (Fri)	M	378.00	378.00	STD	378.00	0.00%	378.00	0.00%	01-Apr-25	

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Astra Suite (80pax) (Fri)	M	640.00	640.00	STD	640.00	0.00%	640.00	0.00%	01-Apr-25	
Nova Room (20pax) (Sat)	M	431.00	431.00	STD	431.00	0.00%	431.00	0.00%	01-Apr-25	
Astra Suite (80pax) (Sat)	M	640.00	640.00	STD	640.00	0.00%	640.00	0.00%	01-Apr-25	
Nova Room (20pax) (Sun)	M	610.00	610.00	STD	610.00	0.00%	610.00	0.00%	01-Apr-25	
Astra Suite (80pax) (Sun)	M	715.00	715.00	STD	715.00	0.00%	715.00	0.00%	01-Apr-25	
Nova Room (20pax) (Out of Hours)	M	678.00	678.00	STD	678.00	0.00%	678.00	0.00%	01-Apr-25	
Astra Suite (80pax) (Out of Hours)	M	1,020.00	1,020.00	STD	1,020.00	0.00%	1,020.00	0.00%	01-Apr-25	
Nova Room Hire per hour (excluding ceremony)	M	70.00	70.00	STD	70.00	0.00%	70.00	0.00%	01-Apr-25	
Astra Suite Hire per hour (excluding ceremony)	M	130.00	130.00	STD	130.00	0.00%	130.00	0.00%	01-Apr-25	
Ceremony at approved Premises (Mon - Thurs)	M	565.00	565.00	EXP	565.00	0.00%	565.00	0.00%	01-Apr-25	
Ceremony at approved Premises (Fri - Sat)	M	678.00	678.00	EXP	678.00	0.00%	678.00	0.00%	01-Apr-25	
Ceremony at approved Premises (Sun)	M	753.00	753.00	EXP	753.00	0.00%	753.00	0.00%	01-Apr-25	
Ceremony Fee at approved premises (Out of Hours)	M	1,075.00	1,075.00	EXP	1,075.00	0.00%	1,075.00	0.00%	01-Apr-25	
Webcasting of wedding ceremonies	M	106.00	106.00	STD	106.00	0.00%	106.00	0.00%	01-Apr-25	
Citizenship ceremony										
Citizenship ceremony (Home Office set fee)	M	130.00	130.00	NB	130.00	0.00%	130.00	0.00%	01-Apr-23	
Electoral										
Edited registers	B	30.00	30.00	NB	30.00	0.00%	30.00	0.00%	01-Apr-23	
Credit reference agencies registers	B	500.00	500.00	NB	500.00	0.00%	500.00	0.00%	01-Apr-23	
Certificate Priority Service										
24 Hour	M	38.50	38.50	STD	38.50	0.00%	38.50	0.00%	01-Apr-23	

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Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Citizenship ceremony										
Individual Citizenship ceremony (cost in addition to statutory charge) - Midweek Charge	M	151.00	151.00	NB	166.00	9.93%	166.00	9.93%	01-Apr-25	01-Apr-26
Individual Citizenship ceremony (cost in addition to statutory charge) - Saturday Charge	M	188.00	188.00	NB	207.00	10.11%	207.00	10.11%	01-Apr-25	01-Apr-26
Civil Funerals										
Conducting Civil Funerals (Civil Celebrants)	M	337.00	337.00	STD	337.00	0.00%	337.00	0.00%	01-Apr-25	
Other										
Change of Name- Deed	M	75.00	75.00	NB	83.00	10.67%	83.00	0.00%	01-Apr-23	01-Apr-26
Passport Pre Marriage Form - PD2	M	20.00	20.00	NB	22.00	10.00%	22.00	0.00%	01-Apr-23	01-Apr-26
Facilities Management										
Civic Centre Room Hire Rates										
CR2 per hour	M	33.30	33.30	EXP	36.60	9.91%	36.60	9.91%	01-Apr-25	01-Apr-26
CR3 per hour	M	44.20	44.20	EXP	48.60	9.95%	48.60	9.95%	01-Apr-25	01-Apr-26
CR3a per hour	M	39.90	39.90	EXP	43.90	10.03%	43.90	10.03%	01-Apr-25	01-Apr-26
CR3/3a combined per hour	M	66.50	66.50	EXP	73.20	10.08%	73.20	10.08%	01-Apr-25	01-Apr-26
CR4 per hour	M	53.10	53.10	EXP	58.40	9.98%	58.40	9.98%	01-Apr-25	01-Apr-26
CR4a per hour	M	39.90	39.90	EXP	43.90	10.03%	43.90	10.03%	01-Apr-25	01-Apr-26
CR4/4a combined per hour	M	66.60	66.60	EXP	73.30	10.06%	73.30	10.06%	01-Apr-25	01-Apr-26
CR5 per hour	M	66.60	66.60	EXP	73.30	10.06%	73.30	10.06%	01-Apr-25	01-Apr-26
CR6 per hour	M	66.60	66.60	EXP	73.30	10.06%	73.30	10.06%	01-Apr-25	01-Apr-26
CR7 per hour	M	31.10	31.10	EXP	34.20	9.97%	34.20	9.97%	01-Apr-25	01-Apr-26
CR9 per hour	M	33.30	33.30	EXP	36.60	9.91%	36.60	9.91%	01-Apr-25	01-Apr-26
Interview rooms per hour	M	20.90	20.90	EXP	23.00	10.05%	23.00	10.05%	01-Apr-25	01-Apr-26

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Council Chamber per hour	M	127.80	127.80	EXP	140.60	10.02%	140.60	10.02%	01-Apr-25	01-Apr-26
Middlesex Suite (Day) per hour - Take out now the Library	M	115.90	115.90	EXP	127.50	10.01%	127.50	10.01%	01-Apr-25	01-Apr-26
Middlesex Suite (Night) per hour -Take out now the Library	M	162.00	162.00	EXP	178.20	10.00%	178.20	10.00%	01-Apr-25	01-Apr-26
Bar Area per hour	M	63.50	63.50	EXP	69.90	10.08%	69.90	10.08%	01-Apr-25	01-Apr-26
5. Estates & Valuation										
Other										
Licence to assign leases: initial flat rate	M	537.40	537.40	EXP	591.10	9.99%	591.10	9.99%	01-Apr-25	01-Apr-26
Thereafter: fee scale at officer rate: Principal Valuer	M	118.30	118.30	EXP	130.10	9.97%	130.10	9.97%	01-Apr-25	01-Apr-26
Qualified Valuer	M	95.10	95.10	EXP	104.60	9.99%	104.60	9.99%	01-Apr-25	01-Apr-26
Assistant / admin officer	M	72.10	72.10	EXP	79.30	9.99%	79.30	9.99%	01-Apr-25	01-Apr-26
Licence to make alterations to leases fee scale at officer rate:										
Principal Valuer	M	118.30	118.30	EXP	130.10	9.97%	130.10	9.97%	01-Apr-25	01-Apr-26
Qualified Valuer	M	95.10	95.10	EXP	104.60	9.99%	104.60	9.99%	01-Apr-25	01-Apr-26
Assistant Valuer / admin officer	M	72.10	72.10	EXP	79.30	9.99%	79.30	9.99%	01-Apr-25	01-Apr-26
Licence to change or extend leases fee scale at officer rate:										
Principal Valuer	M	118.30	118.30	EXP	130.10	9.97%	130.10	9.97%	01-Apr-25	01-Apr-26
Qualified Valuer	M	95.10	95.10	EXP	104.60	9.99%	104.60	9.99%	01-Apr-25	01-Apr-26
Assistant Valuer / admin officer	M	72.10	72.10	EXP	79.30	9.99%	79.30	9.99%	01-Apr-25	01-Apr-26
Party Wall award										
Administrative Charge	M				385.50	NEW	385.50	NEW		01-Apr-26
Additional Hourly Rate: Programme Co-Ordinator	M				54.00	NEW	54.00	NEW		01-Apr-26
Additional Hourly Rate: Head of Capital Works	M				105.00	NEW	105.00	NEW		01-Apr-26

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Arbitration of disputes regards leases related charges :										
Photocopying Assistant / admin officer	M	72.10	72.10	EXP	79.30	9.99%	79.30	9.99%	01-Apr-25	01-Apr-26
Transport	M	LBH milage rates	LBH milage rates	EXP	LBH milage rates	N/A	LBH milage rates	N/A	01-Apr-24	01-Apr-26
Licence to install satellite dishes per licence	M	118.30	118.30	EXP	130.10	9.97%	130.10	9.97%	01-Apr-25	01-Apr-26
6. Highways										
Cars for Sale on the Highway										
Removals - full cost and storage of removed vehicle until collection by owner.	B	N/A	N/A	NB	N/A	N/A	N/A	N/A	01-Apr-25	01-Apr-26
"A"Board fees & charges - if have to remove these full costs charged to relevant party.										
Initial application fee	B	79.00	79.00	NB	87.00	10.13%	87.00	10.13%	01-Apr-25	01-Apr-26
Once approved by Planning a further:	B	147.50	147.50	NB	162.50	10.17%	162.50	10.17%	01-Apr-25	01-Apr-26
Thereafter annual fee	B	227.50	227.50	NB	250.50	10.11%	250.50	10.11%	01-Apr-25	01-Apr-26
Public Rights of Way										
Application to change definitive map & statement	M	230.00	230.00	NB	253.00	10.00%	253.00	10.00%	01-Apr-25	01-Apr-26
Highways Enquires										
For legal purposes requiring a written response	M	76.70	76.70	NB	84.50	10.17%	84.50	10.17%	01-Apr-25	01-Apr-26
Streetworks Inspection / Licensing										
Sample Inspection	B	N/A	50.00	NB	N/A	N/A	50.00	0.00%	01-Apr-17	
Defected Works	B	N/A	47.50	NB	N/A	N/A	47.50	0.00%	01-Apr-17	
Utilities Fixed Penalty Notices (FPNs) paid in 30 days	B	N/A	80.00	NB	N/A	N/A	80.00	0.00%	01-Apr-17	
Utilities Fixed Penalty Notices (FPNs) paid after 30 days	B	N/A	120.00	NB	N/A	N/A	120.00	0.00%	01-Apr-17	
Working Without a Permit (WWP) paid in 30 days	B	N/A	300.00	NB	N/A	N/A	300.00	0.00%	01-Apr-17	
Working Without a Permit (WWP) paid after 30 days	B	N/A	500.00	NB	N/A	N/A	500.00	0.00%	01-Apr-17	

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
License new plant	B	N/A	767.50	NB	N/A	N/A	844.50	10.03%	01-Apr-25	01-Apr-26
License old plant	B	N/A	767.50	NB	N/A	N/A	844.50	10.03%	01-Apr-25	01-Apr-26
Statutory charge for Streetworks Overruns (min/day)	B	N/A	250.00	NB	N/A	N/A	250.00	0.00%	01-Apr-17	
Streetworks Overruns (max/day)	B	N/A	10,000.00	NB	N/A	N/A	10,000.00	0.00%	01-Apr-17	
Bar marks in front of vehicle crossings	M	207.50	207.50	NB	228.50	10.12%	228.50	10.12%	01-Apr-25	01-Apr-26
Section 50 Street Works Licence										
Excavations up to 1.5m deep	B	932.00	932.00	NB	1,025.00	9.98%	1,025.00	9.98%	01-Apr-25	01-Apr-26
Excavations over 1.5m deep	B	2,293.00	2,293.00	NB	2,522.00	9.99%	2,522.00	9.99%	01-Apr-25	01-Apr-26
Refundable bond	B	300.00 per m²	300.00 per m²	NB	300.00 per m²	0.00%	300.00 per m²	0.00%	01-Nov-22	
Section 96										
Call out fee to inspect damage to highways infrastruture/equipment	B	72.00	72.00	NB	79.00	9.72%	79.00	9.72%	01-Apr-25	01-Apr-26
Remedial works to repair damage to highways infrastructure/equipment	B	At cost plus 25%	At cost plus 25%		At cost plus 25%	25.00%	At cost plus 25%	25.00%	01-Apr-25	01-Apr-26
Section 278 works design check										
Initial check of outline proposals (non-refundable)	B	5,000.00	5,000.00	NB	5,000.00	0.00%	5,000.00	0.00%	01-Apr-24	
Administration, design check and inspection of works	B	11% of works cost or 5,250 (whichever higher); less fee for initial check	11% of works cost or 5,750 (whichever higher); less fee for initial check	NB	12% of works cost or 5,250 (whichever higher); less fee for initial check	N/A	12% of works cost or 5,750 (whichever higher); less fee for initial check	N/A	01-Apr-25	01-Apr-26

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Type of Fee / Charge		Type	Current Charge Residents	Current Charge Non-Residents	Vat Status	Proposed Charge Residents	Increase	Proposed Charge Non residents	Increase	Date of last change to charge	Effective Date
			£	£		£	%	£	%		
Minor Highways Fees											
Page 112	Vehicle crossing application fee (non-refundable)	R	149.00	163.90	NB	164.00	10.07%	180.00	9.82%	01-Apr-25	01-Apr-26
	Vehicle crossing application fee (as part of planned works) (non-refundable)	R	149.00	163.90	NB	164.00	10.07%	180.00	9.82%	01-Apr-25	01-Apr-26
	Vehicle Crossings contstruction fee	R	At cost plus 5%	N/A	NB	At cost plus 5%	N/A	N/A	N/A	01-Apr-25	01-Apr-26
	Vehicle Crossings contstruction fee (as part of planned works)	R	At 75% cost	N/A	NB	At 75% cost	N/A	N/A	N/A	01-Apr-25	01-Apr-26
	Vehicle crossing supervision Fee	R	240.00	264.00	NB	264.00	10.00%	290.00	N/A	01-Apr-25	01-Apr-26
	Oversail Licences (e.g. cranes and canopies) Additional charges per hr	B	N/A	76.90	NB	N/A	N/A	85.00	10.53%	01-Apr-25	01-Apr-26
	All Highways enqueries for legal purposes requiring written response	M	73.10	76.90	NB	80.00	9.44%	85.00	10.53%	01-Apr-25	01-Apr-26
	Commercial crossing application fee	R	1,680.00	1,680.00	NB	1,848.00	10.00%	1,848.00	10.00%	01-Apr-25	01-Apr-26
	Heavy duty vehicle crossing application fee (non-refundable)	R	1,680.00	1,680.00	NB	1,848.00	10.00%	1,848.00	10.00%	01-Apr-25	01-Apr-26
	Heavy duty vehicle crossing supervision fee	R	551.00	606.00	NB	606.00	9.98%	667.00	10.07%	01-Apr-25	01-Apr-26
Heavy duty vehicle crossings contstruction fee		R	At cost plus 5%	At cost plus 25%	NB	At cost plus 5%	N/A	At cost plus 25%	N/A	01-Apr-25	01-Apr-26
Additional Highways Enquiries											
Standard Highways Adoption Question (1 to 3 questions)		M	52.30	55.20	NB	57.55	10.04%	60.70	9.96%	01-Apr-25	01-Apr-26
Additional Highways Questions (each)		M	18.60	19.40	NB	20.45	9.95%	21.30	9.79%	01-Apr-25	01-Apr-26
Minor Highways Fees											
Building Materials (charge per application)		B	220.00	222.50	NB	242.00	10.00%	245.00	10.11%	01-Apr-25	01-Apr-26
Application for Banners on Street Furniture		M	226.50	249.00	NB	249.00	9.93%	274.00	10.04%	01-Apr-25	01-Apr-26
Application for Festive Lights & Decorations		M	226.50	249.00	NB	249.00	9.93%	274.00	10.04%	01-Apr-25	01-Apr-26
Skip Licencing											
(charge per application. (for 1-49)		B	81.90	86.00	NB	90.00	9.89%	94.50	9.88%	01-Apr-25	01-Apr-26

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Minor Highways Fees										
Scaffold / Hoarding (charge per application)	B	0.00	318.60	NB	0.00	N/A	350.50	10.01%	01-Apr-25	01-Apr-26
Scaffold / Hoarding (Additional charge per hour)	B	N/A	N/A	NB	N/A	N/A	N/A	N/A	01-Apr-25	01-Apr-26
Plant & Maintain Licences (Basic cost charged per application)	M	255.50	279.00	NB	281.00	9.98%	307.00	10.04%	01-Apr-25	01-Apr-26
Plant & Maintain Licences (Additional cost /hr)	B	75.25	75.25	NB	82.80	10.03%	82.80	10.03%	01-Apr-25	01-Apr-26
Mobile Construction Equipment (e.g. cranes on the highway)	B	0.00	279.00	NB	0.00	N/A	307.00	10.04%	01-Apr-25	01-Apr-26
Mobile Construction Equipment (e.g. cranes on the highway) Additional cost per hr	B	0.00	0.00	NB	0.00	N/A	0.00	N/A	01-Apr-25	01-Apr-26
Oversail Licences (e.g. cranes and canopies)	B	0.00	279.00	NB	0.00	N/A	307.00	10.04%	01-Apr-25	01-Apr-26
Entrance to Cellars and Pavement Lights	B	At cost plus 5%	N/A	NB	At cost plus 5%	N/A	N/A	N/A	01-Apr-25	01-Apr-26
Complete Road Closure - by notice (TTRO)										
Emergency	B	2,256.00	2,260.00	STD	2,481.50	10.00%	2,486.00	10.00%	01-Apr-25	01-Apr-26
Complete Road Closure - by order (TTRO)										
Planned	B	4,752.00	4,752.00	STD	5,225.00	9.95%	5,227.00	10.00%	01-Apr-25	01-Apr-26
Events	B	710.00	716.50	STD	780.00	9.86%	790.00	10.26%	01-Apr-25	01-Apr-26
Planned	B	3,960.00	3,960.00	STD	4,360.00	10.10%	4,360.00	10.10%	01-Apr-25	01-Apr-26
Events	B	680.00	682.50	STD	750.00	10.29%	750.00	9.89%	01-Apr-25	01-Apr-26

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Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
7. Libraries										
Charges										
Compact Discs - every 3 weeks	R	1.65	2.50	NB	1.80	9.09%	2.75	10.00%	01-Apr-25	01-Apr-26
Compact Discs - every 3 weeks (12-17 students & young adults; Leisure card holders)	R	0.80	0.80	NB	0.90	12.50%	0.90	12.50%	01-Apr-25	01-Apr-26
CD & Cassettes (Talking Books) - every 3 weeks	R	3.20	4.95	NB	3.50	9.38%	5.45	10.10%	01-Apr-25	01-Apr-26
Holds (Reservations) - Self Placed	R	0.00	1.25	NB	0.00	0.00%	1.40	12.00%	01-Apr-25	
Holds (Reservations) - Staff Placed	R	0.00	1.25	NB	0.00	0.00%	1.40	12.00%	01-Apr-25	
Lost Tickets	R	3.20	3.45	NB	3.50	9.38%	3.80	10.14%	01-Apr-25	01-Apr-26
Lost Tickets (Child and 12-17 12-17 students & young adults)	R	1.65	N/A	NB	1.80	9.09%	N/A		01-Apr-25	01-Apr-26
Fines										
Books	R	0.25	0.30	NB	0.30	20.00%	0.35	16.67%	01-Apr-19	01-Apr-26
Books (12-17 students & young adults)	R	0.10	0.10	NB	0.10	0.00%	0.10	0.00%	01-Apr-24	
Talking Books	R	0.25	0.30	NB	0.30	20.00%	0.35	16.67%	01-Apr-19	01-Apr-26
Talking Books (12-17 students & young adults)	R	0.10	0.10	NB	0.10	0.00%	0.10	0.00%	01-Apr-24	
Compact Discs	R	0.25	0.30	NB	0.30	20.00%	0.35	16.67%	01-Apr-19	01-Apr-26
Compact Discs (12-17 students & young adults)	R	0.10	0.10	NB	0.10	0.00%	0.10	0.00%	01-Apr-24	

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Printing & Photocopies										
Black and White PC Prints per A4 sheets	R	0.25	0.25	STD	0.30	20.00%	0.30	20.00%	01-Apr-11	01-Apr-26
Colour PC Prints per A4 sheets	R	0.60	0.60	STD	0.65	8.33%	0.65	8.33%	01-Apr-25	01-Apr-26
Black & White A4	R	0.15	0.15	STD	0.15	0.00%	0.15	0.00%	01-Apr-11	
Black & White A3	R	0.25	0.25	STD	0.30	20.00%	0.30	20.00%	01-Apr-11	01-Apr-26
Colour A4	R	1.60	1.60	STD	1.75	9.38%	1.75	9.38%	01-Apr-25	01-Apr-26
Colour A3	R	1.45	1.45	STD	1.60	10.34%	1.60	10.34%	01-Apr-25	01-Apr-26
Room hire per hour - equipped (Small/Medium/Large). Non-commercial / charity	M	Small 12.00 Medium 12.60 Large 13.40	Small 20.40 Medium 21.30 Large 21.75	NB	Small 13.20 Medium 13.90 Large 14.70	10.00%	Small 22.40 Medium 23.40 Large 23.90	10.00%	01-Apr-25	01-Apr-26
Room hire per hour - equipped (S/M/L) Commercial	M	Small - £21.15 Medium - £22.15 Large - £22.50	Small - £27.30 Medium - £28.55 Large - £29.20	NB	Small 23.30 Medium 24.40 Large 24.80	10.00%	Small 30.00 Medium 31.40 Large 32.10	10.00%	01-Apr-25	01-Apr-26
Family History Search Fee										
Family History - Census search - one address - Address & year	R	5.50	8.05	STD	6.05	10.00%	8.85	9.94%	01-Apr-25	01-Apr-26
Family History - Census search - one address - same address subsequent year	R	2.85	8.05	STD	3.15	10.53%	8.85	9.94%	01-Apr-25	01-Apr-26
Family History - Census search - one address - same address subsequent year to include copies of six entries	R	2.85	8.05	STD	3.15	10.53%	8.85	9.94%	01-Apr-25	01-Apr-26
Family History - Local Newspapers Search - Article on one specific event	R	5.50	11.50	STD	6.05	10.00%	12.65	10.00%	01-Apr-25	01-Apr-26
Family History - Electoral Register Search - 1890-1914. Name & address. Occupant at one address. (5 year Search)	R	5.50	11.50	STD	6.05	10.00%	12.65	10.00%	01-Apr-25	01-Apr-26
Family History - Electoral Register Search- 1920 - onwards. Name & address. Occupant at one address. (5 year Search)	R	5.50	11.50	STD	6.05	10.00%	12.65	10.00%	01-Apr-25	01-Apr-26
Family History - Directories Search - Occupant at one address or trade. (5 year Search)	R	5.50	11.50	STD	6.05	10.00%	12.65	10.00%	01-Apr-25	01-Apr-26
Family History - Parish Registers Search - Entry of baptism, marriage or burial	R	2.85	4.80	STD	3.15	10.53%	5.30	10.42%	01-Apr-25	01-Apr-26
Family History -Rate Books Search - Occupant at one address	R	5.50	11.50	STD	6.05	10.00%	12.65	10.00%	01-Apr-25	01-Apr-26

Type of Fee / Charge		Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Family History -Journals Search - Article on one specific topic Family History -Photographs Search - Photos of one specific place or topic Family History - Maps - Extract showing 1 area. Other Research - per half hour	R	R	5.50	11.50	STD	6.05	10.00%	12.65	10.00%	01-Apr-25	01-Apr-26
	R	R	5.50	11.50	STD	6.05	10.00%	12.65	10.00%	01-Apr-25	01-Apr-26
	R	R	5.50	11.50	STD	6.05	10.00%	12.65	10.00%	01-Apr-25	01-Apr-26
	R	R	23.85	32.20	STD	26.25	10.06%	35.40	9.94%	01-Apr-25	01-Apr-26
8. Filming											
Filming on Location											
Very Large (50+) Full Day Very Large (50+) Half Day Large (16-50) Full Day Large (16-50) Half Day Medium (6-15) Full Day Medium (6-15) Half Day Small (1-5) Full Day Small (1-5) Half Day Small (1-5) 1 hour Small Photography per hour Medium+ Photography per hour	B	B	£3400-£20,000+	£3400-£20,000+	STD	£3400-£20,000+	0.00%	£3400-£20,000+	0.00%	01-Apr-25	
	B	B	£2165-£7425	£2165-£7425	STD	£2165-£7425	0.00%	£2165-£7425	0.00%	01-Apr-25	
	B	B	£2475-£6190	£2475-£6190	STD	£2475-£6190	0.00%	£2475-£6190	0.00%	01-Apr-25	
	B	B	£1240-£3710	£1240-£3710	STD	£1240-£3710	0.00%	£1240-£3710	0.00%	01-Apr-25	
	B	B	£1115-£2475	£1115-£2475	STD	£1115-£2475	0.00%	£1115-£2475	0.00%	01-Apr-25	
	B	B	£560-£990	£560-£990	STD	£560-£990	0.00%	£560-£990	0.00%	01-Apr-25	
	B	B	£865-£1860	£865-£1860	STD	£865-£1860	0.00%	£865-£1860	0.00%	01-Apr-25	
	B	B	£495-£805	£495-£805	STD	£495-£805	0.00%	£495-£805	0.00%	01-Apr-25	
	B	B	195.00	195.00	STD	195.00	0.00%	195.00	0.00%	01-Apr-26	
	B	B	£70-£105	£70-£105	STD	£70-£105	0.00%	£70-£105	0.00%	01-Apr-25	
	B	B	£155-£310	£155-£310	STD	£155-£310	0.00%	£155-£310	0.00%	01-Apr-25	
Traffic Controls											
Short Hold Agreement (Half/Full) - LEAD IN: 5 Working Days	B	B	£475/£675 (per road)	£475/£675 (per road)	STD	£475/£675 (per road)	0.00%	£475/£675 (per road)	0.00%	01-Apr-25	
Temporary Traffic Notice - LEAD IN: 5 Weeks	B	B	870.00	870.00	STD	870.00	0.00%	870.00	0.00%	01-Apr-25	
Temporary Traffic Order - LEAD IN: Up to 12 Weeks	B	B	2,012.70	2,012.70	STD	2,012.70	0.00%	2,012.70	0.00%	01-Apr-25	

Type of Fee / Charge		Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Other											
	Temporary Structure (Half/Full) - LEAD IN: 3 Working Days	B	£340/£620	£340/£620	STD	£340/£620	0.00%	£340/£620	0.00%	01-Apr-25	
	Crane License - LEAD IN: 5 Working Days	B	POA	POA	STD	POA	N/A	POA	N/A	01-Apr-25	01-Apr-26
	Street Furniture Alterations - LEAD IN: 3 Weeks	B	POA	POA	STD	POA	N/A	POA	N/A	01-Apr-25	01-Apr-26
	Lighting Engineer - LEAD IN: Up to 3 Weeks	B	POA	POA	STD	POA	N/A	POA	N/A	01-Apr-25	01-Apr-26
Street Filming											
	Small (1-5)	B	80.00	80.00	STD	80.00	0.00%	80.00	0.00%	01-Apr-25	
	Medium (6-15)	B	190.00	190.00	STD	190.00	0.00%	190.00	0.00%	01-Apr-25	
	Large (16-50)	B	250.00	250.00	STD	250.00	0.00%	250.00	0.00%	01-Apr-25	
	Very Large (50+)	B	335.00	335.00	STD	335.00	0.00%	335.00	0.00%	01-Apr-25	
	Charity/Student	B	35.00	35.00	STD	35.00	0.00%	35.00	0.00%	01-Apr-25	
Drone Filming											
	Drone Filming - LEAD IN: 7 Working Days	B	POA	POA	STD	POA	N/A	POA	N/A	01-Apr-25	01-Apr-26
Parking											
	SYL/DYL Dispensation - LEAD IN: 7 Working Days	B	53.00	53.00	STD	53.00	0.00%	53.00	0.00%	01-Apr-25	
	Parking Permits - LEAD IN: 3 Working Days	B	53.00	53.00	STD	53.00	0.00%	53.00	0.00%	01-Apr-25	
	Bay Suspension* - LEAD IN: Res: 10wd / P&D: 5wd (Please note that longer lead in times will be required for any shoots that involve engagement with residents or suspension of residents' bays)	B	£52 per bay per day	£52 per bay per day	STD	£52 per bay per day	0.00%	£52 per bay per day	0.00%	01-Apr-25	
	Bagging Fee	B	52.00	52.00	STD	52.00	0.00%	52.00	0.00%	01-Apr-25	
	Unit Bases	B	£1485-£3710 per day	£1485-£3710 per day	STD	£1485-£3710 per day	0.00%	£1485-£3710 per day	0.00%	01-Apr-25	

TYPE

B-Business R-Resident

M-Mixed C-Concession

VAT STATUS

STD-Standard

EXP-Exempt RED-Reduced

NB-Non Business M-Mixed

OTS-Outside of Scope

Type of Fee / Charge		Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
9. Contact Centre											
Blue Badge											
Disabled Parking Blue Badge - New		R	10.00	N/A	EXP	10.00	0.00%	N/A	N/A	01-Apr-22	
Disabled Parking Blue Badge - Renewal		R	10.00	N/A	EXP	10.00	0.00%	N/A	N/A	01-Apr-22	
10. Street Naming & Numbering											
Page 118	Naming/renaming a road	M	423.00	N/A	NB	465.00	9.93%	N/A	N/A	01-Apr-25	01-Apr-26
	Naming/renaming a commercial property/block of flats	B	461.00	N/A	NB	507.00	9.98%	N/A	N/A	01-Apr-25	01-Apr-26
	Naming/renaming a single residential property	M	154.00	N/A	NB	169.00	9.74%	N/A	N/A	01-Apr-25	01-Apr-26
	Numbering/renumbering of a building	M	221.00	N/A	NB	243.00	9.95%	N/A	N/A	01-Apr-25	01-Apr-26
	Numbering of a single flat/first flat in a block	M	219.00	N/A	NB	241.00	10.05%	N/A	N/A	01-Apr-25	01-Apr-26
	Numbering/Renumbering of a flat - multiples of 2-19 (per unit)	M	83.00	N/A	NB	91.00	9.64%	N/A	N/A	01-Apr-25	01-Apr-26
	Numbering/Renumbering of a flat - multiples of 20+ (per unit)	M	38.00	N/A	NB	42.00	10.53%	N/A	N/A	01-Apr-25	01-Apr-26
11. Building Control											
Table 1 (Erection of New Housing & Flats) - Building Notice Charge -Plan charge 50% : Inspection charge 50% STANDARD FEES											
1		R	1,260.00	1,260.00	STD	1,386.00	10.00%	1,386.00	10.00%	01-Apr-25	01-Apr-26
2		R	1,580.00	1,580.00	STD	1,738.00	10.00%	1,738.00	10.00%	01-Apr-25	01-Apr-26
3		R	1,850.00	1,850.00	STD	2,035.00	10.00%	2,035.00	10.00%	01-Apr-25	01-Apr-26
4		R	2,180.00	2,616.00	STD	2,398.00	10.00%	2,878.00	10.02%	01-Apr-25	01-Apr-26
5 to 10		R	3,990.00	3,990.00	STD	4,389.00	10.00%	4,389.00	10.00%	01-Apr-25	01-Apr-26
1 to 5 Flats		R	1,770.00	1,770.00	STD	1,947.00	10.00%	1,947.00	10.00%	01-Apr-25	01-Apr-26
5 to 10 Flats		R	3,590.00	3,590.00	STD	3,949.00	10.00%	3,949.00	10.00%	01-Apr-25	01-Apr-26
10 Flats +		R	245.00 p/h	245.00 p/h	STD	270.00 p/h	9.86%	270.00 p/h	9.86%	01-Apr-25	01-Apr-26

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Table 1 (Erection of New Housing & Flats) - Building Notice Charge -Plan charge 50% : Inspection charge 50% REGULARISATION FEES (30% Penalty)										
1	R	1,630.00	1,630.00	NB	1,793.00	10.00%	1,793.00	10.00%	01-Apr-25	01-Apr-26
2	R	2,060.00	2,060.00	NB	2,266.00	10.00%	2,266.00	10.00%	01-Apr-25	01-Apr-26
3	R	2,410.00	2,410.00	NB	2,651.00	10.00%	2,651.00	10.00%	01-Apr-25	01-Apr-26
4	R	2,830.00	2,830.00	NB	3,113.00	10.00%	3,113.00	10.00%	01-Apr-25	01-Apr-26
5 to 10	R	5,190.00	5,190.00	NB	5,709.00	10.00%	5,709.00	10.00%	01-Apr-25	01-Apr-26
1 to 5 Flats	R	2,300.00	2,300.00	NB	2,530.00	10.00%	2,530.00	10.00%	01-Apr-25	01-Apr-26
6 to 10 Flats	R	4,670.00	4,670.00	NB	5,137.00	10.00%	5,137.00	10.00%	01-Apr-25	01-Apr-26
10 Flats +	R	315.00 p/h	315.00 p/h	NB	347.00 p/h	10.16%	347.00 p/h	10.16%	01-Apr-25	01-Apr-26
Table 2 (Domestic Extension(s)) - Plan charge 40% : Inspection charge 60% STANDARD FEES										
Less than 40m2	R	850.00	850.00	STD	935.00	10.00%	935.00	10.00%	01-Apr-25	01-Apr-26
40m2 to 60m2	R	1,050.00	1,050.00	STD	1,155.00	10.00%	1,155.00	10.00%	01-Apr-25	01-Apr-26
60m2 (up to 100m2)	R	1,220.00	1,220.00	STD	1,342.00	10.00%	1,342.00	10.00%	01-Apr-25	01-Apr-26
100m2+	R	245.00 p/h	245.00 p/h	STD	270.00 p/h	9.86%	270.00 p/h	9.86%	01-Apr-25	01-Apr-26
Table 2 (Domestic Extension(s)) - Plan charge 40% : Inspection charge 60% REGULARISATION FEES (30% Penalty)										
Less than 40m2	R	1,100.00	1,100.00	NB	1,210.00	10.00%	1,210.00	10.00%	01-Apr-25	01-Apr-26
40m2 to 60m2	R	1,370.00	1,370.00	NB	1,507.00	10.00%	1,507.00	10.00%	01-Apr-25	01-Apr-26
60m2 (up to 100m2)	R	1,590.00	1,590.00	NB	1,749.00	10.00%	1,749.00	10.00%	01-Apr-25	01-Apr-26
100m2+	R	315.00 p/h	315.00 p/h	NB	347.00 p/h	10.16%	347.00 p/h	10.16%	01-Apr-25	01-Apr-26

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Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Domestic Loft Conversions STANDARD FEES										
Less than 40m2	R	840.00	840.00	STD	924.00	10.00%	924.00	10.00%	01-Apr-25	01-Apr-26
40m2 to 60m2	R	900.00	900.00	STD	990.00	10.00%	990.00	10.00%	01-Apr-25	01-Apr-26
60m2 (up to 100m2)	R	920.00	920.00	STD	1,012.00	10.00%	1,012.00	10.00%	01-Apr-25	01-Apr-26
100m2+	R	245.00 p/h	245.00 p/h	STD	270.00 p/h	9.86%	270.00 p/h	9.86%	01-Apr-25	01-Apr-26
Domestic Loft Conversions REGULARISATION FEES (30% Penalty)										
Less than 40m2	R	1,090.00	1,090.00	NB	1,199.00	10.00%	1,199.00	10.00%	01-Apr-25	01-Apr-26
40m2 to 60m2	R	1,160.00	1,160.00	NB	1,276.00	10.00%	1,276.00	10.00%	01-Apr-25	01-Apr-26
60m2 (up to 100m2)	R	1,200.00	1,200.00	NB	1,320.00	10.00%	1,320.00	10.00%	01-Apr-25	01-Apr-26
100m2+	R	315.00 p/h	315.00 p/h	NB	347.00 p/h	10.16%	347.00 p/h	10.16%	01-Apr-25	01-Apr-26
Table 2 Other Domestic Buildings (Detached Garage/Carport or attached Conservatory) Plan charge 40% : Inspection charge 60% STANDARD FEES										
Less than 40m2	R	620.00	620.00	STD	682.00	10.00%	682.00	10.00%	01-Apr-25	01-Apr-26
40m2 (up to 100m2)	R	920.00	920.00	STD	1,012.00	10.00%	1,012.00	10.00%	01-Apr-25	01-Apr-26
100m2+	R	245.00 p/h	245.00 p/h	STD	270.00 p/h	9.86%	270.00 p/h	9.86%	01-Apr-25	01-Apr-26
Table 2 Other Domestic Buildings (Detached Garage/Carport or attached Conservatory) Plan charge 40% : Inspection charge 60% REGULARISATION FEES (30% Penalty)										
Less than 40m2	R	800.00	800.00	NB	880.00	10.00%	880.00	10.00%	01-Apr-25	01-Apr-26
40m2 (up to 100m2)	R	1,200.00	1,200.00	NB	1,320.00	10.00%	1,320.00	10.00%	01-Apr-25	01-Apr-26
100m2 +	R	315.00 p/h	315.00 p/h	NB	347.00 p/h	10.16%	347.00 p/h	10.16%	01-Apr-25	01-Apr-26

Type of Fee / Charge		Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Table 2 Other Works to Single Dwelling Plan charge 50% : Inspection charge 50% STANDARD FEES											
Page 121	Installation of new WC/shower/bath or basin within existing room	R	300.00	300.00	STD	330.00	10.00%	330.00	10.00%	01-Apr-25	01-Apr-26
	Removal of Chimney Breast(s)	R	300.00	300.00	STD	330.00	10.00%	330.00	10.00%	01-Apr-25	01-Apr-26
	Formation of Structural Opening in wall e.g. simple through lounge	R	300.00	300.00	STD	330.00	10.00%	330.00	10.00%	01-Apr-25	01-Apr-26
	Formation of Structural Opening in wall with additional building works	R	460.00	460.00	STD	506.00	10.00%	506.00	10.00%	01-Apr-25	01-Apr-26
	Replacement of roof weathering (Flat & Pitched)	R	300.00	300.00	STD	330.00	10.00%	330.00	10.00%	01-Apr-25	01-Apr-26
	Underpinning up to 6m	R	620.00	620.00	STD	682.00	10.00%	682.00	10.00%	01-Apr-25	01-Apr-26
	Replacement or installation of 5 or fewer new windows / rooflights)	R	300.00	300.00	STD	330.00	10.00%	330.00	10.00%	01-Apr-25	01-Apr-26
	Re-plastering or re-rendering	R	300.00	300.00	STD	330.00	10.00%	330.00	10.00%	01-Apr-25	01-Apr-26
Table 2 Other Works to Single Dwelling Plan charge 50% : Inspection charge 50% REGULARISATION FEE (30% Penalty)											
Page 121	Installation of new WC/shower/bath or basin within existing room	R	400.00	400.00	NB	440.00	10.00%	440.00	10.00%	01-Apr-25	01-Apr-26
	Removal of Chimney Breast(s)	R	400.00	400.00	NB	440.00	10.00%	440.00	10.00%	01-Apr-25	01-Apr-26
	Formation of Structural Opening in wall e.g. simple through lounge	R	400.00	400.00	NB	440.00	10.00%	440.00	10.00%	01-Apr-25	01-Apr-26
	Formation of Structural Opening in wall with additional building works	R	590.00	590.00	NB	649.00	10.00%	649.00	10.00%	01-Apr-25	01-Apr-26
	Replacement of roof weathering (Flat & Pitched)	R	400.00	400.00	NB	440.00	10.00%	440.00	10.00%	01-Apr-25	01-Apr-26
	Underpinning up to 6m	R	800.00	800.00	NB	880.00	10.00%	880.00	10.00%	01-Apr-25	01-Apr-26
	Replacement or installation of 5 or fewer new windows / rooflights)	R	400.00	400.00	NB	440.00	10.00%	440.00	10.00%	01-Apr-25	01-Apr-26
	Re-plastering or re-rendering	R	400.00	400.00	NB	440.00	10.00%	440.00	10.00%	01-Apr-25	01-Apr-26

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Table 2 Conversion work Dwellings Plan charge 50% : Inspection charge 50% STANDARD FEES										
Attached / detached Garage to habitable use	R	620.00	620.00	STD	682.00	10.00%	682.00	10.00%	01-Apr-25	01-Apr-26
Conversion to habitable use (e.g. conservatory)	R	620.00	620.00	STD	682.00	10.00%	682.00	10.00%	01-Apr-25	01-Apr-26
Conversion of existing building into 5 or fewer self contained flats	R	920.00	920.00	STD	1,012.00	10.00%	1,012.00	10.00%	01-Apr-25	01-Apr-26
Conversion of one flat / house into two	R	920.00	920.00	STD	1,012.00	10.00%	1,012.00	10.00%	01-Apr-25	01-Apr-26
Table 2 Conversion work Dwellings Plan charge 50% : Inspection charge 50% REGULARISATION FEE (30% Penalty)										
Attached / detached Garage to habitable use	R	800.00	800.00	NB	880.00	10.00%	880.00	10.00%	01-Apr-25	01-Apr-26
Conversion to habitable use (e.g. conservatory)	R	800.00	800.00	NB	880.00	10.00%	880.00	10.00%	01-Apr-25	01-Apr-26
Conversion of existing building into 5 or fewer self contained flats	R	1,200.00	1,200.00	NB	1,320.00	10.00%	1,320.00	10.00%	01-Apr-25	01-Apr-26
Conversion of one flat / house into two	R	1,200.00	1,200.00	NB	1,320.00	10.00%	1,320.00	10.00%	01-Apr-25	01-Apr-26
Table 3 Commercial Charges - Shops & Offices (Small Extensions) Plan charge 50% : Inspection charge 50% STANDARD FEE										
Less than 40m2	R	910.00	910.00	STD	1,001.00	10.00%	1,001.00	10.00%	01-Apr-25	01-Apr-26
40m2 to 60m2	R	1,190.00	1,190.00	STD	1,309.00	10.00%	1,309.00	10.00%	01-Apr-25	01-Apr-26
60m2 (up to 100m2)	R	1,470.00	1,470.00	STD	1,617.00	10.00%	1,617.00	10.00%	01-Apr-25	01-Apr-26
100m2 +	R	305.00 p/h	305.00 p/h	STD	336.00 p/h	10.10%	336.00 p/h	10.10%	01-Apr-25	01-Apr-26
Table 3 Commercial Charges - Shops & Offices (Small Extensions) Plan charge 50% : Inspection charge 50% REGULARISATION FEE (30% Penalty)										
Less than 40m2	R	1,190.00	1,190.00	NB	1,309.00	10.00%	1,309.00	10.00%	01-Apr-25	01-Apr-26
40m2 to 60m2	R	1,540.00	1,540.00	NB	1,694.00	10.00%	1,694.00	10.00%	01-Apr-25	01-Apr-26
60m2 (up to 100m2)	R	1,900.00	1,900.00	NB	2,090.00	10.00%	2,090.00	10.00%	01-Apr-25	01-Apr-26
100m2 +	R	395.00 p/h	395.00 p/h	NB	435.00 p/h	10.12%	435.00 p/h	10.12%	01-Apr-25	01-Apr-26

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Table 3 Commercial Charges - Detached shed or covered yard Plan charge 50% : Inspection charge 50% STANDARD FEES										
Less than 40m2	R	670.00	670.00	STD	737.00	10.00%	737.00	10.00%	01-Apr-25	01-Apr-26
40m2 (up to 100m2)	R	1,000.00	1,000.00	STD	1,100.00	10.00%	1,100.00	10.00%	01-Apr-25	01-Apr-26
100m2 +	R	305.00 p/h	305.00 p/h	STD	336.00 p/h	10.10%	336.00 p/h	10.10%	01-Apr-25	01-Apr-26
Table 3 Commercial Charges - Detached shed or covered yard Plan charge 50% : Inspection charge 50% REGULARISATION FEE (30% Penalty)										
Less than 40m2	R	870.00	870.00	NB	957.00	10.00%	957.00	10.00%	01-Apr-25	01-Apr-26
40m2 (up to 100m2)	R	1,310.00	1,310.00	NB	1,441.00	10.00%	1,441.00	10.00%	01-Apr-25	01-Apr-26
100m2 +	R	395.00 p/h	395.00 p/h	NB	435.00 p/h	10.12%	435.00 p/h	10.12%	01-Apr-25	01-Apr-26
Table 3 Commercial Charges - Other Minor works Plan charge 50% : Inspection charge 50% STANDARD FEES										
Other Minor Works	R	280.00	280.00	STD	308.00	10.00%	308.00	10.00%	01-Apr-25	01-Apr-26
Table 3 Commercial Charges - Other Minor works Plan charge 50% : Inspection charge 50% REGULARISATION FEES (30% Penalty)										
Other Minor Works	R	360.00	360.00	NB	396.00	10.00%	396.00	10.00%	01-Apr-25	01-Apr-26
Table 3 Commercial Charges (continued) - Fitting out works (including WC's, staff kitchen etc) Plan charge 50% : Inspection charge 50% STANDARD FEES										
Up to 500m2	R	500.00	500.00	STD	550.00	10.00%	550.00	10.00%	01-Apr-25	01-Apr-26
More than 500m2 (up to 1000m2)	R	670.00	670.00	STD	737.00	10.00%	737.00	10.00%	01-Apr-25	01-Apr-26
Formation of commercial kitchen	R	500.00	500.00	STD	550.00	10.00%	550.00	10.00%	01-Apr-25	01-Apr-26
Formation of structural opening (1 opening)	R	330.00	330.00	STD	363.00	10.00%	363.00	10.00%	01-Apr-25	01-Apr-26
Formation of structural openings (up to 5 openings)	R	500.00	500.00	STD	550.00	10.00%	550.00	10.00%	01-Apr-25	01-Apr-26
Formation of new WC / shower room / bathroom fit out	R	330.00	330.00	STD	363.00	10.00%	363.00	10.00%	01-Apr-25	01-Apr-26
New partitions to form office / room(s) in existing building (up to 10m in length)	R	330.00	330.00	STD	363.00	10.00%	363.00	10.00%	01-Apr-25	01-Apr-26
Works Valued at £1,000 - £5,000	R	500.00	500.00	STD	550.00	10.00%	550.00	10.00%	01-Apr-25	01-Apr-26

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Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Works Valued at £5,001 - £10,000	R	670.00	670.00	STD	737.00	10.00%	737.00	10.00%	01-Apr-25	01-Apr-26
Table 3 Commercial Charges (continued) - Fitting out works (including WC's, staff kitchen etc) Plan charge 50% :										
Inspection charge 50% REGULARISATION FEE (30% Penalty)										
Up to 500m2	R	650.00	650.00	NB	715.00	10.00%	715.00	10.00%	01-Apr-25	01-Apr-26
More than 500m2 (up to 1000m2)	R	870.00	870.00	NB	957.00	10.00%	957.00	10.00%	01-Apr-25	01-Apr-26
Formation of commercial kitchen	R	650.00	650.00	NB	715.00	10.00%	715.00	10.00%	01-Apr-25	01-Apr-26
Formation of structural opening (1 opening)	R	440.00	440.00	NB	484.00	10.00%	484.00	10.00%	01-Apr-25	01-Apr-26
Formation of structural openings (up to 5 openings)	R	650.00	650.00	NB	715.00	10.00%	715.00	10.00%	01-Apr-25	01-Apr-26
Formation of new WC / shower room / bathroom fit out	R	440.00	440.00	NB	484.00	10.00%	484.00	10.00%	01-Apr-25	01-Apr-26
New partitions to form office / room(s) in existing building (up to 10m in length)	R	440.00	440.00	NB	484.00	10.00%	484.00	10.00%	01-Apr-25	01-Apr-26
Works Valued at £1,000 - £5,000	R	650.00	650.00	NB	715.00	10.00%	715.00	10.00%	01-Apr-25	01-Apr-26
Works Valued at £5,001 - £10,000	R	870.00	870.00	NB	957.00	10.00%	957.00	10.00%	01-Apr-25	01-Apr-26
Table 3 General to all commercial - New Mezzanine floor - Plan charge 50% : Inspection charge 50% STANDARD FEES										
Up to 500m2	R	500.00	500.00	STD	550.00	10.00%	550.00	10.00%	01-Apr-25	01-Apr-26
More than 500m2 (up to 1000m2)	R	670.00	670.00	STD	737.00	10.00%	737.00	10.00%	01-Apr-25	01-Apr-26
Replacement roof covering	R	330.00	330.00	STD	363.00	10.00%	363.00	10.00%	01-Apr-25	01-Apr-26
Underpinning (up to 10m in length)	R	1,000.00	1,000.00	STD	1,100.00	10.00%	1,100.00	10.00%	01-Apr-25	01-Apr-26
New wall / partition (up to 10m in length)	R	330.00	330.00	STD	363.00	10.00%	363.00	10.00%	01-Apr-25	01-Apr-26

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Table 3 General to all commercial - New Mezzanine floor - Plan charge 50% : Inspection charge 50% REGULARISATION FEE (30% Penalty)										
Up to 500m2	R	650.00	650.00	NB	715.00	10.00%	715.00	10.00%	01-Apr-25	01-Apr-26
More than 500m2 (up to 1000m2)	R	870.00	870.00	NB	957.00	10.00%	957.00	10.00%	01-Apr-25	01-Apr-26
Replacement roof covering	R	440.00	440.00	NB	484.00	10.00%	484.00	10.00%	01-Apr-25	01-Apr-26
Underpinning (up to 10m in length)	R	1,310.00	1,310.00	NB	1,441.00	10.00%	1,441.00	10.00%	01-Apr-25	01-Apr-26
New wall / partition (up to 10m in length)	R	440.00	440.00	NB	484.00	10.00%	484.00	10.00%	01-Apr-25	01-Apr-26
Table 3 Other Commercial - Plan charge 40% : Inspection charge 60% STANDARD FEES										
Factory (up to 2000m2)	R	305.00 p/h	305.00 p/h	STD	336.00 p/h	10.10%	336.00 p/h	10.10%	01-Apr-25	01-Apr-26
Warehouses (up to 1000m2)	R	305.00 p/h	305.00 p/h	STD	336.00 p/h	10.10%	336.00 p/h	10.10%	01-Apr-25	01-Apr-26
Schools (up to 2000m2)	R	305.00 p/h	305.00 p/h	STD	336.00 p/h	10.10%	336.00 p/h	10.10%	01-Apr-25	01-Apr-26
Assembly Buildings (up to 2000m2)	R	305.00 p/h	305.00 p/h	STD	336.00 p/h	10.10%	336.00 p/h	10.10%	01-Apr-25	01-Apr-26
Commercial Buildings (up to 2000m2)	R	305.00 p/h	305.00 p/h	STD	336.00 p/h	10.10%	336.00 p/h	10.10%	01-Apr-25	01-Apr-26
Public Houses (up to 2000m2)	R	305.00 p/h	305.00 p/h	STD	336.00 p/h	10.10%	336.00 p/h	10.10%	01-Apr-25	01-Apr-26
Hotels (up to 2000m2)	R	305.00 p/h	305.00 p/h	STD	336.00 p/h	10.10%	336.00 p/h	10.10%	01-Apr-25	01-Apr-26
Hospitals (up to 2000m2)	R	305.00 p/h	305.00 p/h	STD	336.00 p/h	10.10%	336.00 p/h	10.10%	01-Apr-25	01-Apr-26
Commercial Quotes		305.00 p/h	305.00 p/h	STD	336.00 p/h	10.10%	336.00 p/h	10.10%	01-Apr-25	01-Apr-26
Table 3 Other Commercial - Plan charge 40% : Inspection charge 60% REGULARISATION FEE (30% Penalty)										
Factory (up to 2000m2)	R	395.00 p/hr	395.00 p/hr	NB	435.00 p/h	10.12%	435.00 p/h	10.12%	01-Apr-25	01-Apr-26
Warehouses (up to 1000m2)	R	395.00 p/hr	395.00 p/hr	NB	435.00 p/h	10.12%	435.00 p/h	10.12%	01-Apr-25	01-Apr-26
Schools (up to 2000m2)	R	395.00 p/hr	395.00 p/hr	NB	435.00 p/h	10.12%	435.00 p/h	10.12%	01-Apr-25	01-Apr-26
Assembly Buildings (up to 2000m2)	R	395.00 p/hr	395.00 p/hr	NB	435.00 p/h	10.12%	435.00 p/h	10.12%	01-Apr-25	01-Apr-26
Commercial Buildings (up to 2000m2)	R	395.00 p/hr	395.00 p/hr	NB	435.00 p/h	10.12%	435.00 p/h	10.12%	01-Apr-25	01-Apr-26

Type of Fee / Charge	Type	Current Charge Residents	Current Charge Non-Residents	Vat Status	Proposed Charge Residents	Increase	Proposed Charge Non residents	Increase	Date of last change to charge	Effective Date
		£	£		£	%	£	%		
Public Houses (up to 2000m2)	R	395.00 p/hr	395.00 p/hr	NB	435.00 p/h	10.12%	435.00 p/h	10.12%	01-Apr-25	01-Apr-26
Hotels (up to 2000m2)	R	395.00 p/hr	395.00 p/hr	NB	435.00 p/h	10.12%	435.00 p/h	10.12%	01-Apr-25	01-Apr-26
Hospitals (up to 2000m2)	R	395.00 p/hr	395.00 p/hr	NB	435.00 p/h	10.12%	435.00 p/h	10.12%	01-Apr-25	01-Apr-26
Commercial Quotes		395.00 p/hr	395.00 p/hr	NB	435.00 p/h	10.12%	435.00 p/h	10.12%	01-Apr-25	01-Apr-26
Other Sales - Historic Data										
Copy of official Documentation Administration Fee	M	100.00	100.00	STD	110.00	10.00%	110.00	10.00%	01-Apr-25	01-Apr-26
Other Fees										
Demolition Notice Fees	R	250.00	250.00	NB	300.00	20.00%	462.00	84.80%	01-Apr-25	01-Apr-26
Reversion Fee	R	330.00 p/h	330.00 p/h	NB	365.00 p/h	10.61%	365.00 p/h	10.61%	01-Apr-25	01-Apr-26
Cross Boundary Administration Fee	M	100.00	100.00	STD	250.00	150.00%	385.00	285.00%	01-Apr-25	01-Apr-26
Stalled Application Administration Fee (hourly rate)		NEW	NEW		365.00 p/h	NEW	365.00 p/h	NEW		01-Apr-26
Other Administration Fee	M	100.00	100.00	STD	125.00	25.00%	385.00	285.00%	01-Apr-25	01-Apr-26

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
12. Leisure Centres										
Swimming-Indoor										
Peak - Adult	R	5.35	6.20	STD	5.55	3.74%	6.40	3.23%	01-Dec-24	01-Dec-25
Peak - Adult Concession	C	2.70	3.00	STD	2.80	3.70%	3.10	3.33%	01-Dec-24	01-Dec-25
Peak - Child	R	2.80	2.80	STD	2.90	3.57%	2.90	3.57%	01-Dec-24	01-Dec-25
Peak -Child Concession	C	1.75	1.75	STD	1.85	5.71%	1.85	5.71%	01-Dec-24	01-Dec-25
Off Peak - Adult	R	4.45	4.95	STD	4.65	4.49%	5.15	4.04%	01-Dec-24	01-Dec-25
Off Peak- Adult Concession	C	4.55	4.75	STD	4.75	4.40%	4.95	4.21%	01-Dec-24	01-Dec-25
Off Peak - Child	R	2.40	2.40	STD	2.50	4.17%	2.50	4.17%	01-Dec-24	01-Dec-25
Off Peak Child Concession	C	1.30	1.30	STD	1.35	3.85%	1.35	3.85%	01-Dec-24	01-Dec-25
Swimming-Outdoor										
Adult	R	7.70	11.00	STD	8.00	3.90%	11.40	3.64%	01-Dec-24	01-Dec-25
Adult Concession	C	5.20	7.25	STD	5.40	3.85%	7.50	3.45%	01-Dec-24	01-Dec-25
Child	R	4.60	5.50	STD	4.75	3.26%	5.70	3.64%	01-Dec-24	01-Dec-25
Child Concession	C	3.15	4.40	STD	3.25	3.17%	4.55	3.41%	01-Dec-24	01-Dec-25
Under 3's	R	0.00	0.00	STD	0.00	0.00%	0.00	0.00%	01-Dec-24	01-Dec-25
Swimming - Other										
Birthday Parties Sports hall and room hire incl host (90 minutes)	R	184.60	214.00	STD	191.10	3.52%	221.50	3.50%	01-Dec-24	01-Dec-25
Swimming Instruction (per lesson) Adult	R	10.25	11.85	STD	10.75	4.88%	12.45	5.06%	01-Dec-24	01-Dec-25
Swimming Instruction (per lesson) Adult Concession	C	7.30	7.85	STD	7.70	5.48%	8.25	5.10%	01-Dec-24	01-Dec-25
Swimming Instruction (per lesson) Child	R	8.00	8.00	STD	8.40	5.00%	8.40	5.00%	01-Dec-24	01-Dec-25
Swimming Instruction (per lesson) Child Concession	C	5.75	5.75	STD	6.00	4.35%	6.00	4.35%	01-Dec-24	01-Dec-25

Type of Fee / Charge		Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Swimming Instruction (per lesson) One to one tuition		R	29.80	33.50	STD	31.30	5.03%	35.15	4.93%	01-Dec-24	01-Dec-25
	Swim Crash Course 1/2 hour per day x 5 day (per half hour)	R	39.00	39.00	STD	40.40	3.59%	40.20	3.08%	01-Dec-24	01-Dec-25
Private Hire (Hillingdon Pools from 25 to 33 metres)											
Hourly rate (Other organisations)		R	N/A	170.35	STD	N/A	N/A	176.30	3.49%	01-Dec-24	01-Dec-25
Hourly Rate (Hillingdon Clubs)		R	135.20	N/A	STD	139.95	3.51%	N/A	N/A	01-Dec-24	01-Dec-25
Per lane per hour (Other organisations)		R	N/A	34.45	STD	N/A	N/A	35.35	2.61%	01-Dec-24	01-Dec-25
Per lane per hour (Hillingdon Clubs)		R	27.40	N/A	STD	28.40	3.65%	N/A	N/A	01-Dec-24	01-Dec-25
Private Hire (50m Pool)											
Hourly rate (Other organisations)		R	N/A	335.50	STD	N/A	N/A	347.25	3.50%	01-Dec-24	01-Dec-25
Hourly Rate (Hillingdon Clubs)		R	252.45	N/A	STD	261.30	3.51%	N/A	N/A	01-Dec-24	01-Dec-25
Young at Heart											
Single session(highgrove Pool)		R	5.20	5.75	STD	5.40	3.85%	5.95	3.48%	01-Dec-24	01-Dec-25
Gym											
Gym Inductions (Casual use) Group		R	23.40	26.80	STD	24.20	3.42%	27.75	3.54%	01-Dec-24	01-Dec-25
Gym Inductions (Casual use) Individual 1:2:1		R	34.10	37.85	STD	35.30	3.52%	39.15	3.43%	01-Dec-24	01-Dec-25
Replacement Card Charge		R	4.00	4.00	STD	4.15	3.75%	4.15	3.75%	01-Dec-24	01-Dec-25
Casual Gym Session Peak		R	9.25	10.50	STD	9.60	3.78%	10.90	3.81%	01-Dec-24	01-Dec-25
Casual Gym Session Peak concession		C	5.90	6.10	STD	6.10	3.39%	6.30	3.28%	01-Dec-24	01-Dec-25
Casual Gym Session Off-Peak		R	7.60	8.45	STD	7.90	3.95%	8.75	3.55%	01-Dec-24	01-Dec-25
Casual Gym Session Off-Peak concession		C	3.70	4.45	STD	3.85	4.05%	4.60	3.37%	01-Dec-24	01-Dec-25
Coached Fitness Classes Charges		R	8.65	9.40	STD	8.95	3.47%	9.75	3.72%	01-Dec-24	01-Dec-25
Coached Fitness Classes Charges concession		C	6.70	7.50	STD	6.95	3.73%	7.75	3.33%	01-Dec-24	01-Dec-25

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Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Exercise Prescription	C	3.95	N/A	STD	4.10	3.80%	N/A	N/A	01-Dec-24	01-Dec-25
Health & Fitness Membership										
Site Specific Peak Membership (Hillingdon Sport & Leisure Complex only including Outdoor Pool) Site Specific Peak Membership (Botwell Sport & Leisure Centre, Highgrove Pool, Hillingdon Sport & Leisure Complex excluding the Site Specific Peak Membership (Queensmead Sports Centre only) Off Peak Site Specific Membership	R	63.00	75.50	STD	65.20	3.49%	78.15	3.51%	01-Dec-24	01-Dec-25
	R	55.00	69.40	STD	56.95	3.55%	71.85	3.53%	01-Dec-24	01-Dec-25
	R	48.00	54.90	STD	49.70	3.54%	56.85	3.55%	01-Dec-24	01-Dec-25
	R	41.70	50.50	STD	43.20	3.60%	52.30	3.56%	01-Dec-24	01-Dec-25
Main Hall Hire										
Hillingdon Sport & Leisure Centre (4 courts)	R	55.20	66.25	STD	57.15	3.53%	68.60	3.55%	01-Dec-24	01-Dec-25
Queensmead Sports Centre (6 courts)	R	79.20	91.00	STD	82.00	3.54%	94.20	3.52%	01-Dec-24	01-Dec-25
Botwell Leisure Centre (4 courts)	R	55.20	66.25	STD	57.15	3.53%	68.60	3.55%	01-Dec-24	01-Dec-25
Badminton										
Peak - Per court (Hillingdon Sport & Leisure Complex & Botwell Sport & Leisure Centre)	R	13.65	15.80	STD	14.15	3.66%	16.35	3.48%	01-Dec-24	01-Dec-25
Peak - Per court (Queensmead Sports Centre)	R	13.65	14.95	STD	14.15	3.66%	15.50	3.68%	01-Dec-24	01-Dec-25
Off Peak - Per court (All Sites)	R	8.45	9.75	STD	8.75	3.55%	10.10	3.59%	01-Dec-24	01-Dec-25
Other										
Trampoline / Martial Arts etc.	R	27.30	31.15	STD	28.25	3.48%	32.25	3.53%	01-Dec-24	01-Dec-25
Queensmead SC - Netball / 5-a-side External / AI (including floodlights) (per court)	R	36.75	42.45	STD	38.05	3.54%	43.95	3.53%	01-Dec-24	01-Dec-25
Cricket Lane Charges	R	39.05	44.20	STD	40.40	3.46%	45.75	3.51%	01-Dec-24	01-Dec-25
Table Tennis per table	R	8.15	9.10	STD	8.45	3.68%	9.40	3.30%	01-Dec-24	01-Dec-25
Sports Parties	R	144.85	163.30	STD	150.00	3.56%	169.00	3.49%	01-Dec-24	01-Dec-25

Type of Fee / Charge		Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Athletics											
	Adult	R	4.30	4.90	STD	4.45	3.49%	5.10	4.08%	01-Dec-24	01-Dec-25
	Child	R	2.35	2.40	STD	2.45	4.26%	2.50	4.17%	01-Dec-24	01-Dec-25
	Meetings - Hillingdon Clubs / Schools (Monday - Friday)	R	54.45	N/A	STD	56.40	3.58%	N/A	N/A	01-Dec-24	01-Dec-25
	Meetings - Hillingdon Clubs / Schools (Weekends)	R	64.85	N/A	STD	67.15	3.55%	N/A	N/A	01-Dec-24	01-Dec-25
	Meetings - Other Organisations (Monday - Friday)	R	N/A	80.25	STD	N/A	N/A	83.05	3.49%	01-Dec-24	01-Dec-25
	Meetings - Other Organisations (Weekends)	R	N/A	89.00	STD	N/A	N/A	92.15	3.54%	01-Dec-24	01-Dec-25
Page 130	1 to 2 matches (per match)	R	237.90	273.65	STD	246.20	3.49%	283.25	3.51%	01-Dec-24	01-Dec-25
	3 to 5 matches (per match)	R	208.15	237.95	STD	215.45	3.51%	246.30	3.51%	01-Dec-24	01-Dec-25
	6 to 9 matches (per match)	R	178.45	202.25	STD	184.70	3.50%	209.35	3.51%	01-Dec-24	01-Dec-25
	10 or more matches (per match)	R	160.65	178.45	STD	166.30	3.52%	184.70	3.50%	01-Dec-24	01-Dec-25
Astroturf Pitch											
	Full pitch	R	132.55	157.75	STD	137.20	3.51%	163.30	3.52%	01-Dec-24	01-Dec-25
	1/3 pitch	R	72.55	85.20	STD	75.10	3.51%	88.20	3.52%	01-Dec-24	01-Dec-25
Botwell Green											
	Full Pitch (Botwell Green Sport & Leisure Centre)	R	102.25	119.95	STD	105.80	3.47%	124.15	3.50%	01-Dec-24	01-Dec-25
	Half Pitch (Botwell Green Sports & Leisure Centre)	R	73.10	82.05	STD	75.65	3.49%	84.95	3.53%	01-Dec-24	01-Dec-25
Petanque											
	Casual use	R	1.60	2.55	STD	1.70	6.25%	2.65	3.92%	01-Dec-24	01-Dec-25
	Full pitch (six)	R	32.85	40.40	STD	34.00	3.50%	41.85	3.59%	01-Dec-24	01-Dec-25
	1/6 pitch	R	6.60	8.80	STD	6.85	3.79%	9.15	3.98%	01-Dec-24	01-Dec-25

Type of Fee / Charge		Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Gymnastics & Other Junior Activities											
Page 131	Gym Tots & Pre School 45 minute lessons	R	7.00	7.00	STD	7.25	3.57%	7.25	3.57%	01-Dec-24	01-Dec-25
	Gym Tots & Pre School 45 minute lessons concession	C	5.90	5.90	STD	6.10	3.39%	6.10	3.39%	01-Dec-24	01-Dec-25
	General Gym 1-5	R	7.00	7.00	STD	7.25	3.57%	7.25	3.57%	01-Dec-24	01-Dec-25
	General Gym 1-5 concessions	C	5.90	5.90	STD	6.10	3.39%	6.10	3.39%	01-Dec-24	01-Dec-25
	Adult Gymnastics	R	11.35	12.25	STD	11.75	3.52%	12.70	3.67%	01-Dec-24	01-Dec-25
	Adult Gymnastics concession	C	8.80	9.90	STD	9.10	3.41%	10.25	3.54%	01-Dec-24	01-Dec-25
	Acro 1 Squad (8 hours per week)	R	4.75	4.75	STD	4.95	4.21%	4.95	4.21%	01-Dec-24	01-Dec-25
	Acro 2 Squad (14 hours per week)	R	3.40	3.40	STD	3.55	4.41%	3.55	4.41%	01-Dec-24	01-Dec-25
	Extra coach	R	31.00	31.00	STD	32.00	3.23%	32.00	3.23%	01-Dec-24	01-Dec-25
	Toddlers World	R	5.90	5.90	STD	6.10	3.39%	6.10	3.39%	01-Dec-24	01-Dec-25
	Toddlers World concession	C	4.85	4.85	STD	5.05	4.12%	5.05	4.12%	01-Dec-24	01-Dec-25
13. Golf Courses											
Golf Courses - Green Fees (Haste Hill) APR-OCT											
	Adult 18 holes (Monday to Friday)	R	24.00	24.00	STD	24.00	0.00%	24.00	0.00%	01-Apr-25	
	Adult 18 holes (Monday to Friday) 3 ball special offer after 12pm	R	22.00	22.00	STD	22.00	0.00%	22.00	0.00%	01-Apr-25	
	Adult 18 holes (Monday to Friday) 4 ball special offer after 12pm	R	19.75	19.75	STD	19.75	0.00%	19.75	0.00%	01-Apr-25	
	Adult 18 holes (weekends and bank holidays)	R	29.75	29.75	STD	29.75	0.00%	29.75	0.00%	01-Apr-25	
	Adult 18 holes (weekends and bank holidays) 3 ball special offer after 12pm	R	27.75	27.75	STD	27.75	0.00%	27.75	0.00%	01-Apr-25	
	Adult 18 holes (weekends and bank holidays) 4 ball special offer after 12pm	R	24	24	STD	24.00	0.00%	24.00	0.00%	01-Apr-25	
	Adult dusk (Monday to Friday)	R	16.75	16.75	STD	16.75	0.00%	16.75	0.00%	01-Apr-25	
	Adult dusk (Monday to Friday) Offer 1		13.00	13.00	STD	13.00	0.00%	13.00	0.00%	01-Apr-25	

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Adult dusk (weekends and bank holidays)	R	16.75	16.75	STD	16.75	0.00%	16.75	0.00%	01-Apr-25	
Adult dusk (weekends and bank holidays) Offer 1		13.00	13.00	STD	13.00	0.00%	13.00	0.00%	01-Apr-25	
Senior / Junior / Student (Monday to Friday) concession	C	14.00	14.00	STD	14.00	0.00%	14.00	0.00%	01-Apr-25	
Junior / Student (weekends and bank holidays) concession	C	16.75	16.75	STD	16.75	0.00%	16.75	0.00%	01-Apr-25	
Golf Courses - Green Fees (Uxbridge)										
Adult 12 holes (weekends and bank holidays)	R	15.00	15.00	STD	15.00	0.00%	15.00	0.00%	01-Apr-25	
Adult 12 holes (Monday to Friday)	R	11.00	11.00	STD	11.00	0.00%	11.00	0.00%	01-Apr-25	
Adult dusk (Monday to Friday)	R	8.75	8.75	STD	8.75	0.00%	8.75	0.00%	01-Apr-25	
Adult dusk (weekends and bank holidays)	R	9.75	9.75	STD	9.75	0.00%	9.75	0.00%	01-Apr-25	
Senior / Junior / Student (Monday to Friday)	R	9.75	9.75	STD	9.75	0.00%	9.75	0.00%	01-Apr-25	
Junior / Student (weekends and bank holidays)	R	9.75	9.75	STD	9.75	0.00%	9.75	0.00%	01-Apr-25	
Golf Courses - Winter Green Fees (Haste Hill NOV-MAR)										
Adult 18 holes (Monday to Friday)	R	19.75	19.75	STD	19.75	0.00%	19.75	0.00%	01-Apr-25	
Adult 18 holes (weekends and bank holidays)	R	23.00	23.00	STD	23.00	0.00%	23.00	0.00%	01-Apr-25	
Adult dusk (Monday to Friday)	R	12.00	12.00	STD	12.00	0.00%	12.00	0.00%	01-Apr-25	
Adult dusk (weekends and bank holidays)	R	13.00	13.00	STD	13.00	0.00%	13.00	0.00%	01-Apr-25	
Senior / Junior / Student (Monday to Friday) concession	C	12.00	12.00	STD	12.00	0.00%	12.00	0.00%	01-Apr-25	
Junior / Student (weekends and bank holidays) concession	C	13.00	13.00	STD	13.00	0.00%	13.00	0.00%	01-Apr-25	

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Golf Courses - Golf Society Prices (Haste Hill)										
18 holes (Monday to Friday) (Haste Hill)	R	21.00	21.00	STD	21.00	0.00%	21.00	0.00%	01-Apr-25	
18 holes (weekends and bank holidays) (Haste Hill)	R	27.75	27.75	STD	27.75	0.00%	27.75	0.00%	01-Apr-25	
27 holes (Monday to Friday)	R	30.75	30.75	STD	30.75	0.00%	30.75	0.00%	01-Apr-25	
27 holes (weekends and bank holidays)	R	36.00	36.00	STD	36.00	0.00%	36.00	0.00%	01-Apr-25	
36 holes (Monday to Friday) (Haste Hill only)	R	38.75	38.75	STD	38.75	0.00%	38.75	0.00%	01-Apr-25	
36 holes (weekends and bank holidays) (Haste Hill only)	R	49.75	49.75	STD	49.75	0.00%	49.75	0.00%	01-Apr-25	
Golf Courses - Hire										
Single trolley - Haste Hill	R	4.75	4.75	STD	4.75	0.00%	4.75	0.00%	01-Apr-24	
Single trolley - Uxbridge	R	4.75	4.75	STD	4.75	0.00%	4.75	0.00%	01-Apr-24	
Standard buggy	R	27.75	27.75	STD	27.75	0.00%	27.75	0.00%	01-Apr-25	
Set of clubs	R	11.00	11.00	STD	11.00	0.00%	11.00	0.00%	01-Apr-25	
Room hire (Haste Hill)										
Per hour, per room	R	35.50	35.50	STD	35.50	0.00%	35.50	0.00%	01-Apr-25	
Repairs (regripping)										
Multi Compound	R	14.00	14.00	STD	14.00	0.00%	14.00	0.00%	01-Apr-25	
Tour velvet (mid size)	R	11.00	11.00	STD	11.00	0.00%	11.00	0.00%	01-Apr-25	
Tour velvet Std	R	9.25	9.25	STD	9.25	0.00%	9.25	0.00%	01-Apr-25	
GC Tour std	R	8.25	8.25	STD	8.25	0.00%	8.25	0.00%	01-Apr-25	
Putter Grips	R	11.00	11.00	STD	11.00	0.00%	11.00	0.00%	01-Apr-25	
Super Stroke Putter Grips	R	33.00	33.00	STD	33.00	0.00%	33.00	0.00%	01-Apr-25	
9 irons Offer (GC Tour)	R	66.00	66.00	STD	66.00	0.00%	66.00	0.00%	01-Apr-25	

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Type of Fee / Charge		Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
14. Breakspear Crematorium											
Cremation Fees											
Page 134	Stillborn Shadow Fee collected from Childrens Funeral fund	R	0.00	0.00	EXP	0.00	N/A	0.00	N/A	01-Apr-25	01-Apr-26
	Children 6 years and under Shadow Fee collected from Childrens Funeral fund	R	0.00	0.00	EXP	0.00	N/A	0.00	N/A	01-Apr-25	01-Apr-26
	Children 7 - 11 years Shadow Fee collected from Childrens Funeral fund	R	0.00	0.00	EXP	0.00	N/A	0.00	N/A	01-Apr-25	01-Apr-26
	Children 12 - 17 years Shadow Fee collected from Childrens Funeral fund	R	0.00	0.00	EXP	0.00	N/A	0.00	N/A	01-Apr-25	01-Apr-26
	Over 18 Years	R	994.00	994.00	EXP	1,093.50	10.01%	1,093.50	10.01%	01-Apr-25	01-Apr-26
	Over 18 years. Early Morning (9.15am and 9.30am) Mon,Tue,Wed	R	507.00	507.00	EXP	557.50	9.96%	557.50	9.96%	01-Apr-25	01-Apr-26
	Use of Chapel (prior to burial) 40 mins	R	497.00	497.00	STD	546.50	9.96%	546.50	9.96%	01-Apr-25	01-Apr-26
	Weekend Service	R	NEW	NEW	STD	350.00	NEW	350.00	NEW	01-Apr-25	01-Apr-26
	Surcharge 10 mins overrun	R	98.50	98.50	STD	108.50	10.15%	108.50	10.15%	01-Apr-25	01-Apr-26
	Surcharge 20 mins overrun	R	200.00	200.00	STD	220.00	10.00%	220.00	10.00%	01-Apr-25	01-Apr-26
	Surcharge 30 mins overrun	R	299.00	299.00	STD	329.00	10.03%	329.00	10.03%	01-Apr-25	01-Apr-26
	Surcharge = flat base	R	64.00	64.00	STD	70.50	10.16%	70.50	10.16%	01-Apr-25	01-Apr-26
	Surcharge + late paper fee	R	68.50	68.50	STD	75.50	10.22%	75.50	10.22%	01-Apr-25	01-Apr-26
	Fee for DVD service	R	76.50	76.50	STD	84.00	9.80%	84.00	9.80%	01-Apr-25	01-Apr-26
	Fee to view Webcast of service	R	98.50	98.50	STD	108.50	10.15%	108.50	10.15%	01-Apr-25	01-Apr-26
	Cancellation fee (if less than 48 hours notice)	R	200.00	200.00	STD	220.00	10.00%	220.00	10.00%	01-Apr-25	01-Apr-26

Type of Fee / Charge	Type	Current Charge Residents	Current Charge Non-Residents	Vat Status	Proposed Charge Residents	Increase	Proposed Charge Non residents	Increase	Date of last change to charge	Effective Date
		£	£		£	%	£	%		
Cremation of retained organs										
Additional Service Time	R	365.50	365.50	EXP	402.00	9.99%	402.00	9.99%	01-Apr-25	01-Apr-26
Cancellations	R	202.00	202.00	EXP	222.00	9.90%	222.00	9.90%	01-Apr-25	01-Apr-26
Certificates of Cremation - overseas	R	33.00	33.00	EXP	36.50	10.61%	36.50	10.61%	01-Apr-25	01-Apr-26
Scattering of Ashes	R	87.50	87.50	EXP	96.50	10.29%	96.50	10.29%	01-Apr-25	01-Apr-26
Retaining cremated remains(per month)	R	21.00	21.00	EXP	23.00	9.52%	23.00	9.52%	01-Apr-25	01-Apr-26
Postage & Packing in Polytainer UK only	R	93.00	93.00	EXP	102.50	10.22%	102.50	10.22%	01-Apr-25	01-Apr-26
Baby Urn - poly	R	16.50	16.50	STD	18.00	9.09%	18.00	9.09%	01-Apr-25	01-Apr-26
Supply New Garden Seat inc 10 years lease	R	2,501.50	2,501.50	STD	2,751.50	9.99%	2,751.50	9.99%	01-Apr-25	01-Apr-26
Trees & Shrubs - rose trees inc 5 years lease	R	540.00	540.00	STD	594.00	10.00%	594.00	10.00%	01-Apr-25	01-Apr-26
Trees & Shrubs - ornamental shrubs inc 5 years lease	R	470.00	470.00	STD	517.00	10.00%	517.00	10.00%	01-Apr-25	01-Apr-26
Trees & Shrubs - ornamental trees (10 years)	R	663.50	663.50	STD	730.00	10.02%	730.00	10.02%	01-Apr-25	01-Apr-26
Plaque for trees, shrubs, roses or seats	R	146.50	146.50	STD	161.00	9.90%	161.00	9.90%	01-Apr-25	01-Apr-26
Book of Remembrance - 2 line entry	R	97.50	97.50	STD	107.50	10.26%	107.50	10.26%	01-Apr-25	01-Apr-26
Book of Remembrance - 5 line entry	R	172.00	172.00	STD	189.00	9.88%	189.00	9.88%	01-Apr-25	01-Apr-26
Book of Remembrance - 8 line entry	R	255.50	255.50	STD	281.00	9.98%	281.00	9.98%	01-Apr-25	01-Apr-26
Book of Remembrance - 10 line entry	R	312.00	312.00	STD	343.00	9.94%	343.00	9.94%	01-Apr-25	01-Apr-26
Extra - Floral Emblem	R	130.00	130.00	STD	143.00	10.00%	143.00	10.00%	01-Apr-25	01-Apr-26
Extra - Full Heraldic Device	R	193.00	193.00	STD	212.50	10.10%	212.50	10.10%	01-Apr-25	01-Apr-26
Memorial Cards - 2 line entry	R	71.00	71.00	STD	78.00	9.86%	78.00	9.86%	01-Apr-25	01-Apr-26
Memorial Cards - 5 line entry	R	103.00	103.00	STD	113.50	10.19%	113.50	10.19%	01-Apr-25	01-Apr-26
Memorial Cards - 8 line entry	R	159.00	159.00	STD	175.00	10.06%	175.00	10.06%	01-Apr-25	01-Apr-26

Type of Fee / Charge		Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Memorial Cards - 10 line entry		R	204.50	204.50	STD	225.00	10.02%	225.00	10.02%	01-Apr-25	01-Apr-26
Memorial Booklets - 2 line entry		R	96.50	96.50	STD	106.00	9.84%	106.00	9.84%	01-Apr-25	01-Apr-26
Memorial Booklets - 5 line entry		R	133.00	133.00	STD	146.50	10.15%	146.50	10.15%	01-Apr-25	01-Apr-26
Memorial Booklets - 8 line entry		R	204.50	204.50	STD	225.00	10.02%	225.00	10.02%	01-Apr-25	01-Apr-26
Memorial Booklets - 10 line entry		R	254.50	254.50	STD	280.00	10.02%	280.00	10.02%	01-Apr-25	01-Apr-26
Additional lines in Booklets - 2 line entry		R	56.50	56.50	STD	62.00	9.73%	62.00	9.73%	01-Apr-25	01-Apr-26
Additional lines in Booklets - 5 line entry		R	86.50	86.50	STD	95.00	9.83%	95.00	9.83%	01-Apr-25	01-Apr-26
Additional lines in Booklets - 8 line entry		R	145.50	145.50	STD	160.00	9.97%	160.00	9.97%	01-Apr-25	01-Apr-26
Additional lines in Booklets - 10 line entry		R	187.50	187.50	STD	206.50	10.13%	206.50	10.13%	01-Apr-25	01-Apr-26
Garden Niches											
S2000 niche Initial lease 10 years		R	2,458.00	2,458.00	STD	2,704.00	10.01%	2,704.00	10.01%	01-Apr-25	01-Apr-26
S2000 niche Inscription Plate		R	252.00	252.00	STD	277.00	9.92%	277.00	9.92%	01-Apr-25	01-Apr-26
10 year lease		R	561.00	561.00	STD	617.00	9.98%	617.00	9.98%	01-Apr-25	01-Apr-26
inscription plate		R	289.00	289.00	STD	318.00	10.03%	318.00	10.03%	01-Apr-25	01-Apr-26
Combined Niche Intitial 10 year lease		R	1,793.00	1,793.00	STD	1,972.50	10.01%	1,972.50	10.01%	01-Apr-25	01-Apr-26
Inscription plate		R	236.50	236.50	STD	260.00	9.94%	260.00	9.94%	01-Apr-25	01-Apr-26
Renewal Lease for 10 years		R	867.00	867.00	STD	953.50	9.98%	953.50	9.98%	01-Apr-25	01-Apr-26
Columbarium Niches - single-inc 10 years lease		R	588.00	588.00	EXP	647.00	10.03%	647.00	10.03%	01-Apr-25	01-Apr-26
Columbarium Niches - double-inc 10 years lease		R	981.50	981.50	EXP	1,079.50	9.98%	1,079.50	9.98%	01-Apr-25	01-Apr-26
Langley casket up to 50 characters		R	348.00	348.00	EXP	383.00	10.06%	383.00	10.06%	01-Apr-25	01-Apr-26
Metal Urn		R	53.00	53.00	EXP	58.50	10.38%	58.50	10.38%	01-Apr-25	01-Apr-26
Cloister Spaces - single-inc 10 years lease		R	254.50	254.50	EXP	280.00	10.02%	280.00	10.02%	01-Apr-25	01-Apr-26

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Inscription	R	140.00	140.00	EXP	154.00	10.00%	154.00	10.00%	01-Apr-25	01-Apr-26
Cloister Spaces - double-inc 10 years lease	R	581.00	581.00	EXP	639.00	9.98%	639.00	9.98%	01-Apr-25	01-Apr-26
Inscription	R	214.50	214.50	EXP	236.00	10.02%	236.00	10.02%	01-Apr-25	01-Apr-26
Classic - inc 5 years lease										
Window Spaces	R	410.00	410.00	EXP	451.00	10.00%	451.00	10.00%	01-Apr-25	01-Apr-26
Inscription	R	182.00	182.00	STD	200.00	9.89%	200.00	9.89%	01-Apr-25	01-Apr-26
New Flower Vases	R	739.00	739.00	STD	813.00	10.01%	813.00	10.01%	01-Apr-25	01-Apr-26
Memorial vase 5 year renewal	R	442.50	442.50	STD	487.00	10.06%	487.00	10.06%	01-Apr-25	01-Apr-26
Additional letters each	R	10.00	10.00	STD	11.00	10.00%	11.00	10.00%	01-Apr-25	01-Apr-26
Additional Guided Motif	R	207.50	207.50	STD	228.50	10.12%	228.50	10.12%	01-Apr-25	01-Apr-26
Additional Hand Painted Motif	R	307.50	307.50	STD	338.50	10.08%	338.50	10.08%	01-Apr-25	01-Apr-26
Mushroom Memorial (10 years)	R	383.50	383.50	STD	422.00	10.04%	422.00	10.04%	01-Apr-25	01-Apr-26
Kerb Vase 10 Year Lease	R	401.00	401.00	STD	441.00	9.98%	441.00	9.98%	01-Apr-25	01-Apr-26
Kerb Vase inscription plate	R	242.00	242.00	STD	266.00	9.92%	266.00	9.92%	01-Apr-25	01-Apr-26
Small photoplaque	R	184.50	184.50	STD	203.00	10.03%	203.00	10.03%	01-Apr-25	01-Apr-26
Photoplaque	R	307.50	307.50	STD	338.50	10.08%	338.50	10.08%	01-Apr-25	01-Apr-26
Renewal of garden seat 10 years	R	1,273.00	1,273.00	STD	1,400.50	10.02%	1,400.50	10.02%	01-Apr-25	01-Apr-26
New Windows -- Small -- 10 years -I colour	R	917.00	917.00	STD	1,008.50	9.98%	1,008.50	9.98%	01-Apr-25	01-Apr-26

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
15. Cemeteries										
Adult Interments (persons exceeding 17 years of age at death) - In New Private Graves										
Depth for 1 interment	R	1,474.00	2,299.00	EXP	1,621.00	9.97%	2,529.00	10.00%	01-Apr-25	01-Apr-26
Depth for 2 interment	R	1,575.00	2,482.00	EXP	1,733.00	10.03%	2,730.00	9.99%	01-Apr-25	01-Apr-26
Depth for 3 interment	R	1,779.00	2,851.00	EXP	1,957.00	10.01%	3,136.00	10.00%	01-Apr-25	01-Apr-26
Depth for 4 interment	R	1,973.00	3,213.00	EXP	2,170.00	9.98%	3,534.00	9.99%	01-Apr-25	01-Apr-26
Weekend Service surcharge	R	New	New	EXP	350.00	New	350.00	New		01-Apr-26
Adult Interments (persons exceeding 17 years of age at death) - In Re-Opened Private Graves										
Depth for 1 interment	R	1,765.00	2,866.00	EXP	1,942.00	10.03%	3,153.00	10.01%	01-Apr-25	01-Apr-26
Depth for 2 interment	R	1,827.00	2,947.00	EXP	2,010.00	10.02%	3,242.00	10.01%	01-Apr-25	01-Apr-26
Depth for 3 interment	R	2,053.00	3,356.00	EXP	2,258.00	9.99%	3,692.00	10.01%	01-Apr-25	01-Apr-26
Depth for 4 interment	R	2,444.00	4,066.00	EXP	2,688.00	9.98%	4,473.00	10.01%	01-Apr-25	01-Apr-26
Interment of Children (a stillborn child or child whose age at death did not exceed 17 years)										
In private grave for the child's interment plus 2 adults	R	482.00	746.00	EXP	530.00	9.96%	821.00	10.05%	01-Apr-25	01-Apr-26
In private grave for the child's interment plus 3 adults	R	601.50	927.50	EXP	662.00	10.06%	1,020.00	9.97%	01-Apr-25	01-Apr-26
In private grave for the child's interment plus 2 adults	R	805.00	1,252.00	EXP	886.00	10.06%	1,377.00	9.98%	01-Apr-25	01-Apr-26
In private grave for the child's interment plus 3 adults	R	1,017.00	1,574.00	EXP	1,119.00	10.03%	1,731.00	9.97%	01-Apr-25	01-Apr-26

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Interment of Cremated Remains (within full private graves)										
When the grave is closed to full interments	R	704.50	1,111.50	EXP	775.00	10.01%	1,223.00	10.03%	01-Apr-25	01-Apr-26
To a depth to permit 1 further full interment	R	902.50	1,392.50	EXP	993.00	10.03%	1,532.00	10.02%	01-Apr-25	01-Apr-26
To a depth to permit 2 further full interment	R	1,308.50	2,016.50	EXP	1,439.00	9.97%	2,218.00	9.99%	01-Apr-25	01-Apr-26
To a depth to permit 3 further full interment	R	1,637.00	2,583.00	EXP	1,801.00	10.02%	2,841.00	9.99%	01-Apr-25	01-Apr-26
To scatter cremated remains (within Cremation Section and Columbaria)	R	203.00	314.00	EXP	223.00	9.85%	345.00	9.87%	01-Apr-25	01-Apr-26
New and re-open cremation graves	R	670.50	1,056.50	EXP	738.00	10.07%	1,162.00	9.99%	01-Apr-25	01-Apr-26
Re-opening of Columbaria units	R	353.00	543.00	EXP	388.00	9.92%	597.00	9.94%	01-Apr-25	01-Apr-26
Interments in Heritage Graves										
Adults interment	R	1,246.00	1,936.00	EXP	1,371.00	10.03%	2,130.00	10.02%	01-Apr-25	01-Apr-26
Infants interment	R	293.50	454.50	EXP	323.00	10.05%	500.00	10.01%	01-Apr-25	01-Apr-26
Grave Digging Surcharges										
For a variation in size within 2"	R	364.50	564.50	EXP	401.00	10.01%	621.00	10.01%	01-Apr-25	01-Apr-26
For a variation in size between 2" and 4"	R	696.50	1,079.50	EXP	766.00	9.98%	1,187.00	9.96%	01-Apr-25	01-Apr-26
For a variation in size between 4" and 6"	R	1,052.00	1,634.00	EXP	1,157.00	9.98%	1,797.00	9.98%	01-Apr-25	01-Apr-26
For a variation in size in excess of 6"	R	1,383.50	2,137.50	EXP	1,522.00	10.01%	2,351.00	9.99%	01-Apr-25	01-Apr-26
Exclusive rights of burial (Conventional Graves)										
Grave space measuring 9 feet by 4 feet	R	4,006.00	8,360.00	EXP	4,407.00	10.01%	9,196.00	10.00%	01-Apr-25	01-Apr-26
Grave space measuring 9 feet by 8 feet	R	6,464.00	14,314.65	EXP	7,110.00	9.99%	15,746.00	10.00%	01-Apr-25	01-Apr-26
Exclusive rights of burial (Lawn Section Graves)										
Grave space measuring 9 feet by 4 feet	R	2,992.00	5,767.00	EXP	3,291.00	9.99%	6,344.00	10.01%	01-Apr-25	01-Apr-26
Grave space measuring 9 feet by 8 feet	R	4,761.00	9,588.00	EXP	5,237.00	10.00%	10,547.00	10.00%	01-Apr-25	01-Apr-26

Type of Fee / Charge		Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Exclusive rights of burial (Bricked Grave or Vault)											
Traditional grave space measuring 9 feet by 4 feet Traditional grave space measuring 9 feet by 8 feet Lawn section grave space measuring 9 feet by 4 feet Lawn section grave space measuring 9 feet by 8 feet		R	3,482.00	7,316.00	EXP	3,830.00	9.99%	8,048.00	10.01%	01-Apr-25	01-Apr-26
		R	6,465.00	14,315.00	EXP	7,112.00	10.01%	15,747.00	10.00%	01-Apr-25	01-Apr-26
		R	2,630.00	5,044.00	EXP	2,893.00	10.00%	5,548.00	9.99%	01-Apr-25	01-Apr-26
		R	4,761.00	9,588.00	EXP	5,237.00	10.00%	10,547.00	10.00%	01-Apr-25	01-Apr-26
Lined Muslim Graves											
For traditional uncoffined burial		R	3,695.00	6,370.00	EXP	4,065.00	10.01%	7,007.00	10.00%	01-Apr-25	01-Apr-26
Woodland Graves (West Drayton Cemetery) Special Regulations Apply											
Gravespace measuring 9 feet by 4 feet		R	1,831.00	2,945.00	EXP	2,014.00	9.99%	3,240.00	10.02%	01-Apr-25	01-Apr-26
6. Development Control											
Planning Fees - in addition to the statutory charges detailed on the Planning			0.00	0.00							
Pre Application Fees - Category A Development Pre Application Fees - Category B Development Pre Application Fees - Category C Development Pre Application Fees - Category D Development Pre Application Fees - Category E Development Pre Application Fees - Category F Minor Applications (new) Development Pre Application Fees - Category G (previously F) Development Follow up Meetings - Category A Development Follow up Meetings - Category B Development Follow up Meetings - Category C Development Follow up Meetings - Category D Development		M	14,040.00	14,040.00	STD	14,570.00	3.77%	14,570.00	3.77%	01-Apr-25	01-Apr-26
		M	11,720.00	11,720.00	STD	12,170.00	3.84%	12,170.00	3.84%	01-Apr-25	01-Apr-26
		M	10,130.00	10,130.00	STD	10,510.00	3.75%	10,510.00	3.75%	01-Apr-25	01-Apr-26
		M	3,830.00	3,830.00	STD	3,980.00	3.92%	3,980.00	3.92%	01-Apr-25	01-Apr-26
		M	2,930.00	2,930.00	STD	3,040.00	3.75%	3,040.00	3.75%	01-Apr-25	01-Apr-26
		M	New	New	STD	1,850.00	New	1,850.00	New		01-Apr-26
		M	400.00	400.00	STD	420.00	5.00%	420.00	5.00%	01-Apr-25	01-Apr-26
		M	7,020.00	7,020.00	STD	7,290.00	3.85%	7,290.00	3.85%	01-Apr-25	01-Apr-26
		M	5,860.00	5,860.00	STD	6,080.00	3.75%	6,080.00	3.75%	01-Apr-25	01-Apr-26
		M	5,070.00	5,070.00	STD	5,260.00	3.75%	5,260.00	3.75%	01-Apr-25	01-Apr-26
		M	1,920.00	1,920.00	STD	1,990.00	3.65%	1,990.00	3.65%	01-Apr-25	01-Apr-26

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Type of Fee / Charge		Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Page 141	Follow up Meetings - Category E Development	M	1,460.00	1,460.00	STD	1,520.00	4.11%	1,520.00	4.11%	01-Apr-25	01-Apr-26
	Follow up Meetings - Category F (new) Minor Applications Development	M	New	New	STD	920.00	New	920.00	New		01-Apr-26
	Follow up Meetings - Category G (previously F) Development	M	200.00	200.00	STD	210.00	5.00%	210.00	5.00%	01-Apr-25	01-Apr-26
	Deeds of Variation or Modification	M	450.00	450.00	EXP	470.00	4.44%	470.00	4.44%	01-Apr-25	01-Apr-26
	Status of S106 Contributions	M	200.00	200.00	EXP	210.00	5.00%	210.00	5.00%	01-Apr-25	01-Apr-26
	Administrative Charge for withdrawn or discarded planning applications deemed invalid - Other and Minor	M	New	New	EXP	108.00	New	108.00	New		01-Apr-26
	Administrative Charge for withdrawn or discarded planning applications deemed invalid - Major	M	New	New	EXP	216.00	New	216.00	New		01-Apr-26
	Fast Track Householder CLD	M	410.00	410.00	STD	430.00	4.88%	430.00	4.88%	01-Apr-25	01-Apr-26
	Fast Track Householder Prior Approval	M	410.00	410.00	STD	430.00	4.88%	430.00	4.88%	01-Apr-25	01-Apr-26
Planning - Additional Other Charges											
	Copy of Official Documentation Administration Fee	M	100.00	100.00	STD	110.00	10.00%	110.00	10.00%	01-Apr-25	01-Apr-26
General Permitted Development Order, The Town and Country Planning Regulations 2020											

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
17. Green Spaces Hall Hire Charges										
Meeting Hall Hire - Scale 1 (Haydon Hall)										
Rooms 1, 3 + 5 Mon - Fri	B	57.20	60.20	EXP	62.90	9.97%	66.20	9.97%	01-Apr-25	01-Apr-26
Whole Hall Sat / Sun & Bank Holidays	B	82.80	87.40	EXP	91.10	10.02%	96.10	9.95%	01-Apr-25	01-Apr-26
Rooms 2 or 4 or 6 Mon - Fri	B	48.20	50.50	EXP	53.00	9.96%	55.60	10.10%	01-Apr-25	01-Apr-26
Meeting Hall Hire - Scale 2										
Rooms 1, 3 + 5 Mon - Fri	B	30.10	32.00	EXP	33.10	9.97%	35.20	10.00%	01-Apr-25	01-Apr-26
Whole Hall Sat / Sun & Bank Holidays	B	43.70	45.60	EXP	48.10	10.07%	50.20	10.09%	01-Apr-25	01-Apr-26
Rooms 2 or 4 or 6 Mon - Fri	B	24.00	24.40	EXP	26.40	10.00%	26.80	9.84%	01-Apr-25	01-Apr-26
Cavendish Hall (Leased to Richtone Ltd - prices shown are the maximum that can be charged) - Scale 2										
Ground floor hall Mon - Thurs	B	28.70	30.10	EXP	31.60	10.10%	33.10	9.97%	01-Apr-25	01-Apr-26
First floor hall Mon - Thurs	B	28.70	30.10	EXP	31.60	10.10%	33.10	9.97%	01-Apr-25	01-Apr-26
Upstairs small room Mon - Thurs	B	22.60	23.60	EXP	24.90	10.18%	26.00	10.17%	01-Apr-25	01-Apr-26
Ground floor hall Fri / Sat / Sun	B	40.60	42.80	EXP	44.70	10.10%	47.10	10.05%	01-Apr-25	01-Apr-26
First floor hall Fri / Sat / Sun	B	40.60	42.80	EXP	44.70	10.10%	47.10	10.05%	01-Apr-25	01-Apr-26
Upstairs small room Fri / Sat / Sun	B	24.00	25.70	EXP	26.40	10.00%	28.30	10.12%	01-Apr-25	01-Apr-26
The Grange (Leased to Lido Catering Co Ltd - prices shown are the maximum that can be charged)										
Large Room Mon - Thurs	B	24.00	25.10	EXP	26.40	10.00%	27.60	9.96%	01-Apr-25	01-Apr-26
Medium room Mon - Thurs	B	24.00	25.10	EXP	26.40	10.00%	27.60	9.96%	01-Apr-25	01-Apr-26
Small room Mon - Thurs	B	22.60	23.60	EXP	24.90	10.18%	26.00	10.17%	01-Apr-25	01-Apr-26
Large Room Fri / Sat / Sun	B	30.10	31.10	EXP	33.10	9.97%	34.20	9.97%	01-Apr-25	01-Apr-26
Medium Room Fri / Sat / Sun	B	30.10	31.10	EXP	33.10	9.97%	34.20	9.97%	01-Apr-25	01-Apr-26

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Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Small Room Fri / Sat / Sun	B	24.00	25.10	EXP	26.40	10.00%	27.60	9.96%	01-Apr-25	01-Apr-26
Kings College Pavilion - (Prices shown are the maximum that can be charged)										
Small RoomMon - Thurs inc Friday until 4.40pm	B	16.80	17.70	EXP	18.50	10.12%	19.50	10.17%	01-Apr-25	01-Apr-26
Medium RoomMon - Thurs inc Friday until 4.40pm	B	16.80	17.70	EXP	18.50	10.12%	19.50	10.17%	01-Apr-25	01-Apr-26
Large RoomMon - Thurs inc Friday until 4.40pm	B	24.70	27.10	EXP	27.20	10.12%	29.80	9.96%	01-Apr-25	01-Apr-26
Small RoomFri after 4.30 / Sat / Sun	B	32.40	35.50	EXP	35.60	9.88%	39.10	10.14%	01-Apr-25	01-Apr-26
Medium Room Fri after 4.30 / Sat / Sun	B	32.40	35.50	EXP	35.60	9.88%	39.10	10.14%	01-Apr-25	01-Apr-26
Large RoomFri after 4.30 / Sat / Sun	B	47.90	52.50	EXP	52.70	10.02%	57.80	10.10%	01-Apr-25	01-Apr-26
Commercial Events - These are guide prices and will be negotiated on an individual basis.										
Commercial events / Operating Days	B	3,393.60	3,626.90	EXP	3,733.00	10.00%	3,989.60	10.00%	01-Apr-25	01-Apr-26
Commercial events Environmental Impact Fee	B	New	New	EXP	1,707.00	New	1,707.00	New		01-Apr-26
Commercial events / set up strip down days	B	565.00	603.50	EXP	621.50	10.00%	663.90	10.01%	01-Apr-25	01-Apr-26
Fairs & Circuses - Monday to Thursday	B	1,247.70	1,300.30	EXP	DELETE		DELETE		01-Apr-25	
Fairs & Circuses - Friday, Saturday, Sunday & Bank Holidays	B	1,706.60	1,775.80	EXP	DELETE		DELETE		01-Apr-25	
Fairs & Circuses - Application Fee	B	New	New	EXP	206.00	New	206.00	New		01-Apr-26
Fairs & Circuses -Booking Fee	B	New	New	EXP	810.00	New	810.00	New		01-Apr-26
Fairs & Circuses -Deposit	B	New	25,000.00	EXP	25,000.00	New	25,000.00	New		01-Apr-26
Fairs & Circuses - Monday to Thursday - Charge per day	B	New	New	EXP	2,500.00	New	2,500.00	New		01-Apr-26
Fairs & Circuses - Friday, Saturday, Sunday & Bank Holidays - Charge per day	B	New	New	EXP	3,000.00	New	3,000.00	New		01-Apr-26

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Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
18. Parks & Open Spaces										
Football, Rugby, Hockey, Lacrosse & Gaelic Football (pro rata per match)										
Junior - Without changing facilities	R	26.40	29.50	EXP	29.00	9.85%	32.50	10.17%	01-Apr-25	01-Apr-26
Pitch hire	R	35.50	40.00	EXP	39.10	10.14%	44.00	10.00%	01-Apr-25	01-Apr-26
changing facilities	R	38.70	43.40	EXP	42.60	10.08%	47.70	9.91%	01-Apr-25	01-Apr-26
Class 1A Modern dressing accommodation with hot & cold showers	R	86.50	97.00	EXP	95.20	10.06%	106.70	10.00%	01-Apr-25	01-Apr-26
Class 111 Dressing accommodation	R	40.10	45.30	EXP	44.10	9.98%	49.80	9.93%	01-Apr-25	01-Apr-26
Class 1V Other grounds	R	49.80	54.10	EXP	54.80	10.04%	59.50	9.98%	01-Apr-25	01-Apr-26
Junior - Without changing facilities	R	27.80	31.20	EXP	30.60	10.07%	34.30	9.94%	01-Apr-25	01-Apr-26
Bowls (May to September)										
Clubs pay lump sum (mgt fee) to green spaces collect fees and season tickets themselves.										
Green Fees (per hour) Adult	R	7.60	8.00	EXP	8.40	10.53%	8.80	10.00%	01-Apr-25	01-Apr-26
Green Fees (per hour) Senior Citizens and Children	R	6.10	6.20	EXP	6.70	9.84%	6.80	9.68%	01-Apr-25	01-Apr-26
Season Tickets Adult	R	168.50	176.70	EXP	185.40	10.03%	194.40	10.02%	01-Apr-25	01-Apr-26
Season Tickets Senior Citizens and Children	R	85.90	88.40	EXP	94.50	10.01%	97.20	9.95%	01-Apr-25	01-Apr-26
Cricket (pro-rata per match)										
Class 1A Modern dressing accommodation with hot & cold showers	R	154.30	173.00	EXP	169.70	9.98%	190.30	10.00%	01-Apr-25	01-Apr-26
Class 111 Dressing accommodation	R	100.30	112.50	EXP	110.30	9.97%	123.80	10.04%	01-Apr-25	01-Apr-26
Class 1V Other grounds	R	78.80	88.40	EXP	86.70	10.03%	97.20	9.95%	01-Apr-25	01-Apr-26
Class 1A Modern dressing accommodation with hot & cold showers	R	183.80	205.80	EXP	202.20	10.01%	226.40	10.01%	01-Apr-25	01-Apr-26
Class 1B Older dressing accommodation with hot & cold showers	R	169.90	190.30	EXP	186.90	10.01%	209.30	9.98%	01-Apr-25	01-Apr-26
Class 11 Dressing accommodation with washing facilities	R	132.70	148.70	EXP	146.00	10.02%	163.60	10.02%	01-Apr-25	01-Apr-26

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Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Additional charge per match for seasonal or single lettings	R	24.70	27.70	EXP	27.20	10.12%	30.50	10.11%	01-Apr-25	01-Apr-26
Letting of Open Space										
Fund-raising events	B	0.00	0.00	EXP	0.00	N/A	0.00	N/A	01-Apr-25	01-Apr-26
Charity events	B	0.00	0.00	EXP	0.00	N/A	0.00	N/A	01-Apr-25	01-Apr-26
Events - profit making or commercial - min. hourly charge	B	151.30	157.20	EXP	166.40	9.98%	172.90	9.99%	01-Apr-25	01-Apr-26
Events - local community or non-profit making - min. hourly charge	B	24.70	N/A	EXP	27.20	10.12%	N/A	N/A	01-Apr-25	01-Apr-26
Sports days	B	33.90	37.30	EXP	37.30	10.03%	41.00	9.92%	01-Apr-25	01-Apr-26
Other events / minimum charge	B	78.80	84.10	EXP	86.70	10.03%	92.50	9.99%	01-Apr-25	01-Apr-26
Wedding photographs etc	R	80.90	84.10	EXP	89.00	10.01%	92.50	9.99%	01-Apr-25	01-Apr-26
Fitness and training in parks										
Single training session	B	67.80	75.30	STD	74.60	10.03%	82.80	9.96%	01-Apr-25	01-Apr-26
Annual licence <£6 per class or <6 sessions per week	B	737.40	820.30	STD	811.10	9.99%	902.30	10.00%	01-Apr-25	01-Apr-26
Annual licence <£11 per class or 7+ sessions per week	B	1,476.40	1,640.40	STD	1,624.00	10.00%	1,804.40	10.00%	01-Apr-25	01-Apr-26
Replacement ID card	B	29.00	29.00	STD	31.90	10.00%	31.90	10.00%	01-Apr-25	01-Apr-26
Use of Camp Site - Mad Bess Wood (Scout Groups etc)										
0-29 persons per night	R	66.40	72.70	EXP	73.00	9.94%	80.00	10.04%	01-Apr-25	01-Apr-26
Tennis Court Bookings (Gated court sites)										
Per hour booking		5.00	5.00	EXP	5.50	10.00%	5.50	10.00%	01-Apr-25	01-Apr-26

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Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
19. Arts Theatres										
Arts Theatres (Compass Theatre, Winston Churchill Theatre and Manor Farm)										
Community Rates										
Room Hire										
Great Barn - Weekday Mon-Thu (Hour)	M	91.90	122.00	STD	101.10	10.01%	134.20	10.00%	01-Apr-25	01-Apr-26
Great Barn - Weekday Mon-Thur (Hour)(Concessionary)	C	41.50	N/A	STD	45.70	10.12%	N/A	N/A	01-Apr-25	01-Apr-26
Great Barn - Fri, Sat, Sun (Hour)	M	128.00	168.50	STD	140.80	10.00%	185.40	10.03%	01-Apr-25	01-Apr-26
Great Barn - Fri, Sat, Sun (Hour)(Concessionary)	C	59.50	N/A	STD	65.50	10.08%	N/A	N/A	01-Apr-25	01-Apr-26
Manor Farm Courtyard (Performance) (Hour)	M	54.20	69.90	STD	59.60	9.96%	76.90	10.01%	01-Apr-25	01-Apr-26
Manor Farm Courtyard (Performance) (Hour)(Concessionary)	C	32.40	N/A	STD	35.60	9.88%	N/A	N/A	01-Apr-25	01-Apr-26
Stables, Mon-Thu	M	24.00	29.40	EXP	26.40	10.00%	32.30	9.86%	01-Apr-25	01-Apr-26
Stables, Mon-Thu (Concessionary)	C	14.40	N/A	EXP	15.80	9.72%	N/A	N/A	01-Apr-25	01-Apr-26
Stables: Fri, Sat, Sun, Bank Hol	M	34.80	42.10	EXP	38.30	10.06%	46.30	9.98%	01-Apr-25	01-Apr-26
Stables: Fri Sat, Sun, Bank Hol(Concessionary)	C	20.40	N/A	EXP	22.40	9.80%	N/A	N/A	01-Apr-25	01-Apr-26
MF Community Hut, Mon-Thu	M	11.30	18.10	EXP	12.40	9.73%	19.90	9.94%	01-Apr-25	01-Apr-26
MF Community Hut, Fri, Sat, Sun, Bank Hol	M	12.80	21.80	EXP	14.10	10.16%	24.00	10.09%	01-Apr-25	01-Apr-26
Cow Byre Week Exhibition (Sun-Sat, opening hours 9-5)	M	82.80	111.40	EXP	91.10	10.02%	122.50	9.96%	01-Apr-25	01-Apr-26
Cow Byre Week Exhibition + Private Views (Sun-Sat, opening hours 9-5 + 2 evening private views)	M	129.50	152.80	EXP	142.50	10.04%	168.10	10.01%	01-Apr-25	01-Apr-26
Compass Long Room (weekday)	M	22.60	26.40	EXP	24.90	10.18%	29.00	9.85%	01-Apr-25	01-Apr-26
Manor Farm House Room (weekday)	M	22.60	26.40	EXP	24.90	10.18%	29.00	9.85%	01-Apr-25	01-Apr-26
Compass Long Room (weekday) (concessionary)	C	13.50	N/A	EXP	14.90	10.37%	N/A	N/A	01-Apr-25	01-Apr-26
Manor Farm House Room (weekday) (concessionary)	C	13.50	N/A	EXP	14.90	10.37%	N/A	N/A	01-Apr-25	01-Apr-26

Type of Fee / Charge	Type	Current Charge Residents	Current Charge Non-Residents	Vat Status	Proposed Charge Residents	Increase	Proposed Charge Non residents	Increase	Date of last change to charge	Effective Date
		£	£		£	%	£	%		
Compass Long Room (weekend)	M	27.10	30.90	EXP	29.80	9.96%	34.00	10.03%	01-Apr-25	01-Apr-26
Manor Farm House Room (weekend)	M	27.10	30.90	EXP	29.80	9.96%	34.00	10.03%	01-Apr-25	01-Apr-26
Compass Long Room (weekend) (concessionary)	C	15.80	N/A	EXP	17.40	10.13%	N/A	N/A	01-Apr-25	01-Apr-26
Manor Farm House Room (weekend) (concessionary)	C	15.80	N/A	EXP	17.40	10.13%	N/A	N/A	01-Apr-25	01-Apr-26
Compass Oak, Tate, Drawing Rooms (weekday)	M	18.80	21.10	EXP	20.70	10.11%	23.20	9.95%	01-Apr-25	01-Apr-26
Compass Oak, Tate, Drawing Rooms (weekday) (concessionary)	C	11.30	N/A	EXP	12.40	9.73%	N/A	N/A	01-Apr-25	01-Apr-26
Compass Oak, Tate, Drawing Rooms (weekend)	M	22.60	26.40	EXP	24.90	10.18%	29.00	9.85%	01-Apr-25	01-Apr-26
Compass Oak, Tate, Drawing Rooms (weekend) (concessionary)	C	14.40	N/A	EXP	15.80	9.72%	N/A	N/A	01-Apr-25	01-Apr-26
Compass Cafe Bar (weekday)	M	13.50	15.10	EXP	14.90	10.37%	16.60	9.93%	01-Apr-25	01-Apr-26
Compass Cafe Bar (weekday) (concessionary)	C	8.30	N/A	EXP	9.10	9.64%	N/A	N/A	01-Apr-25	01-Apr-26
Compass Cafe Bar (weekend)	M	16.70	18.80	EXP	18.40	10.18%	20.70	10.11%	01-Apr-25	01-Apr-26
Compass Cafe Bar (weekend) (concessionary)	C	10.60	N/A	EXP	11.70	10.38%	N/A	N/A	01-Apr-25	01-Apr-26
Compass Studio (weekday)	M	18.80	21.80	EXP	20.70	10.11%	24.00	10.09%	01-Apr-25	01-Apr-26
Compass Studio (weekday) (concessionary)	C	11.30	N/A	EXP	12.40	9.73%	N/A	N/A	01-Apr-25	01-Apr-26
Compass Studio (weekend)	M	30.10	35.40	EXP	33.10	9.97%	38.90	9.89%	01-Apr-25	01-Apr-26
Compass Studio (weekend) (concessionary)	C	18.10	N/A	EXP	19.90	9.94%	N/A	N/A	01-Apr-25	01-Apr-26
Compass Garden (weekday)	M	8.30	9.70	EXP	9.10	9.64%	10.70	10.31%	01-Apr-25	01-Apr-26
Compass Garden (weekend)	M	10.60	12.00	EXP	11.70	10.38%	13.20	10.00%	01-Apr-25	01-Apr-26

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Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Rooms (frequent use)										
Stables, Mon-Thu	M	22.60	29.40	EXP	24.90	10.18%	32.30	9.86%	01-Apr-25	01-Apr-26
Stables: Fri, Sat, Sun, Bank Hol	M	32.40	42.10	EXP	35.60	9.88%	46.30	9.98%	01-Apr-25	01-Apr-26
Compass Long Room (theatre space) (weekday)	M	21.80	27.80	EXP	24.00	10.09%	30.60	10.07%	01-Apr-25	01-Apr-26
Compass Long Room (theatre space) (weekend)	M	25.70	31.60	EXP	28.30	10.12%	34.80	10.13%	01-Apr-25	01-Apr-26
Compass Oak, Tate, Drawing Room (theatre space) (weekday)	M	17.30	21.80	EXP	19.00	9.83%	24.00	10.09%	01-Apr-25	01-Apr-26
Compass Oak, Tate, Drawing Room (theatre space) (weekend)	M	21.10	27.10	EXP	23.20	9.95%	29.80	9.96%	01-Apr-25	01-Apr-26
Compass Studio (weekday)	M	18.10	21.80	EXP	19.90	9.94%	24.00	10.09%	01-Apr-25	01-Apr-26
Compass Studio (weekend)	M	28.70	35.40	EXP	31.60	10.10%	38.90	9.89%	01-Apr-25	01-Apr-26
Theatre Spaces										
Winston Churchill Theatre Stage, Auditorium, Dressing Rooms (weekdays)	M	90.90	128.60	STD	100.00	10.01%	141.50	10.03%	01-Apr-25	01-Apr-26
Winston Churchill Theatre Stage, Auditorium, Dressing Rooms (weekdays)(Concessionary)	C	54.90	N/A	STD	60.40	10.02%	N/A	N/A	01-Apr-25	01-Apr-26
Winston Churchill Theatre Stage, Auditorium, Dressing Rooms (weekend)	M	165.60	237.80	STD	182.20	10.02%	261.60	10.01%	01-Apr-25	01-Apr-26
Winston Churchill Theatre Stage, Auditorium, Dressing Rooms (weekend)(Concessionary)	C	99.30	N/A	STD	109.20	9.97%	N/A	N/A	01-Apr-25	01-Apr-26
Compass Theatre Stage, Auditorium, Dressing Rooms (weekdays)	M	81.30	101.60	STD	89.40	9.96%	111.80	10.04%	01-Apr-25	01-Apr-26
Compass Theatre Stage, Auditorium, Dressing Rooms (weekdays) concessionary	C	48.80	N/A	STD	53.70	10.04%	N/A	N/A	01-Apr-25	01-Apr-26
Compass Theatre Stage, Auditorium, Dressing Rooms (weekend)	M	92.60	117.40	STD	101.90	10.04%	129.10	9.97%	01-Apr-25	01-Apr-26
Compass Theatre Stage, Auditorium, Dressing Rooms (weekend) concessionary	C	55.80	N/A	STD	61.40	10.04%	N/A	N/A	01-Apr-25	01-Apr-26
Open Air Theatre Barra Hall Park (Weekday - unstaffed)	M	24.00	30.10	STD	26.40	10.00%	33.10	9.97%	01-Apr-25	01-Apr-26
Open Air Theatre Barra Hall Park (Weekday - unstaffed) (concessionary)	C	14.40	N/A	STD	15.80	9.72%	N/A	N/A	01-Apr-25	01-Apr-26
Open Air Theatre Barra Hall Park (Weekend - unstaffed)	M	30.10	37.70	STD	33.10	9.97%	41.50	10.08%	01-Apr-25	01-Apr-26
Open Air Theatre Barra Hall Park (Weekend - unstaffed) (concessionary)	C	18.10	N/A	STD	19.90	9.94%	N/A	N/A	01-Apr-25	01-Apr-26

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Type of Fee / Charge		Type	Current Charge Residents	Current Charge Non-Residents	Vat Status	Proposed Charge Residents	Increase	Proposed Charge Non residents	Increase	Date of last change to charge	Effective Date
			£	£		£	%	£	%		
Performances in Cafe Bar, Studio, Compass Garden, Southlands Gardens, Manor Farm Grounds, Long Room, Stables (weekday)	M		19.60	27.10	STD	21.60	10.20%	29.80	9.96%	01-Apr-25	01-Apr-26
	C		12.00	N/A	STD	13.20	10.00%	N/A	N/A	01-Apr-25	01-Apr-26
	M		24.80	33.80	STD	27.30	10.08%	37.20	10.06%	01-Apr-25	01-Apr-26
	C		15.10	N/A	STD	16.60	9.93%	N/A	N/A	01-Apr-25	01-Apr-26
	M		97.00	127.20	STD	106.70	10.00%	139.90	9.98%	01-Apr-25	01-Apr-26
	M		120.40	158.10	STD	132.40	9.97%	173.90	9.99%	01-Apr-25	01-Apr-26
	M		42.80	58.80	STD	47.10	10.05%	64.70	10.03%	01-Apr-25	01-Apr-26
	C		25.70	N/A	STD	28.30	10.12%	N/A	N/A	01-Apr-25	01-Apr-26
Theatre rates - bulk discount, where booking in excess of 30 hours											
Winston Churchill Theatre Stage, Auditorium, Dressing Rooms (weekdays)	M		60.20	75.90	STD	66.20	9.97%	83.50	10.01%	01-Apr-25	01-Apr-26
	C		36.10	N/A	STD	39.70	9.97%	N/A	N/A	01-Apr-25	01-Apr-26
	M		66.90	84.20	STD	73.60	10.01%	92.60	9.98%	01-Apr-25	01-Apr-26
	C		39.80	N/A	STD	43.80	10.05%	N/A	N/A	01-Apr-25	01-Apr-26
	M		56.50	71.50	STD	62.20	10.09%	78.70	10.07%	01-Apr-25	01-Apr-26
	C		33.80	N/A	STD	37.20	10.06%	N/A	N/A	01-Apr-25	01-Apr-26
	M		62.50	79.00	STD	68.80	10.08%	86.90	10.00%	01-Apr-25	01-Apr-26
	C		37.70	N/A	STD	41.50	10.08%	N/A	N/A	01-Apr-25	01-Apr-26
	M		41.50	52.00	STD	45.70	10.12%	57.20	10.00%	01-Apr-25	01-Apr-26
	C		24.80	N/A	STD	27.30	10.08%	N/A	N/A	01-Apr-25	01-Apr-26

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Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Excess Hire Charge	M	158.10	180.60	STD	173.90	9.99%	198.70	10.02%	01-Apr-25	01-Apr-26
Under 25's discount - Compass and Winston	M	25% Discount	25% Discount	STD	25% Discount		25% Discount		01-Apr-25	
<u>Theatrical Equipment Hire - General</u>										
Projectors										
Bright HD Projector - Day	M	165.60	180.60	STD	182.20	10.02%	198.70	10.02%	01-Apr-25	01-Apr-26
Bright HD Projector - Week	M	361.20	398.90	STD	397.30	9.99%	438.80	10.00%	01-Apr-25	01-Apr-26
Sound										
Radio Mic (hand held) - Day	M	15.10	15.10	STD	16.60	9.93%	16.60	9.93%	01-Apr-25	01-Apr-26
Radio Mic (hand held) - Week	M	60.20	60.20	STD	66.20	9.97%	66.20	9.97%	01-Apr-25	01-Apr-26
Radio Mic (lapel) - Day	M	22.60	22.60	STD	24.90	10.18%	24.90	10.18%	01-Apr-25	01-Apr-26
Radio Mic (lapel) - Week	M	75.30	75.30	STD	82.80	9.96%	82.80	9.96%	01-Apr-25	01-Apr-26
Vocal Mics - Day	M	15.10	15.10	STD	16.60	9.93%	16.60	9.93%	01-Apr-25	01-Apr-26
Lighting and FX (fixed charges for any hire period of 1 to 7 days)										
FREE Lighting and FX - Follow Spots, dimmers, other selected stock	M	0.00	0.00	STD	0.00	N/A	0.00	N/A	01-Apr-25	01-Apr-26
Band 10 Lighting and FX - Pyro box, UV Lights, Strobe Light, Mirror Ball	M	15.10	15.10	STD	16.60	9.93%	16.60	9.93%	01-Apr-25	01-Apr-26
Band 20 Lighting and FX - Set of 4 Birdies	M	30.10	30.10	STD	33.10	9.97%	33.10	9.97%	01-Apr-25	01-Apr-26
Band 30 Lighting and FX	M	45.30	45.30	STD	49.80	9.93%	49.80	9.93%	01-Apr-25	01-Apr-26
Band 40 Lighting and FX - ROBE Moving Spot (Each), Colour Scroller (Up to 4 inc PSU)	M	60.20	60.20	STD	66.20	9.97%	66.20	9.97%	01-Apr-25	01-Apr-26
Band 50 Lighting and FX	M	75.30	75.30	STD	82.80	9.96%	82.80	9.96%	01-Apr-25	01-Apr-26
Band 70 Lighting and FX	M	105.30	105.30	STD	115.80	9.97%	115.80	9.97%	01-Apr-25	01-Apr-26
Consumables	M	POA	POA	STD	POA	N/A	POA	N/A	01-Apr-25	01-Apr-26
Portable Video / Data Projector & Screen	M	112.90	135.50	STD	124.20	10.01%	149.10	10.04%	01-Apr-25	01-Apr-26

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Photocopying - Per A 4 Sheet	M	0.71	0.71	STD	0.80	12.68%	0.80	12.68%	01-Apr-25	01-Apr-26
Box Office Charges - Community										
Quarterly Season Brochure: 1/3 page entry	M	135.50	165.60	STD	149.10	10.04%	182.20	10.02%	01-Apr-25	01-Apr-26
Quarterly Season Brochure: 1/3 page entry (concessionary)	C	82.80	N/A	STD	91.10	10.02%	N/A	N/A	01-Apr-25	01-Apr-26
Minimum Commission per ticket (Compass Sales only)	M	0.75	1.60	STD	0.80	6.67%	1.80	12.50%	01-Apr-25	01-Apr-26
PRS Minimum Fee (plays)	M	15.05	30.10	STD	16.60	10.30%	33.10	9.97%	01-Apr-25	01-Apr-26
PRS Minimum Fee (concerts)	M	37.70	60.20	STD	41.50	10.08%	66.20	9.97%	01-Apr-25	01-Apr-26
PRS Minimum Fee (concerts) (concessionary)	C	22.60	N/A	STD	24.90	10.18%	N/A	N/A	01-Apr-25	01-Apr-26
Ticket print for own sales	M	0.40	0.70	STD	0.40	0.00%	0.80	14.29%	01-Apr-25	
Solus advertising	M	POA	POA	STD	POA	N/A	POA	N/A	01-Apr-25	01-Apr-26
Generic Hillingdon Theatres and Manor Farm Charges										
Weekday Technical Support (mandatory for all shows with tech requirements)	M	22.60	27.10	STD	24.90	10.18%	29.80	9.96%	01-Apr-25	01-Apr-26
Weekend / Bank Holiday Technical Support (mandatory for all shows with tech requirements)	M	28.70	33.10	STD	31.60	10.10%	36.40	9.97%	01-Apr-25	01-Apr-26
All Shows: Ushers (hourly)	M	9.05	16.65	STD	10.00	10.50%	18.30	9.91%	01-Apr-25	01-Apr-26
Duty Manager (Mon-Fri)	M	22.60	27.10	STD	24.90	10.18%	29.80	9.96%	01-Apr-25	01-Apr-26
Duty Manager (Sat, Sun, Bank Holidays)	M	28.70	33.10	STD	31.60	10.10%	36.40	9.97%	01-Apr-25	01-Apr-26
Deposit: Entire week	M	POA	POA	EXP	POA	N/A	POA	N/A	01-Apr-25	01-Apr-26
Deposit: All other Bookings	M	POA	POA	EXP	POA	N/A	POA	N/A	01-Apr-25	01-Apr-26
Corkage per bottle (Compass Theatre)	M	7.60	7.60	STD	8.40	10.53%	8.40	10.53%	01-Apr-25	01-Apr-26
Corkage per bottle (Great Barn)	M	7.60	7.60	STD	8.40	10.53%	8.40	10.53%	01-Apr-25	01-Apr-26
Cleaning Charge	M	150.50	240.80	STD	165.60	10.03%	264.90	10.01%	01-Apr-25	01-Apr-26
Costume Hire – Adult - Week	M	22.60	22.60	EXP	24.90	10.18%	24.90	10.18%	01-Apr-25	01-Apr-26

TYPE

B-Business R-Resident

M-Mixed C-Concession

VAT STATUS

STD-Standard

EXP-Exempt RED-Reduced

NB-Non Business M-Mixed

OTS-Outside of Scope

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Costume Hire – Child – Week	M	15.05	15.05	EXP	16.60	10.30%	16.60	10.30%	01-Apr-25	01-Apr-26
Box Office Fees - Generic / All Hirers										
Sponsor-a-Seat Deal (5 years)	M	195.70	195.70	STD	215.30	10.02%	215.30	10.02%	01-Apr-25	01-Apr-26
Box Office Commission %	M	10.00%	15.00%	STD	10.00%	0.00%	15.00%	0.00%	01-Apr-17	
Box Office Commission % (concessionary)	M	3.00%	N/A	STD	3.00%	0.00%	N/A	N/A	01-Apr-15	
Art Sales Commission %	M	20.00%	28.00%	EXP	20.00%	0.00%	28.00%	0.00%	01-Apr-24	
<u>Social and Commercial Rates</u>										
Eastcote House										
Eastcote House Stables - Weekday (Hour)	M	24.70	27.10	STD	27.20	10.12%	29.80	9.96%	01-Apr-25	01-Apr-26
Eastcote House Stables - Weekend (Hour)	M	47.90	52.50	STD	52.70	10.02%	57.80	10.10%	01-Apr-25	01-Apr-26
Duck Pond Market		0.00	0.00						01-Apr-25	
Duck Pond Market (per Stall)	M	13.20	13.20	STD	14.50	9.85%	14.50	9.85%	01-Apr-25	01-Apr-26
Manor Farm		0.00	0.00						01-Apr-25	
Stables, Mon-Thu	M	45.30	55.80	STD	49.80	9.93%	61.40	10.04%	01-Apr-25	01-Apr-26
Stables, Fri, Sat, Sun, Bank Hol	M	58.80	70.80	STD	64.70	10.03%	77.90	10.03%	01-Apr-25	01-Apr-26
MF Community Hut, Mon-Thur	M	38.30	48.20	EXP	42.10	9.92%	53.00	9.96%	01-Apr-25	01-Apr-26
MF Community Hut, Fri, Sat, Sun, Bank Hol	M	50.50	61.70	EXP	55.60	10.10%	67.90	10.05%	01-Apr-25	01-Apr-26
Compass Long Room (weekday)	M	33.10	39.20	EXP	36.40	9.97%	43.10	9.95%	01-Apr-25	01-Apr-26
Manor Farm Provosts Parlour / Chamber (weekday)	M	33.10	39.20	EXP	36.40	9.97%	43.10	9.95%	01-Apr-25	01-Apr-26
Compass Long Room (weekend)	M	38.30	45.30	EXP	42.10	9.92%	49.80	9.93%	01-Apr-25	01-Apr-26
Manor Farm Provosts Parlour / Chamber (weekend)	M	38.30	45.30	EXP	42.10	9.92%	49.80	9.93%	01-Apr-25	01-Apr-26
Compass Oak, Tate, Drawing Rooms (weekday)	M	27.10	30.10	EXP	29.80	9.96%	33.10	9.97%	01-Apr-25	01-Apr-26

Type of Fee / Charge		Type	Current Charge Residents	Current Charge Non-Residents	Vat Status	Proposed Charge Residents	Increase	Proposed Charge Non residents	Increase	Date of last change to charge	Effective Date
			£	£		£	%	£	%		
Compass Oak, Tate, Drawing Rooms (weekend)	Compass Oak, Tate, Drawing Rooms (weekend)	M	32.40	37.70	EXP	35.60	9.88%	41.50	10.08%	01-Apr-25	01-Apr-26
	Compass Cafe Bar (weekday)	M	27.75	31.70	EXP	30.50	9.91%	34.90	10.09%	01-Apr-25	01-Apr-26
	Compass Cafe Bar (weekend)	M	33.80	39.20	EXP	37.20	10.06%	43.10	9.95%	01-Apr-25	01-Apr-26
	Compass Studio (weekday)	M	27.10	30.10	EXP	29.80	9.96%	33.10	9.97%	01-Apr-25	01-Apr-26
	Compass Studio (weekend)	M	43.70	49.80	EXP	48.10	10.07%	54.80	10.04%	01-Apr-25	01-Apr-26
	Compass Garden (weekday)	M	12.00	13.60	EXP	13.20	10.00%	15.00	10.29%	01-Apr-25	01-Apr-26
	Compass Garden (weekend)	M	14.40	16.70	EXP	15.80	9.72%	18.40	10.18%	01-Apr-25	01-Apr-26
	Great Barn, Mon to Thurs	M	200.60	247.00	STD	220.70	10.02%	271.70	10.00%	01-Apr-25	01-Apr-26
	Great Barn, Fri to Sun	M	266.70	345.10	STD	293.40	10.01%	379.60	10.00%	01-Apr-25	01-Apr-26
Manor Farm Social - Block Bookings (Weddings and Celebrations - new all inclusive price, with Duty Staff charges - previously charged separately)											
Mon to Thurs 10:00 to 14:00 or 15:00 to 19:00	Mon to Thurs 10:00 to 14:00 or 15:00 to 19:00	M	929.50	1,153.00	STD	1,022.50	10.01%	1,268.30	10.00%	01-Apr-25	01-Apr-26
	Fri to Sun 10:00 to 14:00 or 15:00 to 19:00	M	1,107.50	1,107.50	STD	1,218.30	10.00%	1,218.30	10.00%	01-Apr-25	01-Apr-26
	Mon to Thurs: 10:00 to 23:00	M	2,407.70	2,964.50	STD	2,648.50	10.00%	3,261.00	10.00%	01-Apr-25	01-Apr-26
	Fri to Sun: 10:00 to 23:00	M	3,205.70	4,138.50	STD	3,526.30	10.00%	4,552.40	10.00%	01-Apr-25	01-Apr-26
Eastcote Stables Wedding Hire											
Mon to Thurs (excluding Bank Holidays) - minimum 5 Hours - charge/hour	Mon to Thurs (excluding Bank Holidays) - minimum 5 Hours - charge/hour	M	145.00	165.00	STD	160.00	10.34%	182.00	10.30%	29-Sep-25	01-Apr-26
	Fri - Sun and Bank Holidays - minimum 5 Hours - charge/hour	M	160.00	180.00	STD	176.00	10.00%	198.00	10.00%	29-Sep-25	01-Apr-26
	Mon to Thurs (excluding Bank Holidays) - All Day (12 Hours)	M	1,595.00	1,815.00	STD	1,755.00	10.03%	1,997.00	10.03%	29-Sep-25	01-Apr-26
	Fri - Sun and Bank Holidays - All Day (12 Hours)	M	1,760.00	1,980.00	STD	1,936.00	10.00%	2,178.00	10.00%	29-Sep-25	01-Apr-26

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Type of Fee / Charge		Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Eastcote Walled Garden including Stables Wedding Hire											
	Mon to Thurs (excluding Bank Holidays) - minimum 5 Hours - charge/hour		180.00	200.00	STD	198.00	10.00%	220.00	10.00%	29-Sep-25	01-Apr-26
	Fri - Sun and Bank Holidays - minimum 5 Hours - charge/hour		195.00	215.00	STD	215.00	10.26%	237.00	10.23%	29-Sep-25	01-Apr-26
	Mon to Thurs (excluding Bank Holidays) - All Day (12 Hours)		1,980.00	2,200.00	STD	2,178.00	10.00%	2,420.00	10.00%	29-Sep-25	01-Apr-26
	Fri - Sun and Bank Holidays - All Day (12 Hours)		2,145.00	2,365.00	STD	2,360.00	10.02%	2,602.00	10.02%	29-Sep-25	01-Apr-26
Great Barn Prom/School Party Package											
Page 154	Mon to Thurs (excluding Bank Holidays) - Capacity 100 - £ per person		20.00	26.00	STD	22.00	10.00%	29.00	11.54%	29-Sep-25	01-Apr-26
	Fri - Sun and Bank Holidays - Capacity 100 - £ per person		25.00	31.00	STD	28.00	12.00%	34.00	9.68%	29-Sep-25	01-Apr-26
	Mon to Thurs (excluding Bank Holidays) - Capacity 150 - £ per person		18.00	24.00	STD	20.00	11.11%	26.00	8.33%	29-Sep-25	01-Apr-26
	Fri - Sun and Bank Holidays - Capacity 150 - £ per person		23.00	29.00	STD	25.00	8.70%	32.00	10.34%	29-Sep-25	01-Apr-26
	Mon to Thurs (excluding Bank Holidays) - Capacity 200 - £ per person		16.00	22.00	STD	18.00	12.50%	24.00	9.09%	29-Sep-25	01-Apr-26
	Fri - Sun and Bank Holidays - Capacity 200 - £ per person		21.00	27.00	STD	23.00	9.52%	30.00	11.11%	29-Sep-25	01-Apr-26
Theatre Spaces											
	Winston Churchill Theatre Lounge only	M	105.50	128.00	STD	116.10	10.05%	140.80	10.00%	01-Apr-25	01-Apr-26
	Winston Churchill Theatre Auditorium and Lounge - Mon to Thu	M	120.00	165.50	STD	132.00	10.00%	182.10	10.03%	01-Apr-25	01-Apr-26
	Winston Churchill Theatre Auditorium and Lounge - Sat, Sun, Bank Hol	M	180.50	255.50	STD	198.60	10.03%	281.10	10.02%	01-Apr-25	01-Apr-26
	Compass Theatre (Mon-Thu)	M	75.25	97.90	STD	82.80	10.03%	107.70	10.01%	01-Apr-25	01-Apr-26
	Compass Theatre (Fri-Sun, bank holidays)	M	90.30	112.95	STD	99.30	9.97%	124.20	9.96%	01-Apr-25	01-Apr-26
	Compass Theatre Non-Performance Use	M	60.20	82.85	STD	66.20	9.97%	91.10	9.96%	01-Apr-25	01-Apr-26

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Staff Charges										
All Shows: Weekday Technical Support (mandatory for all shows with tech requirements)	M	29.00	36.00	STD	31.90	10.00%	39.60	10.00%	01-Apr-25	01-Apr-26
All Shows: Weekend / Bank Holiday Technical Support (mandatory for all shows with tech requirements)	M	34.80	43.70	STD	38.30	10.06%	48.10	10.07%	01-Apr-25	01-Apr-26
Weekday Duty Manager	M	28.70	36.10	STD	31.60	10.10%	39.70	9.97%	01-Apr-25	01-Apr-26
Weekend / Bank Holiday Duty Manager	M	34.80	43.70	STD	38.30	10.06%	48.10	10.07%	01-Apr-25	01-Apr-26
Box Office Charges (Commercial, Social, Charity)										
Minimum Commission per ticket	M	1.45	2.30	STD	1.60	10.34%	2.50	8.70%	01-Apr-25	01-Apr-26
PRS Minimum Fee (plays)	M	15.05	30.10	STD	16.60	10.30%	33.10	9.97%	01-Apr-25	01-Apr-26
PRS Minimum Fee (concerts)	M	45.15	75.25	STD	49.70	10.08%	82.80	10.03%	01-Apr-25	01-Apr-26
Penalty Overrun Rate	M	255.50	361.00	STD	281.10	10.02%	397.10	10.00%	01-Apr-25	01-Apr-26
10. Battle of Britain Bunker Fees										
Admission Fees - Visitor Centre only										
Adults (16 years to 64 years)	R	3.70	7.50	STD	4.05	9.46%	8.25	10.00%	01-Apr-25	01-Apr-26
Adults (65 years +)	R	2.90	6.00	STD	3.20	10.34%	6.60	10.00%	01-Apr-25	01-Apr-26
Young People (Under 16 years) including organised school groups, teachers to pay the adult fee)	R	Free	Free	STD	Free	N/A	Free	N/A	01-Apr-24	01-Apr-26
Serving Military personnel	R	3.70	3.70	STD	4.05	9.46%	4.05	9.46%	01-Apr-25	01-Apr-26
Blue light	R	3.70	3.70		4.05	9.46%	4.05	9.46%	01-Apr-25	01-Apr-26
Student	R	3.70	3.70		4.05	9.46%	4.05	9.46%	01-Apr-25	01-Apr-26

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Admission Fees for Visitor Centre & Guided Tours of the Bunker										
Adults (16 years to 64 years)	R	6.30	12.50	STD	6.95	10.32%	13.75	10.00%	01-Apr-25	01-Apr-26
Adults (65 years +)	R	5.00	10.00	STD	5.50	10.00%	11.00	10.00%	01-Apr-25	01-Apr-26
Young People (Under 16 years) including organised school groups, teachers to pay the adult fee)	R	Free	Free	STD	Free	N/A	Free	N/A	01-Mar-18	01-Apr-26
Serving Military personnel	R	6.30	6.50	STD	6.95	N/A	7.15	N/A	01-Apr-25	01-Apr-26
Blue light	R	6.30	6.50	STD	6.95	10.32%	7.15	10.00%	01-Apr-25	01-Apr-26
Student	R	6.30	6.50	STD	6.95	10.32%	7.15	10.00%	01-Apr-25	01-Apr-26
Visitor Centre										
Meeting Room (up to 40 People) per Hour	B	68.25	75.00	STD	75.10	10.04%	82.50	10.00%	01-Apr-25	01-Apr-26
Lecture Theatre (up to 95 people) per Half Day	B	546.00	602.00	STD	600.60	10.00%	662.20	10.00%	01-Apr-25	01-Apr-26
Exhibition Hall (up to 200 people, only available evenings) per Evening	B	1,365.00	1,507.00	STD	1,501.50	10.00%	1,657.70	10.00%	01-Apr-25	01-Apr-26
Entire Visitor Centre (up to 200 people, only available evenings) per Evening	B	2,047.50	2,263.00	STD	2,252.25	10.00%	2,489.30	10.00%	01-Apr-25	01-Apr-26
Bunker										
Bunker meeting room (up to 20 people) per Hour	B	68.25	75.00	STD	75.10	10.04%	82.50	10.00%	01-Apr-25	01-Apr-26
Grounds										
Gardens per Hour	B	68.25	75.00	STD	75.10	10.04%	82.50	10.00%	01-Apr-25	01-Apr-26
Entire site (Gardens, Bunker and Visitor Centre) per Evening	B	2,730.00	3,010.00	STD	3,003.00	10.00%	3,311.00	10.00%	01-Apr-25	01-Apr-26

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Membership Fees - Standard (Hurricane)										
Adult Up to 4 Children Free	B	39.90	52.50	STD	39.90	0.00%	52.50	0.00%	01-Apr-25	
Over 65 Up to 4 Children Free	B	32.00	42.00	STD	32.00	0.00%	42.00	0.00%	01-Apr-25	
Military Up to 4 Children Free	B	39.90	39.90	STD	39.90	0.00%	39.90	0.00%	01-Apr-25	
Blue light Up to 4 Children Free	R	39.90	39.90	STD	39.90	0.00%	39.90	0.00%	01-Apr-25	
Student Up to 4 Children Free	R	39.90	39.90	STD	39.90	0.00%	39.90	0.00%	01-Apr-25	
Family (2 adults up to 6 children)	B	60.20	60.20	STD	60.20	0.00%	60.20	0.00%	01-Apr-25	
Membership Fees - Corporate										
Corporate	B	752.50	752.50	STD	827.75	10.00%	827.75	10.00%	01-Apr-25	01-Apr-26
Education Fees										
School / Uniform Group session	B	68.25	115.50	STD	75.10	10.04%	127.05	10.00%	01-Apr-25	01-Apr-26
Virtual Learning	B	68.25	115.50	STD	75.10	10.04%	127.05	10.00%	01-Apr-25	01-Apr-26
Extras/Special Arrangements:										
Private tour of the Bunker (up to 40 people)	B	420.00	420.00	STD	462.00	10.00%	462.00	10.00%	01-Apr-25	01-Apr-26
Name Plaque	B	301.00	301.00	STD	331.10	10.00%	331.10	10.00%	01-Apr-25	01-Apr-26
Catering	B	POA	POA	STD	POA	N/A	POA	N/A	01-Mar-18	01-Apr-26
Equipment hire (e.g. AV equipment)	B	POA	POA	STD	POA	N/A	POA	N/A	01-Mar-18	01-Apr-26

Type of Fee / Charge		Type	Current Charge Residents	Current Charge Non-Residents	Vat Status	Proposed Charge Residents	Increase	Proposed Charge Non residents	Increase	Date of last change to charge	Effective Date
			£	£		£	%	£	%		
Wedding Hire											
Page 158	Large Function Room - Capacity 50 Mon-Thurs (excluding Bank Holiday) minimum 5 Hours - charge per Hour	B	145.00	165.00	STD	160.00	10.34%	182.00	10.30%	29-Sep-25	01-Apr-26
	Large Function Room - Capacity 50 Fri-Sun (including Bank Holiday) minimum 5 hours - charge per Hour	B	160.00	180.00	STD	176.00	10.00%	198.00	10.00%	29-Sep-25	01-Apr-26
	Large Function Room - Capacity 50 Mon-Thurs (excluding Bank Holiday) All Day - 12 Hours until midnight	B	1,595.00	1,815.00	STD	1,755.00	10.03%	1,997.00	10.03%	29-Sep-25	01-Apr-26
	Large Function Room - Capacity 50 Fri - Sun (including Bank Holiday) All Day - 12 Hours until midnight	B	1,760.00	1,980.00	STD	1,936.00	10.00%	2,178.00	10.00%	29-Sep-25	01-Apr-26
	Exhibition - Capacity 100 Mon-1 hours (excluding Bank Holiday) minimum 5 Hours - charge per Hour	B	220.00	235.00	STD	242.00	10.00%	259.00	10.21%	29-Sep-25	01-Apr-26
	Exhibition - Capacity 100 Fri-Sun (including Bank Holiday) minimum 5 hours - charge per Hour	B	240.00	250.00	STD	264.00	10.00%	275.00	10.00%	29-Sep-25	01-Apr-26
	Exhibition - Capacity 100 Mon-1 hours (excluding Bank Holiday) All Day - 12 Hours until midnight	B	2,420.00	2,585.00	STD	2,662.00	10.00%	2,844.00	10.02%	29-Sep-25	01-Apr-26
	Exhibition - Capacity 100 Fri - Sun (including Bank Holiday) All Day - 12 Hours until midnight	B	2,640.00	2,750.00	STD	2,904.00	10.00%	3,025.00	10.00%	29-Sep-25	01-Apr-26
	Mezzanine - Capacity 80 Mon-1 hours (excluding Bank Holiday) minimum 5 Hours - charge per Hour	B	200.00	215.00	STD	220.00	10.00%	237.00	10.23%	29-Sep-25	01-Apr-26
	Mezzanine - Capacity 80 Fri-Sun (including Bank Holiday) minimum 5 hours - charge per Hour	B	220.00	230.00	STD	242.00	10.00%	253.00	10.00%	29-Sep-25	01-Apr-26
	Mezzanine - Capacity 80 Mon-1 hours (excluding Bank Holiday) All Day - 12 Hours until midnight	B	2,200.00	2,365.00	STD	2,420.00	10.00%	2,602.00	10.02%	29-Sep-25	01-Apr-26
	Mezzanine - Capacity 80 Fri - Sun (including Bank Holiday) All Day - 12 Hours until midnight	B	2,420.00	2,530.00	STD	2,662.00	10.00%	2,783.00	10.00%	29-Sep-25	01-Apr-26
	Auditorium - Capacity 90 Mon-1 hours (excluding Bank Holiday) minimum 5 Hours - charge per Hour	B	200.00	215.00	STD	220.00	10.00%	237.00	10.23%	29-Sep-25	01-Apr-26
	Auditorium - Capacity 90 Fri-Sun (including Bank Holiday) minimum 5 hours - charge per Hour	B	220.00	230.00	STD	242.00	10.00%	253.00	10.00%	29-Sep-25	01-Apr-26
	Auditorium - Capacity 90 Mon-1 hours (excluding Bank Holiday) All Day - 12 Hours until midnight	B	2,200.00	2,365.00	STD	2,420.00	10.00%	2,602.00	10.02%	29-Sep-25	01-Apr-26
	Auditorium - Capacity 90 Fri - Sun (including Bank Holiday) All Day - 12 Hours until midnight	B	2,420.00	2,530.00	STD	2,662.00	10.00%	2,783.00	10.00%	29-Sep-25	01-Apr-26
	Gardens and Large Function Room - Capacity 50 Mon-Thurs (excluding Bank Holiday) minimum 5 Hours - charge per Hour	B	180.00	200.00	STD	198.00	10.00%	220.00	10.00%	29-Sep-25	01-Apr-26
	Gardens and Large Function Room - Capacity 50 Fri-Sun (including Bank Holiday) minimum 5 hours - charge per Hour	B	195.00	215.00	STD	215.00	10.26%	237.00	10.23%	29-Sep-25	01-Apr-26
	Gardens and Large Function Room - Capacity 50 Mon-Thurs (excluding Bank Holiday) All Day - 12 Hours until midnight	B	1,980.00	2,200.00	STD	2,178.00	10.00%	2,420.00	10.00%	29-Sep-25	01-Apr-26
	Gardens and Large Function Room - Capacity 50 Fri - Sun (including Bank Holiday) All Day - 12 Hours until midnight	B	2,145.00	2,365.00	STD	2,360.00	10.02%	2,602.00	10.02%	29-Sep-25	01-Apr-26
	Entire Site - Capacity 200 Mon-1 hours (excluding Bank Holiday) minimum 5 Hours - charge per Hour	B	245.00	260.00	STD	270.00	10.20%	286.00	10.00%	29-Sep-25	01-Apr-26

Type of Fee / Charge		Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
	Entire Site - Capacity 200 Fri-Sun (including Bank Holiday) minimum 5 hours - charge per hour	B	260.00	280.00	STD	286.00	10.00%	308.00	10.00%	29-Sep-25	01-Apr-26
	Entire Site - Capacity 200 Mon-Fri (excluding Bank Holiday) All Day - 12 Hours until midnight	B	2,520.00	2,860.00	STD	2,772.00	10.00%	3,146.00	10.00%	29-Sep-25	01-Apr-26
	Entire Site - Capacity 200 Fri - Sun (including Bank Holiday) All Day - 12 Hours until midnight	B	3,000.00	3,080.00	STD	3,300.00	10.00%	3,388.00	10.00%	29-Sep-25	01-Apr-26
21. Land Charges											
Search Fees											
Page 159	Full Standard Search(Residential and Commercial)	M	189.00	189.00	M	208.00	10.05%	208.00	10.05%	01-Apr-25	01-Apr-26
	Official certificate of search (Form LLC1) only	M	63.00	63.00	NB	69.00	9.52%	69.00	9.52%	01-Apr-25	01-Apr-26
	Official certificate of search (Form CON29) only	M	126.00	126.00	STD	139.00	10.32%	139.00	10.32%	01-Apr-25	01-Apr-26
	CON29O Optional enquires (each)	M	57.00	57.00	STD	63.00	10.53%	63.00	10.53%	01-Apr-25	01-Apr-26
	Additional Parcel of Land on LLC1	M	47.50	47.50	NB	52.00	9.47%	52.00	9.47%	01-Apr-25	01-Apr-26
	Additional Parcel of Land on CON29	M	57.00	57.00	STD	63.00	10.53%	63.00	10.53%	01-Apr-25	01-Apr-26
	Personal Search	M	Free	Free	NB	Free	N/A	Free	N/A	01-Apr-19	01-Apr-26
	Copy of Official Documentation Administration Fee	M	120.00	120.00	STD	132.00	10.00%	132.00	10.00%	01-Apr-25	01-Apr-26
22. Music Service											
Music Service (termly charge)											
	Standard tuition	R	108.95	N/A	EXP	DELETE	DELETE	DELETE	DELETE	01-Apr-25	01-Apr-26
	Advanced tuition plus Music School	R	365.55	458.65	EXP	DELETE	DELETE	DELETE	DELETE	01-Apr-25	01-Apr-26
	Music School only	R	109.20	122.85	EXP	DELETE	DELETE	DELETE	DELETE	01-Apr-25	01-Apr-26
	Weekday music school or Choir Only	R	47.35	68.25	EXP	DELETE	DELETE	DELETE	DELETE	01-Apr-25	01-Apr-26
	Small Group Tuition (30 Minutes)	R	108.95	108.95	EXP	108.95	0.00%	108.95	0.00%	01-Sep-25	
	Paired Tuition (30 Minutes)	R	128.18	128.18	EXP	128.20	0.02%	128.20	0.02%	01-Sep-25	01-Apr-26
	Individual Tuition (30 Minutes)	R	256.35	256.35	EXP	256.35	0.00%	256.35	0.00%	01-Sep-25	

TYPE

B-Business R-Resident

M-Mixed C-Concession

VAT STATUS

STD-Standard

EXP-Exempt RED-Reduced

NB-Non Business M-Mixed

OTS-Outside of Scope

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Music School unlimited	R	109.20	109.20	EXP	109.20	0.00%	109.20	0.00%	01-Sep-25	
Single Ensemble / Choir	R	47.35	47.35	EXP	47.35	0.00%	47.35	0.00%	01-Sep-25	
Use of Instrument	R	31.00	35.85	EXP	31.00	0.00%	35.85	0.00%	01-Apr-25	
Music Service (concession)										
Standard tuition layer 2 (NEW)	R	66.20	N/A	EXP	66.20	0.00%	N/A	N/A	01-Apr-25	
Standard tuition layer 1	R	23.35	N/A	EXP	23.35	0.00%	N/A	N/A	01-Apr-25	
Advanced tuition plus Music School layer 2 (NEW)	R	206.40	N/A	EXP	206.40	0.00%	N/A	N/A	01-Apr-25	
Advanced tuition plus Music School layer 1	R	68.80	N/A	EXP	68.80	0.00%	N/A	N/A	01-Apr-25	
Music School only layer 2 (NEW)	R	60.20	N/A	EXP	60.20	0.00%	N/A	N/A	01-Apr-25	
Music School only layer 1	R	21.60	N/A	EXP	21.60	0.00%	N/A	N/A	01-Apr-25	
Weekday music school or Choir Only layer 1	R	13.40	N/A	EXP	13.40	0.00%	N/A	N/A	01-Apr-25	
Use of Instrument layer 2 (NEW)	R	20.65	N/A	EXP	20.65	0.00%	N/A	N/A	01-Apr-25	
Use of Instrument layer 1	R	10.10	N/A	EXP	10.10	0.00%	N/A	N/A	01-Apr-25	
Music Service (Schools Charges)										
Hourly Charge for School Projects	S	N/A	57.35	NB	DELETE	DELETE	DELETE	DELETE	01-Apr-25	01-Apr-26
Hourly Charge for School Projects (to Academies)	S	N/A	71.65	STD	DELETE	DELETE	DELETE	DELETE	01-Apr-25	01-Apr-26
Hourly charge for Schools	S	N/A	55.73	NB	N/A	N/A	55.75	0.04%	01-Sep-25	01-Apr-26
Whole Class Ensemble Tuition (Afternoon Standard Price)	S	501.65	N/A	EXP	501.65	0.00%	N/A	N/A	01-Apr-25	

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
23. Imported Food Unit										
Products of animal origin - CHED-P										
0 to 100kg per CHED-P	B	83.00	83.00	NB	91.00	9.64%	91.00	9.64%	01-Apr-23	01-Apr-26
101 to 1,000kg per CHED-P	B	138.00	138.00	NB	152.00	10.14%	152.00	10.14%	01-Apr-23	01-Apr-26
1,001 to 5,000kg per CHED-P	B	198.00	198.00	NB	218.00	10.10%	218.00	10.10%	01-Apr-23	01-Apr-26
5001kg to 15,000kg per CHED-P	B	242.00	242.00	NB	266.00	9.92%	266.00	9.92%	01-Apr-23	01-Apr-26
15,001Kg to 46,000kg per CHED-P	B	440.00	440.00	NB	484.00	10.00%	484.00	10.00%	01-Apr-23	01-Apr-26
Above 46,000kg per CHED-P	B	440.00	440.00	NB	484.00	10.00%	484.00	10.00%	01-Apr-23	01-Apr-26
POAO Transit / Transhipment	B	180.00	180.00	NB	198.00	10.00%	198.00	10.00%	01-Apr-25	01-Apr-26
Vetinary checks - low risk consignment	B	20.00	20.00	NB	22.00	10.00%	22.00	10.00%	01-Apr-25	01-Apr-26
Products of animal origin - Originating from New Zealand										
0 to 100kg per CHED-P	B	64.00	64.00	NB	70.00	9.38%	70.00	9.38%	01-Apr-23	01-Apr-26
101 to 1,000kg per CHED-P	B	107.00	107.00	NB	118.00	10.28%	118.00	10.28%	01-Apr-23	01-Apr-26
1,001 to 5,000kg per CHED-P	B	154.00	154.00	NB	169.00	9.74%	169.00	9.74%	01-Apr-23	01-Apr-26
5001kg to 15,000kg per CHED-P	B	188.00	188.00	NB	207.00	10.11%	207.00	10.11%	01-Apr-23	01-Apr-26
15,001Kg to 46,000kg per CHED-P	B	341.00	341.00	NB	375.00	9.97%	375.00	9.97%	01-Apr-23	01-Apr-26
Above 46,000kg per CHED-P	B	341.00	341.00	NB	375.00	9.97%	375.00	9.97%	01-Apr-23	01-Apr-26

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Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Products of Animal Origin - Additional charges										
Completion of part one of CHED-P on IPAFFS (per CHED-P)	B	55.00	55.00	NB	61.00	10.91%	61.00	10.91%	01-Apr-23	01-Apr-26
Late notification charge	B	80.00	80.00	NB	88.00	10.00%	88.00	10.00%	01-Apr-23	01-Apr-26
Additional charge for EUAO consignments requiring sampling (plus analytical fee charged by the laboratory)	B	77.00	77.00	NB	85.00	10.39%	85.00	10.39%	01-Apr-23	01-Apr-26
Non-Compliant Consignment	B	88.00	88.00	NB	97.00	10.23%	97.00	10.23%	01-Apr-23	01-Apr-26
Replacement Documents	B	55.00	55.00	NB	61.00	10.91%	61.00	10.91%	01-Apr-23	01-Apr-26
Additional health certificates (when applicable) accompanying germinal products	B	30.00	30.00	NB	33.00	10.00%	33.00	10.00%	01-Apr-25	01-Apr-26
Misdeclaration charge	B	120.00	120.00	NB	132.00	10.00%	132.00	10.00%	01-Apr-24	01-Apr-26
Administrative and printing costs for documents not presented in person but sent by e-mail / uploaded to IPAFFS (per consignment)	B	5.00	5.00	NB	6.00	20.00%	6.00	20.00%	01-Apr-25	01-Apr-26
Destruction Charges for Products of animal origin										
0 to 100kg per CHED-P	B	50.00	50.00	NB	55.00	10.00%	55.00	10.00%	01-Apr-23	01-Apr-26
Over 100kg per CHED-P	B	50.00 + 0.44 per kg (Over 100kg)	50.00 + 0.44 per kg (Over 100kg)	NB	55.00 + 0.48 per kg (Over 100kg)	0.00%	55.00 + 0.48 per kg (Over 100kg)	0.00%	01-Apr-23	01-Apr-26
Products of animal origin - Catch certificate										
Bilateral Countries 1-5 Certificates	B	28.00	28.00	NB	31.00	10.71%	31.00	10.71%	01-Apr-23	01-Apr-26
Bilateral Countries 6-10 Certificates	B	44.00	44.00	NB	48.00	9.09%	48.00	9.09%	01-Apr-23	01-Apr-26
Bilateral Countries 11-20 Certificates	B	61.00	61.00	NB	67.00	9.84%	67.00	9.84%	01-Apr-23	01-Apr-26
Bilateral Countries 21 or more Certificates	B	72.00	72.00	NB	79.00	9.72%	79.00	9.72%	01-Apr-23	01-Apr-26
Third Countries 1-5 Certificates	B	55.00	55.00	NB	61.00	10.91%	61.00	10.91%	01-Apr-23	01-Apr-26
Third Countries 6-10 Certificates	B	77.00	77.00	NB	85.00	10.39%	85.00	10.39%	01-Apr-23	01-Apr-26
Third Countries 11-20 Certificates	B	94.00	94.00	NB	103.00	9.57%	103.00	9.57%	01-Apr-23	01-Apr-26
Third Countries 21 or more Certificates	B	105.00	105.00	NB	116.00	10.48%	116.00	10.48%	01-Apr-23	01-Apr-26
Movement Control / Formal Verification	B	55.00	55.00	NB	61.00	10.91%	61.00	10.91%	01-Apr-23	01-Apr-26

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Non-Compliant Consignment	B	88.00	88.00	NB	97.00	10.23%	97.00	10.23%	01-Apr-23	01-Apr-26
Products <u>Not</u> of Animal Origin - CHED-D										
Documentary Check per CHED-D	B	66.00	66.00	NB	73.00	10.61%	73.00	10.61%	01-Apr-23	01-Apr-26
Full Physical Check per CHED-D (Plus Analytical Fee)	B	198.00	198.00	NB	218.00	10.10%	218.00	10.10%	01-Apr-23	01-Apr-26
Undeclared Consignments (Plus Analytical fee)	B	330.00	330.00	NB	363.00	10.00%	363.00	10.00%	01-Apr-23	01-Apr-26
Declined Physical Check	B	220.00	220.00	NB	242.00	10.00%	242.00	10.00%	01-Apr-23	01-Apr-26
Non compliant following a documentary check	B	121.00	121.00	NB	133.00	9.92%	133.00	9.92%	01-Apr-23	01-Apr-26
Non-Compliant (Onward Transportation to a facility in LB Hillingdon)	B	220.00	220.00	NB	242.00	10.00%	242.00	10.00%	01-Apr-23	01-Apr-26
Completion of part one of CHED-D on IPAFFS (per CHED-D)	B	55.00	55.00	NB	61.00	10.91%	61.00	10.91%	01-Apr-23	01-Apr-26
Late notification charge	B	80.00	80.00	NB	88.00	10.00%	88.00	10.00%	01-Apr-24	01-Apr-26
Non-Compliant Consignment	B	88.00	88.00	NB	97.00	10.23%	97.00	10.23%	01-Apr-23	01-Apr-26
Replacement Documents	B	55.00	55.00	NB	61.00	10.91%	61.00	10.91%	01-Apr-23	01-Apr-26
Administrative and printing costs for documents not presented in person but sent by e mail / uploaded to IPAFFS(per consignment)	B	5.00	5.00	NB	6.00	20.00%	6.00	20.00%	01-Apr-25	01-Apr-26
Destruction Charges for Products Not of animal origin										
0 to 100kg per consignment	B	50.00	50.00	NB	55.00	10.00%	55.00	10.00%	01-Apr-23	01-Apr-26
Over 100kg per consignment	B	50.00 + 0.22 per kg (Over 100kg)	50.00 + 0.22 per kg (Over 100kg)	NB	50.00 + 0.24 per kg (Over 100kg)	0.00%	50.00 + 0.24 per kg (Over 100kg)	0.00%	01-Apr-23	
Products of Non-Animal Origin - Organics										
Full Official Checks	B	66.00	66.00	NB	73.00	10.61%	73.00	10.61%	01-Apr-23	01-Apr-26
Late notification charge	B	80.00	80.00	NB	88.00	10.00%	88.00	10.00%	01-Apr-24	01-Apr-26
Movement Control	B	55.00	55.00	NB	61.00	10.91%	61.00	10.91%	01-Apr-23	01-Apr-26
Non-Compliant Consignment	B	132.00	132.00	NB	145.00	9.85%	145.00	9.85%	01-Apr-23	01-Apr-26

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Administrative and printing costs for documents not presented in person but sent by e-mail / uploaded to IPAFFS(per consignment)	B	5.00	5.00	NB	6.00	20.00%	6.00	20.00%	01-Apr-25	01-Apr-26
Export health certificate										
Documentary check	B	119.00	119.00	STD	131.00	10.08%	131.00	10.08%	01-Apr-23	01-Apr-26
Examination of the consignment	B	158.00	158.00	STD	174.00	10.13%	174.00	10.13%	01-Apr-23	01-Apr-26
Consignments requiring sampling prior to export (FNAO), per sample taken (plus analytical fee charged by the laboratory)	B	198.00	198.00	NB	218.00	10.10%	218.00	10.10%	01-Apr-23	01-Apr-26
Out of hours Additional charges										
OOH (Monday-Friday); additional charge per AWB (Each HAWB will incur a separate charge).	B	£165 Up to 22:00 (18:01 to 22:00). £440 After 22:00 (22:01 to 08:00)	£165 Up to 22:00 (18:01 to 22:00). £440 After 22:00 (22:01 to 08:00)	NB	£181 Up to 22:00 (18:01 to 22:00). £484 After 22:00 (22:01 to 08:00)	10.00%	£181 Up to 22:00 (18:01 to 22:00). £484 After 22:00 (22:01 to 08:00)	10.00%	01-Apr-23	01-Apr-26
OOH (Saturday and Sunday); additional charge per AWB (Each HAWB will incur a separate charge).	B	£165 Up to 22:00 (17:01 to 22:00). £440 After 22:00 (22:01 to 08:00)	£165 Up to 22:00 (17:01 to 22:00). £440 After 22:00 (22:01 to 08:00)	NB	£181 Up to 22:00 (18:01 to 22:00). £484 After 22:00 (22:01 to 08:00)	10.00%	£181 Up to 22:00 (18:01 to 22:00). £484 After 22:00 (22:01 to 08:00)	10.00%	01-Apr-23	01-Apr-26
OOH (UK Bank Holidays); additional charge per AWB (Each HAWB will incur a separate charge).	B	£165 Up to 18:00 (08:00 to 18:00). £330 After 18:00 (18:01 to 22:00). £605 After 22:00 (22:01 to 08:00)	£165 Up to 18:00 (08:00 to 18:00). £330 After 18:00 (18:01 to 22:00). £605 After 22:00 (22:01 to 08:00)	NB	£181 Up to 18:00 (08:00 to 18:00). £363 After 18:00 (18:01 to 22:00). £665 After 22:00 (22:01 to 08:00)	10.00%	£181 Up to 18:00 (08:00 to 18:00). £363 After 18:00 (18:01 to 22:00). £665 After 22:00 (22:01 to 08:00)	10.00%	01-Apr-23	01-Apr-26
Imported Food Training										
Per attendee (up to six attendees per three-day course)	B	660.00	660.00		726.00	10.00%	726.00	10.00%	01-Apr-23	01-Apr-26

Type of Fee / Charge		Type	Current Charge Residents	Current Charge Non-Residents	Vat Status	Proposed Charge Residents	Increase	Proposed Charge Non residents	Increase	Date of last change to charge	Effective Date
			£	£		£	%	£	%		
24. Food Health and Safety											
Food Hygiene											
Food Hygiene rating scheme, re-rating visit - 0-2 Star		B	355.00	N/A	STD	391.00	10.14%	N/A	N/A	01-Apr-25	01-Apr-26
Food Hygiene rating scheme, re-rating visit - 3-4 Star		B	220.00	N/A	STD	242.00	10.00%	N/A	N/A	01-Apr-25	01-Apr-26
Disposal of non product of animal origin			0.00	0.00							
1 to 1,000kg		B	71.00	71.00	NB	78.00	9.86%	78.00	9.86%	01-Apr-25	01-Apr-26
1,001 to 2,000kg		B	144.00	144.00	NB	158.00	9.72%	158.00	9.72%	01-Apr-25	01-Apr-26
2,001 to 3,000kg		B	211.00	211.00	NB	232.00	9.95%	232.00	9.95%	01-Apr-25	01-Apr-26
Export Licences											
Non-POAO - Visit not required - first hour		B	106.00	106.00	NB	117.00	10.38%	117.00	10.38%	01-Apr-25	01-Apr-26
Non-POAO - Visit not required - per hour above first hour		B	78.00	78.00	NB	86.00	10.26%	86.00	10.26%	01-Apr-25	01-Apr-26
Non-POAO - Visit required - first hour		B	182.00	182.00	NB	200.00	9.89%	200.00	9.89%	01-Apr-25	01-Apr-26
Non-POAO - Visit required - per hour above first hour		B	78.00	78.00	NB	86.00	10.26%	86.00	10.26%	01-Apr-25	01-Apr-26
POAO - Visit not required - first hour		B	125.00	125.00	STD	138.00	10.40%	138.00	10.40%	01-Apr-25	01-Apr-26
POAO -Visit not required - per hour above first hour		B	92.00	92.00	STD	101.00	9.78%	101.00	9.78%	01-Apr-25	01-Apr-26
POAO - Visit required - first hour		B	215.00	215.00	STD	237.00	10.23%	237.00	10.23%	01-Apr-25	01-Apr-26
POAO - Visit required - per hour above first hour		B	92.00	92.00	STD	101.00	9.78%	101.00	9.78%	01-Apr-25	01-Apr-26

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Type of Fee / Charge		Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Other Licenses											
	Unfit food - Examination and Condemnation certificate (1st Hour)	B	201.60	201.60	NB	221.80	10.02%	221.80	10.02%	01-Apr-25	01-Apr-26
	Unfit food - Examination and Condemnation certificate (Subsequent hours or part of)	B	145.95	145.95	NB	160.50	9.97%	160.50	9.97%	01-Apr-25	01-Apr-26
	Swimming Pool Water - Per visit	B	171.55	171.55	NB	188.70	10.00%	188.70	10.00%	01-Apr-25	01-Apr-26
	Legal enquires	B	102.30	102.30	NB	112.50	9.97%	112.50	9.97%	01-Apr-25	01-Apr-26
	Response to enquiries - Per letter	B	25.55	25.55	NB	28.10	9.98%	28.10	9.98%	01-Apr-25	01-Apr-26
Private Water Supplies - new fees prescribed by Private Water Regulations											
Page 166	Sampling Per visit	B	100.00	100.00	NB	100.00	0.00%	100.00	0.00%	01-Apr-11	
	Audit Monitoring	B	400.00	400.00	NB	400.00	0.00%	400.00	0.00%	01-Apr-12	
	Check Monitoring	B	80.00	80.00	NB	80.00	0.00%	80.00	0.00%	01-Apr-12	
	Other Sampling and Risk Assessment Combined	B	600.00	600.00	NB	600.00	0.00%	600.00	0.00%	01-Apr-11	
	Risk Assessment	B	300.00	300.00	NB	300.00	0.00%	300.00	0.00%	01-Apr-12	
	Other investigations	B	37.00 + analyst costs (no more than 100.00)	37.00 + analyst costs (no more than 100.00)	NB	40.00 + analyst costs (no more than 110.00)	10.00%	40.00 + analyst costs (no more than 110.00)	10.00%	01-Apr-12	01-Apr-26
	Granting an Authority	B	37.00 + analyst costs (no more than 100.00)	37.00 + analyst costs (no more than 100.00)	NB	40.00 + analyst costs (no more than 110.00)	10.00%	40.00 + analyst costs (no more than 110.00)	10.00%	01-Apr-12	01-Apr-26
	Domestic Supplies	B	25.00	25.00	NB	25.00	0.00%	25.00	0.00%	01-Apr-12	

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
25. Licensing										
Scrap Metal Site Fees										
New	B	805.00	805.00	NB	886.00	10.06%	886.00	10.06%	01-Apr-25	01-Apr-26
Renewal	B	659.00	659.00	NB	725.00	10.02%	725.00	10.02%	01-Apr-25	01-Apr-26
Variation to change to collector license	B	220.00	220.00	NB	242.00	10.00%	242.00	10.00%	01-Apr-25	01-Apr-26
Variation to change minor details	B	74.00	74.00	NB	81.00	9.46%	81.00	9.46%	01-Apr-25	01-Apr-26
Scrap metal Collector Fees										
New	B	367.00	367.00	NB	404.00	10.08%	404.00	10.08%	01-Apr-25	01-Apr-26
Renewal	B	329.00	329.00	NB	362.00	10.03%	362.00	10.03%	01-Apr-25	01-Apr-26
Variation to change to site license	B	440.00	440.00	NB	484.00	10.00%	484.00	10.00%	01-Apr-25	01-Apr-26
Variation to change for minor details	B	74.00	74.00	NB	81.00	9.46%	81.00	9.46%	01-Apr-25	01-Apr-26
Refund or change of details - Admin Fee	B	81.50	81.50	NB	90.00	10.43%	90.00	10.43%	01-Apr-25	01-Apr-26
Special Treatments Licensing Fees										
Category A	B	1,118.00	1,118.00	NB	1,230.00	10.02%	1,230.00	10.02%	01-Apr-23	01-Apr-26
Category B	B	608.80	608.80	NB	670.00	10.05%	670.00	10.05%	01-Apr-23	01-Apr-26
Category C	B	372.70	372.70	NB	410.00	10.01%	410.00	10.01%	01-Apr-23	01-Apr-26
Category D	B	157.00	157.00	NB	173.00	10.19%	173.00	10.19%	01-Apr-23	01-Apr-26
Additional Charge per Therapist/Practitioner	B	68.30	68.30	NB	75.00	9.81%	75.00	9.81%	01-Apr-23	01-Apr-26

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Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Other Licences										
Sex Establishment	B	3,462.00	3,462.00	NB	3,808.00	9.99%	3,808.00	9.99%	01-Apr-25	01-Apr-26
Sex Establishment- Renewal Fee for shops	B	1,730.70	1,730.70	NB	1,904.00	10.01%	1,904.00	10.01%	01-Apr-25	01-Apr-26
Sex Establishment-Transfer	B	865.30	865.30	NB	952.00	10.02%	952.00	10.02%	01-Apr-25	01-Apr-26
Hypnotism Consent	B	31.60	31.60	NB	35.00	10.76%	35.00	10.76%	01-Apr-25	01-Apr-26
Pavement Licences (Business & Planning Act 2020)	B	100.00	100.00	NB	100.00	0.00%	100.00	0.00%	01-Apr-23	
The Marriage Act 1994										
Application for Approval	B	1,320.00	1,320.00	NB	1,452.00	10.00%	1,452.00	10.00%	01-Apr-25	01-Apr-26
Application for Approval or renewal a premises which currently holds a Premises Licence under the Licensing Act 2003 - Up to 100 Capacity	B	823.30	823.30	NB	906.00	10.04%	906.00	10.04%	01-Apr-25	01-Apr-26
Application for Approval or renewal a premises which currently holds a Premises Licence under the Licensing Act 2003 - Up to 200 Capacity	B	955.00	955.00	NB	1,051.00	10.05%	1,051.00	10.05%	01-Apr-25	01-Apr-26
Application for Approval or renewal a premises which currently holds a Premises Licence under the Licensing Act 2003 - Up to 400 Capacity	B	1,353.70	1,353.70	NB	1,489.00	9.99%	1,489.00	9.99%	01-Apr-25	01-Apr-26
Application for Approval or renewal a premises which currently holds a Premises Licence under the Licensing Act 2003 - Up to 600 Capacity	B	1,646.20	1,646.20	NB	1,811.00	10.01%	1,811.00	10.01%	01-Apr-25	01-Apr-26
Application for Approval or renewal a premises which currently holds a Premises Licence under the Licensing Act 2003 - 601+ Capacity	B	1,938.50	1,938.50	NB	2,132.00	9.98%	2,132.00	9.98%	01-Apr-25	01-Apr-26
Application for renewal	B	533.70	533.70	NB	587.00	9.99%	587.00	9.99%	01-Apr-25	01-Apr-26
Application for a review	B	533.70	533.70	NB	587.00	9.99%	587.00	9.99%	01-Apr-25	01-Apr-26
Application for transfer or update of approval	B	36.60	36.60	NB	40.00	9.29%	40.00	9.29%	01-Apr-25	01-Apr-26
Regulated Safety Stand Certificate										
Application for Regulated Safety Stand Certificate	B	1,546.70	1,546.70	NB	1,701.00	9.98%	1,701.00	9.98%	01-Apr-25	01-Apr-26

Type of Fee / Charge		Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
The Licensing Act 2003 (Premises licences and Club Premises certificates)											
Page 169	Application for a new / variation licence BAND A	B	100.00	100.00	NB	100.00	0.00%	100.00	0.00%	01-Apr-10	
	Application for a new / variation licence BAND B	B	190.00	190.00	NB	190.00	0.00%	190.00	0.00%	01-Apr-10	
	Application for a new / variation licence BAND C	B	315.00	315.00	NB	315.00	0.00%	315.00	0.00%	01-Apr-10	
	Application for a new / variation licence BAND D	B	450.00	450.00	NB	450.00	0.00%	450.00	0.00%	01-Apr-10	
	Application for a new / variation licence BAND E	B	635.00	635.00	NB	635.00	0.00%	635.00	0.00%	01-Apr-10	
	Application for a new / variation licence BAND D Multiplier	B	900.00	900.00	NB	900.00	0.00%	900.00	0.00%	01-Apr-10	
	Application for a new / variation licence BAND E Multiplier	B	1,905.00	1,905.00	NB	1,905.00	0.00%	1,905.00	0.00%	01-Apr-10	
	Annual fee for premises / club licence BAND A	B	70.00	70.00	NB	70.00	0.00%	70.00	0.00%	01-Apr-10	
	Annual fee for premises / club licence BAND B	B	180.00	180.00	NB	180.00	0.00%	180.00	0.00%	01-Apr-10	
	Annual fee for premises / club licence BAND C	B	295.00	295.00	NB	295.00	0.00%	295.00	0.00%	01-Apr-10	
	Annual fee for premises / club licence BAND D	B	320.00	320.00	NB	320.00	0.00%	320.00	0.00%	01-Apr-10	
	Annual fee for premises / club licence BAND E	B	350.00	350.00	NB	350.00	0.00%	350.00	0.00%	01-Apr-13	
	Annual fee for premises / club licence BAND D Multiplier	B	640.00	640.00	NB	640.00	0.00%	640.00	0.00%	01-Apr-10	
	Annual fee for premises / club licence BAND E Multiplier	B	1,050.00	1,050.00	NB	1,050.00	0.00%	1,050.00	0.00%	01-Apr-10	
	Application for a copy of licence	B	10.50	10.50	NB	11.00	4.76%	11.00	4.76%	01-Apr-10	01-Apr-26
	Application for a provisional statement	B	315.00	315.00	NB	315.00	0.00%	315.00	0.00%	01-Apr-10	
	Notification of change of name / address of premises licence holder	B	10.50	10.50	NB	11.00	4.76%	11.00	4.76%	01-Apr-10	01-Apr-26
	Notification of change of name / address of DPS	B	10.50	10.50	NB	11.00	4.76%	11.00	4.76%	01-Apr-10	01-Apr-26
	Change of registered address of club	B	10.50	10.50	NB	11.00	4.76%	11.00	4.76%	01-Apr-10	01-Apr-26
	Change of club rules	B	10.50	10.50	NB	11.00	4.76%	11.00	4.76%	01-Apr-10	01-Apr-26
	Interim Authority Notice	B	23.00	23.00	NB	23.00	0.00%	23.00	0.00%	01-Apr-10	

TYPE

B-Business R-Resident

M-Mixed C-Concession

VAT STATUS

STD-Standard

EXP-Exempt RED-Reduced

NB-Non Business M-Mixed

OTS-Outside of Scope

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Application to transfer premises licence	B	23.00	23.00	NB	23.00	0.00%	23.00	0.00%	01-Apr-10	
Application to vary premises licence to specify DPS	B	23.00	23.00	NB	23.00	0.00%	23.00	0.00%	01-Apr-10	
Declaration of interest	B	21.00	21.00	NB	21.00	0.00%	21.00	0.00%	01-Apr-10	
Minor variation	B	89.00	89.00	NB	89.00	0.00%	89.00	0.00%	01-Apr-10	
Application for a personal licence	B	37.00	37.00	NB	37.00	0.00%	37.00	0.00%	01-Apr-10	
Application to change name / address on personal licence	B	10.50	10.50	NB	11.00	4.76%	11.00	4.76%	01-Apr-10	01-Apr-26
Application for a copy of personal licence	B	10.50	10.50	NB	11.00	4.76%	11.00	4.76%	01-Apr-10	01-Apr-26
Temporary Event Notice	B	21.00	21.00	NB	21.00	0.00%	21.00	0.00%	01-Apr-10	
The Gambling Act 2005										
Registration of small society lottery	B	40.00	40.00	NB	40.00	0.00%	40.00	0.00%	01-Apr-10	
Renewal of registration of small society lottery	B	20.00	20.00	NB	20.00	0.00%	20.00	0.00%	01-Apr-10	
Application for a premises licence - Bingo	B	3,500.00	3,500.00	NB	3,500.00	0.00%	3,500.00	0.00%	01-Apr-10	
Application for a premises licence - Adult Gaming Centre	B	2,000.00	2,000.00	NB	2,000.00	0.00%	2,000.00	0.00%	01-Apr-10	
Application for a premises licence - Family Entertainment Centre	B	2,000.00	2,000.00	NB	2,000.00	0.00%	2,000.00	0.00%	01-Apr-10	
Application for a premises licence - Betting Premises (Track)	B	2,500.00	2,500.00	NB	2,500.00	0.00%	2,500.00	0.00%	01-Apr-10	
Application for a premises licence - betting Premises (Other)	B	3,000.00	3,000.00	NB	3,000.00	0.00%	3,000.00	0.00%	01-Apr-10	
Annual fee for a premises licence - Bingo	B	1,000.00	1,000.00	NB	1,000.00	0.00%	1,000.00	0.00%	01-Apr-10	
Annual fee for a premises licence - Adult Gaming Centre	B	1,000.00	1,000.00	NB	1,000.00	0.00%	1,000.00	0.00%	01-Apr-10	
Annual fee for a premises licence - Family Entertainment Centre	B	750.00	750.00	NB	750.00	0.00%	750.00	0.00%	01-Apr-10	
Annual fee for a premises licence - Betting Premises (Track)	B	1,000.00	1,000.00	NB	1,000.00	0.00%	1,000.00	0.00%	01-Apr-10	
Annual fee for a premises licence - betting Premises (Other)	B	600.00	600.00	NB	600.00	0.00%	600.00	0.00%	01-Apr-10	
Application for a variation of premises licence - Bingo	B	1,750.00	1,750.00	NB	1,750.00	0.00%	1,750.00	0.00%	01-Apr-10	

Type of Fee / Charge		Type	Current Charge Residents	Current Charge Non-Residents	Vat Status	Proposed Charge Residents	Increase	Proposed Charge Non residents	Increase	Date of last change to charge	Effective Date
			£	£		£	%	£	%		
Page 171	Application for a variation of premises licence - Adult Gaming Centre	B	1,000.00	1,000.00	NB	1,000.00	0.00%	1,000.00	0.00%	01-Apr-10	
	Application for a variation of premises licence - Family Entertainment Centre	B	1,000.00	1,000.00	NB	1,000.00	0.00%	1,000.00	0.00%	01-Apr-10	
	Application for a variation of premises licence - Betting Premises (Track)	B	1,250.00	1,250.00	NB	1,250.00	0.00%	1,250.00	0.00%	01-Apr-10	
	Application for a variation of premises licence - Betting Premises (Other)	B	1,500.00	1,500.00	NB	1,500.00	0.00%	1,500.00	0.00%	01-Apr-10	
	Application for a transfer of premises licence - Bingo	B	1,200.00	1,200.00	NB	1,200.00	0.00%	1,200.00	0.00%	01-Apr-10	
	Application for a transfer of premises licence - Adult Gaming Centre	B	1,200.00	1,200.00	NB	1,200.00	0.00%	1,200.00	0.00%	01-Apr-10	
	Application for a transfer of premises licence - Family Entertainment Centre	B	1,200.00	1,200.00	NB	1,200.00	0.00%	1,200.00	0.00%	01-Apr-10	
	Application for a transfer of premises licence - Betting Premises (Track)	B	950.00	950.00	NB	950.00	0.00%	950.00	0.00%	01-Apr-10	
	Application for a transfer of premises licence - betting Premises (Other)	B	1,200.00	1,200.00	NB	1,200.00	0.00%	1,200.00	0.00%	01-Apr-10	
	Application for an Unlicensed Family Entertainment Centre Gaming Machine Permit	B	300.00	300.00	NB	300.00	0.00%	300.00	0.00%	01-Apr-10	
	Licensed premises gaming machine permit	B	150.00	150.00	NB	150.00	0.00%	150.00	0.00%	01-Apr-10	
	Annual fee for licensed premises gaming machine permit	B	50.00	50.00	NB	50.00	0.00%	50.00	0.00%	01-Apr-10	
	Application for club gaming / gaming machine permit	B	150.00	150.00	NB	150.00	0.00%	150.00	0.00%	01-Apr-10	
	Annual fee for club gaming / gaming machine permit	B	50.00	50.00	NB	50.00	0.00%	50.00	0.00%	01-Apr-10	
	Transfer of gaming machine permit	B	25.00	25.00	NB	25.00	0.00%	25.00	0.00%	01-Apr-10	
	Notification of 2 x gaming machines	B	50.00	50.00	NB	50.00	0.00%	50.00	0.00%	01-Apr-10	

Type of Fee / Charge		Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Street Trading Licences											
Page 172	Pitch (Permanent)	B	1,201.00	1,201.00	NB	1,321.00	9.99%	1,321.00	9.99%	01-Apr-23	01-Apr-26
	Pitch (Temporary - 6 months)	B	601.00	601.00	NB	661.00	9.98%	661.00	9.98%	01-Apr-23	01-Apr-26
	Shop Front displays,Restaurant/Cafe Tables and Chairs Licence Fee - 1 Metre	B	766.70	766.70	NB	843.00	9.95%	843.00	9.95%	01-Apr-23	01-Apr-26
	Shop Front displays,Restaurant/Cafe Tables and Chairs Licence Fee - 2 Metres	B	835.00	835.00	NB	919.00	10.06%	919.00	10.06%	01-Apr-23	01-Apr-26
	Shop Front displays,Restaurant/Cafe Tables and Chairs Licence Fee - 3 Metres	B	903.20	903.20	NB	994.00	10.05%	994.00	10.05%	01-Apr-23	01-Apr-26
	Change of Licenses (including trading area) - 6 months	B	98.30	98.30	NB	108.00	9.87%	108.00	9.87%	01-Apr-23	01-Apr-26
	Short term event Temp Street Trading Licence - 1st day	M	61.50	61.50	NB	68.00	10.57%	68.00	10.57%	01-Apr-23	01-Apr-26
	Short term event Temp Street Trading Licence - per day thereafter	M	20.50	20.50	NB	23.00	12.20%	23.00	12.20%	01-Apr-23	01-Apr-26
	Consent for distribution of free printed matter (per application - covering a period of 8 hours)	B	37.60	37.60	NB	41.00	9.04%	41.00	9.04%	01-Apr-23	01-Apr-26
	Busking permission	M	36.50	36.50	NB	40.00	9.59%	40.00	9.59%	01-Apr-23	01-Apr-26
	Highway Event permits	M	39.00	39.00	NB	43.00	10.26%	43.00	10.26%	01-Apr-23	01-Apr-26
Street Trading											
	Uxbridge Town Centre Market - Max 50 stalls 1st day	B	1,089.30	1,089.30	NB	1,198.00	9.98%	1,198.00	9.98%	01-Apr-24	01-Apr-26
	Uxbridge Town Centre Market - Max 50 stalls per day thereafter	B	365.50	365.50	NB	402.00	9.99%	402.00	9.99%	01-Apr-24	01-Apr-26
	Other areas Market - up to 50 stalls per day 1st day	B	730.90	730.90	NB	804.00	10.00%	804.00	10.00%	01-Apr-24	01-Apr-26
	Other areas Market - additional 50 stalls 1st day	B	365.50	365.50	NB	402.00	9.99%	402.00	9.99%	01-Apr-24	01-Apr-26
	Other areas Market-up to 50 stalls each day thereafter	B	730.90	730.90	NB	804.00	10.00%	804.00	10.00%	01-Apr-24	01-Apr-26
	Other areas Market-additional 50 stalls each day thereafter	B	365.50	365.50	NB	402.00	9.99%	402.00	9.99%	01-Apr-24	01-Apr-26

TYPE

B-Business R-Resident

M-Mixed C-Concession

VAT STATUS

STD-Standard

EXP-Exempt RED-Reduced

NB-Non Business M-Mixed

OTS-Outside of Scope

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Type of Fee / Charge		Type	Current Charge Residents	Current Charge Non-Residents	Vat Status	Proposed Charge Residents	Increase	Proposed Charge Non residents	Increase	Date of last change to charge	Effective Date
			£	£		£	%	£	%		
Breeding, Boarding and Pet Shops											
	Breeding, Boarding and Pet Shops - Application Fee	B	265.10	265.10	NB	292.00	10.15%	292.00	10.15%	01-Apr-25	01-Apr-26
	Breeding, Boarding and Pet Shops - Licence - Payable on Grant - 1 Year	B	215.00	215.00	NB	237.00	10.23%	237.00	10.23%	01-Apr-25	01-Apr-26
	Breeding, Boarding and Pet Shops - Licence - Payable on Grant - 2 Years	B	322.50	322.50	NB	355.00	10.08%	355.00	10.08%	01-Apr-25	01-Apr-26
	Breeding, Boarding and Pet Shops - Licence - Payable on Grant - 3 Years	B	430.00	430.00	NB	473.00	10.00%	473.00	10.00%	01-Apr-25	01-Apr-26
Stray Dogs											
	Untagged, Incorrectly microchipped or stray Dogs - Statutory Fine	B	25.00	25.00	NB	25.00	0.00%	25.00	0.00%	01-Apr-25	01-Apr-26
	Untagged, Incorrectly microchipped or stray Dogs - Administration, Call out Fee and Transportation	B	125.00	125.00	NB	138.00	10.40%	138.00	10.40%	01-Apr-25	
	Untagged, Incorrectly microchipped or stray Dogs - Kennelling (statutory minimum hold for 7 Days)	B	36.96 per day	36.96 per day	NB	47.43 per day	28.33%	47.43 per day	28.33%	01-Apr-25	
Dangerous Wild Animals											
	Including vets fees	B	102.50 + vet fee	102.50 + vet fee	NB	112.75 + vet fee	10.00%	112.75 + vet fee	10.00%	01-Apr-24	01-Apr-26
	Game dealers licences	B	0.00	N/A	NB	0.00	0.00%	N/A	0.00%	01-Apr-13	
Exhibiting/Performing Animals											
	Exhibiting/Performing Animals - Application Fee	B	233.00	245.00	NB	256.00	9.87%	270.00	10.20%	01-Apr-25	01-Apr-26
	Exhibiting/Performing Animals - Licence - Payable on Grant - 3 Years	B	157.70	165.60	NB	173.00	9.70%	182.00	9.90%	01-Apr-25	01-Apr-26
Hiring out Horses											
	Hiring out Horses - Application Fee	B	334.80	334.80	NB	368.00	9.92%	368.00	9.92%	01-Apr-25	01-Apr-26
	Hiring out Horses - Licence - Payable on Grant - 1 Year	B	323.60	323.60	NB	356.00	10.01%	356.00	10.01%	01-Apr-25	01-Apr-26
	Hiring out Horses - Licence - Payable on Grant - 2 Years	B	443.90	443.90	NB	488.00	9.93%	488.00	9.93%	01-Apr-25	01-Apr-26
	Hiring out Horses - Licence - Payable on Grant - 3 Years	B	564.40	564.40	NB	621.00	10.03%	621.00	10.03%	01-Apr-25	01-Apr-26

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Zoo Notification & Licence										
Notification to operate a zoo	B	0.00	free	NB	0.00	0.00%	free	0.00%	01-Apr-11	
Application to renew a zoo licence	B	86.50 + vet fee	86.50 + vet fee	NB	86.50 + vet fee	0.00%	86.50 + vet fee	0.00%	01-Apr-24	
Application for a licence to operate a zoo	B	86.50 + vet fee	86.50 + vet fee	NB	86.50 + vet fee	0.00%	86.50 + vet fee	0.00%	01-Apr-24	
26. Trading Standards										
Weights and Measures										
Verification / Calibration of weights & measurement equipment - charge per hour of Officer Time	B	88.00	88.00	NB	97.00	10.23%	97.00	10.23%	01-Apr-25	01-Apr-26
Additional staff cost per hour	B	55.40	55.40	NB	61.00	10.11%	61.00	10.11%	01-Apr-25	01-Apr-26
Explosives										
Registered premises (Statutory Fee) New	B	111.00	N/A	NB	111.00	0.00%	N/A	0.00%	01-Apr-21	
Registered premises (Statutory Fee) Renewal	B	55.00	N/A	NB	55.00	0.00%	N/A	0.00%	01-Apr-21	
Licence to store explosives - no minimum separation distance or zero meters - 1 Year	B	119.00	N/A	NB	119.00	0.00%	N/A	0.00%	01-Apr-21	
Licence to store explosives - no minimum separation distance or zero meters - 2 Year	B	154.00	N/A	NB	154.00	0.00%	N/A	0.00%	01-Apr-21	
Licence to store explosives - no minimum separation distance or zero meters - 3 Year	B	190.00	N/A	NB	190.00	0.00%	N/A	0.00%	01-Apr-21	
Licence to store explosives - no minimum separation distance or zero meters - 4 Year	B	226.00	N/A	NB	226.00	0.00%	N/A	0.00%	01-Apr-21	
Licence to store explosives - no minimum separation distance or zero meters - 5 Year	B	260.00	N/A	NB	260.00	0.00%	N/A	0.00%	01-Apr-21	
Licence to store explosives - minimum separation distance greater than zero meters - 1 Year	B	202.00	N/A	NB	202.00	0.00%	N/A	0.00%	01-Apr-21	
Licence to store explosives - minimum separation distance greater than zero meters - 2 Year	B	266.00	N/A	NB	266.00	0.00%	N/A	0.00%	01-Apr-21	
Licence to store explosives - minimum separation distance greater than zero meters - 3 Year	B	333.00	N/A	NB	333.00	0.00%	N/A	0.00%	01-Apr-21	
Licence to store explosives - minimum separation distance greater than zero meters - 4 Year	B	409.00	N/A	NB	409.00	0.00%	N/A	0.00%	01-Apr-21	
Licence to store explosives - minimum separation distance greater than zero meters - 5 Year	B	463.00	N/A	NB	463.00	0.00%	N/A	0.00%	01-Apr-21	

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Type of Fee / Charge		Type	Current Charge Residents	Current Charge Non-Residents	Vat Status	Proposed Charge Residents	Increase	Proposed Charge Non residents	Increase	Date of last change to charge	Effective Date
			£	£		£	%	£	%		
Licence (Renewal) to store explosives - no minimum seperation distance or zero meters - 1 Year		B	59.00	N/A	NB	59.00	0.00%	N/A	0.00%	01-Apr-21	
	Licence (Renewal) to store explosives - no minimum seperation distance or zero meters - 2 Year	B	94.00	N/A	NB	94.00	0.00%	N/A	0.00%	01-Apr-21	
	Licence (Renewal) to store explosives - no minimum seperation distance or zero meters - 3 Year	B	132.00	N/A	NB	132.00	0.00%	N/A	0.00%	01-Apr-21	
	Licence (Renewal) to store explosives - no minimum seperation distance or zero meters - 4 Year	B	166.00	N/A	NB	166.00	0.00%	N/A	0.00%	01-Apr-21	
	Licence (Renewal) to store explosives - no minimum seperation distance or zero meters - 5 Year	B	202.00	N/A	NB	202.00	0.00%	N/A	0.00%	01-Apr-21	
	Licence (Renewal) to store explosives - minimum seperation distance greater than zero meters - 1 Year	B	94.00	N/A	NB	94.00	0.00%	N/A	0.00%	01-Apr-21	
	Licence (Renewal) to store explosives - minimum seperation distance greater than zero meters - 2 Year	B	161.00	N/A	NB	161.00	0.00%	N/A	0.00%	01-Apr-21	
	Licence (Renewal) to store explosives - minimum seperation distance greater than zero meters - 3 Year	B	226.00	N/A	NB	226.00	0.00%	N/A	0.00%	01-Apr-21	
	Licence (Renewal) to store explosives - minimum seperation distance greater than zero meters - 4 Year	B	291.00	N/A	NB	291.00	0.00%	N/A	0.00%	01-Apr-21	
	Licence (Renewal) to store explosives - minimum seperation distance greater than zero meters - 5 Year	B	357.00	N/A	NB	357.00	0.00%	N/A	0.00%	01-Apr-21	
	Varying name of licensee or address of site	B	40.00	N/A	NB	40.00	0.00%	N/A	0.00%	01-Apr-21	
	Other variation	B	At Cost	N/A	NB	At Cost	0.00%	N/A	0.00%	01-Apr-21	
	Transfer of Licence		40.00	N/A		40.00	0.00%	N/A	0.00%	01-Apr-21	
	Replacement Licence		40.00	N/A		40.00	0.00%	N/A	0.00%	01-Apr-21	
	Licence to sell all year (statutory Fee)	B	500.00	N/A	NB	500.00	0.00%	N/A	0.00%	01-Apr-21	
Sale of goods											
By competitive bidding		B	267.10	267.10	NB	294.00	10.07%	294.00	10.07%	01-Apr-25	01-Apr-26

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
27. Refuse										
940 litre capacity bulk bin. Hire & empty	B	N/A	18.40	NB	N/A	N/A	24.00	30.43%	01-Jun-25	01-Apr-26
1100 litre capacity bulk bin (1-3 bins). Hire & empty	B	N/A	30.10	NB	N/A	N/A	31.00	2.99%	01-Jun-25	01-Apr-26
1100 litre capacity bulk bin (4 bins and over). Hire & empty	B	N/A	22.40	NB	N/A	N/A	23.10	3.13%	01-Jun-25	01-Apr-26
1280 litre capacity bulk bin. Hire & empty	B	N/A	33.80	NB	N/A	N/A	34.80	2.96%	01-Jun-25	01-Apr-26
1100 litre capacity bulk bin for recycling (mixed paper, cards, cans and plastic bottles) hire & empty (collection)	B	N/A	11.40	NB	N/A	N/A	12.50	9.65%	01-Jun-25	01-Apr-26
Container reinstatement fee following removal due to late payment (per site)	B	N/A	93.10	NB	N/A	N/A	102.40	9.99%	01-Jun-25	01-Apr-26
Hire charge for supply of 940 litre bulk bin for domestic / charity collection purposes (per 3 months)	B	N/A	41.50	NB	N/A	N/A	45.70	10.12%	01-Jun-25	01-Apr-26
Hire charge for supply of 1100 litre bulk bin for domestic / charity collection purposes (per 3 months)	B	N/A	48.20	NB	N/A	N/A	53.00	9.96%	01-Jun-25	01-Apr-26
Hire charge for supply of 1280 litre bulk bin for domestic / charity collection purposes (per 3 months)	B	N/A	55.40	NB	N/A	N/A	60.90	9.93%	01-Jun-25	01-Apr-26
Hire charge for supply of 1100 litre recycling bin for domestic / charity collection purposes (per 3 months)	B	N/A	21.10	NB	N/A	N/A	23.20	9.95%	01-Jun-25	01-Apr-26
General Waste Sack	B	N/A	3.15	NB	N/A	N/A	3.50	11.11%	01-Apr-25	01-Apr-26
360 litre capacity General Waste bin. Hire & empty	B	N/A	9.50	NB	N/A	N/A	10.50	10.53%	01-Apr-25	01-Apr-26
Roll of 52 x recycling sacks	B	N/A	75.60	NB	N/A	N/A	83.20	10.05%	01-Apr-25	01-Apr-26
Commercial Food Waste	B	N/A	6.10	NB	N/A	N/A	6.70	9.84%	01-Apr-25	01-Apr-26
Sale of lockable 360 litre bin	B	N/A	16.60	NB	N/A	N/A	18.30	10.24%	01-Apr-25	01-Apr-26

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Schools Waste - 1100 litre capacity bulk bin for refuse. Collection for state-maintained schools (using Council services prior to April 2012)										
1-3 bins	B	N/A	25.50		N/A	N/A	28.10	10.20%	01-Apr-25	01-Apr-26
4 bins and over	B	N/A	19.00		N/A	N/A	20.90	10.00%	01-Apr-25	01-Apr-26
Schools Waste - 11100 litre capacity bulk bin for refuse. Collection and disposal for state-maintained schools (not using Council services prior to April 2012) and all non-state-maintained schools										
1-3 bins	B	N/A	25.50		N/A	N/A	25.50	0.00%	01-Apr-25	01-Apr-26
4 bins and over	B	N/A	19.00		N/A	N/A	19.00	0.00%	01-Apr-25	01-Apr-26
Schools Waste - 1280 litre capacity bulk bin for schools refuse										
Collection for state-maintained schools (using Council services prior to April 2012)	B	N/A	28.70		N/A	N/A	31.60	10.10%	01-Apr-25	01-Apr-26
Collection and disposal for state-maintained schools (not using Council services prior to April 2012) and all non-state-maintained schools	B	N/A	28.70		N/A	N/A	31.60	10.10%	01-Apr-25	01-Apr-26
Schools Waste - 1100 litre capacity bulk bin collection for recycling for state-maintained schools using services Prior to April 2012										
Fee if also using Council refuse collection services	B	N/A	0.00		N/A	N/A	0.00	0.00%	01-Apr-25	01-Apr-26
Fee if not using Council refuse collection services	B	N/A	9.70		N/A	N/A	10.70	10.31%	01-Apr-25	01-Apr-26
Schools Waste - 1100 litre capacity bulk bin collection and disposal for recycling for state-maintained schools not using services Prior to April 2012										
Fee if also using Council refuse collection services	B	N/A	0.00		N/A	N/A	0.00	0.00%	01-Apr-25	01-Apr-26
Fee if not using Council refuse collection services	B	N/A	9.70		N/A	N/A	10.70	10.31%	01-Apr-25	01-Apr-26
Schools Waste - 240 litre capacity food waste bin. Collection and disposal for schools										
Fee if also using Council refuse collection services	B	N/A	0.00		N/A	N/A	0.00	0.00%	01-Apr-25	01-Apr-26
Fee if not using Council refuse collection services	B	N/A	6.10		N/A	N/A	6.70	9.84%	01-Apr-25	01-Apr-26
Schools Waste - Recycling										
1100 litre capacity bulk bin for recycling (mixed paper, cards, cans and plastic bottles). Collection and disposal for non-state-maintained schools	B	N/A	9.70		N/A	N/A	10.70	10.31%	01-Apr-25	01-Apr-26

TYPE

B-Business R-Resident

M-Mixed C-Concession

VAT STATUS

STD-Standard

EXP-Exempt RED-Reduced

NB-Non Business M-Mixed

OTS-Outside of Scope

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Special Collections										
Special Collections (up to 6 items)	B	48.00	N/A	NB	53.00	10.42%	N/A	N/A	01-Apr-25	01-Apr-26
Special Collections (up to 6 items) Landlords	B	85.00	N/A	NB	94.00	10.59%	N/A	N/A	01-Apr-25	01-Apr-26
Special Collections (up to 6 items) Over 65s	B	35.00	N/A	NB	39.00	11.43%	N/A	N/A	01-Apr-25	01-Apr-26
Special Collections (Fridge/Freezer)	B	48.00	N/A	NB	53.00	10.42%	N/A	N/A	01-Apr-24	01-Apr-26
Civic Amenity Sites										
Entry Charge	B	0.00	11.00	NB	0.00	N/A	15.00	36.36%	01-Apr-24	01-Apr-26
Charity Household or Reuse purposes Waste at CA Sites (Maximum 10 Tonnes per annum)	B	Free	Free	NB	Free	N/A	Free	N/A	01-Apr-24	01-Apr-26
Trade recyclables / DIY recyclables in excess of allowance (Up to 200kg, minimum charge 20% of full rate) at CA sites	B	130.00	130.00	NB	130.00	0.00%	130.00	0.00%	01-Apr-25	
Trade waste / DIY mixed waste in excess of allowance (Up to 100kg, minimum charge 10% of full rate) at CA sites	B	333.00	333.00	NB	333.00	0.00%	333.00	0.00%	01-Apr-25	
Mattress (per item)	B	0.00	16.00		0.00	0.00%	18.00	12.50%	01-Apr-25	
Fridge/Freezer (per item)	B	0.00	31.50		0.00	0.00%	34.70	10.16%	01-Apr-25	
Clean load of Cardboard	B	0.00	£95 per tonne (up to 200kg, 20% of full rate)		0.00	0.00%	£105 per tonne (up to 200kg, 20% of full rate)	10.00%	01-Apr-25	

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Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Sale of bins										
Sale of 1100 Litre bin	B	494.00	N/A	NB	543.00	9.92%	N/A	N/A	01-Apr-25	01-Apr-26
Sale of 1280 Litre bin	B	557.00	N/A	NB	613.00	10.05%	N/A	N/A	01-Apr-24	01-Apr-26
Sale of 1100 Litre bin - refurbished	B	390.00	N/A	NB	429.00	10.00%	N/A	N/A	01-Apr-24	01-Apr-26
Sale of 1280 Litre bin - refurbished	B	413.00	N/A	NB	454.00	9.93%	N/A	N/A	01-Apr-24	01-Apr-26
Sale of 5 Litre Kitchen caddy	B	5.00	N/A	NB	6.00	20.00%	N/A	N/A	01-Apr-24	01-Apr-26
Sale of 23 litre food waste caddy	B	11.00	N/A	NB	12.00	9.09%	N/A	N/A	01-Apr-24	01-Apr-26
Garden Waste Collection										
Per annum	B	70.00	N/A	NB	77.00	10.00%	N/A	N/A	07-Jul-25	01-Apr-26
8. Environmental Enforcement										
Penalties										
Litter Enforcement (Fixed Penalty Notice)	M	400.00	400.00	NB	400.00	0.00%	400.00	0.00%	01-Apr-24	01-Apr-26
Graffiti (Fixed Penalty)	M	500.00	500.00	NB	500.00	0.00%	500.00	0.00%	01-Apr-24	
Dog Warden Services (Fixed Penalty)	M	25.00	25.00	NB	25.00	0.00%	25.00	0.00%	01-Apr-11	
Dog warden Services (Transportation costs) First offence within 12 Months - excl of fixed penalty	M	67.35	67.35	NB	74.10	10.02%	74.10	10.02%	01-Apr-25	
Duty of care (Fixed Penalty)	M	450.00	450.00	NB	450.00	0.00%	450.00	0.00%	01-Apr-24	
Fly Posting (Fixed Penalty)	M	400.00	400.00	NB	400.00	0.00%	400.00	0.00%	01-Apr-24	
Contravention of conditions - Street trading licence (Fixed Penalty)	M	100.00	100.00	NB	100.00	0.00%	100.00	0.00%	01-Apr-11	
Unlicenced Street trading (Fixed Penalty)	M	150.00	150.00	NB	150.00	0.00%	150.00	0.00%	01-Apr-11	
Flytipping (Fixed Penalty)	M	1,000.00	1,000.00	NB	1,000.00	0.00%	1,000.00	0.00%	01-Apr-24	01-Apr-26
High hedges complaints under ASB Act 2003 Part 8 - fee for preparation of formal decision report	M	753.00	753.00	NB	828.00	9.96%	828.00	9.96%	01-Apr-25	

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Type of Fee / Charge		Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
	High hedges complaints under ASB Act 2003 Part 8 - fee for preparation of formal decision report - Concession for over 65s	C	0.00	0.00	NB	0.00	N/A	0.00	N/A	01-Apr-25	01-Apr-26
	Fixed Penalty for offences under ASB Crime and Policing Act 2014, breach of public spaces protection order or community protection notice	M	80.00	80.00	NB	80.00	0.00%	80.00	0.00%	01-Apr-15	
29. Environmental Protection Unit											
Environmental Permitting EPU											
Page 180	Application for a standard process	B	1,650.00	1,650.00	NB	1,650.00	0.00%	1,650.00	0.00%	01-Apr-17	
	Additional to standard process application if operating at the time	B	1,188.00	1,188.00	NB	1,188.00	0.00%	1,188.00	0.00%	01-Apr-17	
	Application for PVRI, SWOB and DC	B	155.00	155.00	NB	155.00	0.00%	155.00	0.00%	01-Apr-17	
	Application for PVR1 and PVR2 combined	B	257.00	257.00	NB	257.00	0.00%	257.00	0.00%	01-Apr-17	
	Application for VR and other reduced fee activities	B	362.00	362.00	NB	362.00	0.00%	362.00	0.00%	01-Apr-17	
	Additional to reduced fee application if operating at the the time	B	71.00	71.00	NB	71.00	0.00%	71.00	0.00%	01-Apr-17	
	Application for mobile , sceening and crushing plant	B	1,650.00	1,650.00	NB	1,650.00	0.00%	1,650.00	0.00%	01-Apr-17	
	Application for third to seventh mobile, screening and crushing plant	B	985.00	985.00	NB	985.00	0.00%	985.00	0.00%	01-Apr-17	
	Application for eighth and subsequent mobile, screening and crushing plant	B	498.00	498.00	NB	498.00	0.00%	498.00	0.00%	01-Apr-17	
	Additional application fee if waste application with the permit application	B	279.00	279.00	NB	279.00	0.00%	279.00	0.00%	01-Apr-17	
	Subsistence for standard process low risk	B	772.00	772.00	NB	772.00	0.00%	772.00	0.00%	01-Apr-17	
	Subsistence for standard process medium risk	B	1,161.00	1,161.00	NB	1,161.00	0.00%	1,161.00	0.00%	01-Apr-17	
	Subsistence for standard process high risk	B	1,747.00	1,747.00	NB	1,747.00	0.00%	1,747.00	0.00%	01-Apr-17	
	Subsistence Reduced Fee Activity low risk	B	79.00	79.00	NB	79.00	0.00%	79.00	0.00%	01-Apr-17	
	Subsistence Reduced Fee Activity medium risk	B	158.00	158.00	NB	158.00	0.00%	158.00	0.00%	01-Apr-17	
	Subsistence Reduced Fee Activity high risk	B	237.00	237.00	NB	237.00	0.00%	237.00	0.00%	01-Apr-17	
	Subsistence PVR1 & PVR2 combined low risk	B	113.00	113.00	NB	113.00	0.00%	113.00	0.00%	01-Apr-17	

TYPE

B-Business R-Resident

M-Mixed C-Concession

VAT STATUS

STD-Standard

EXP-Exempt RED-Reduced

NB-Non Business M-Mixed

OTS-Outside of Scope

Type of Fee / Charge		Type	Current Charge Residents	Current Charge Non-Residents	Vat Status	Proposed Charge Residents	Increase	Proposed Charge Non residents	Increase	Date of last change to charge	Effective Date
			£	£		£	%	£	%		
Page 181	Subsistence PVR1 & PVR2 combined medium risk	B	226.00	226.00	NB	226.00	0.00%	226.00	0.00%	01-Apr-17	
	Subsistence PVR1 & PVR2 combined high risk	B	341.00	341.00	NB	341.00	0.00%	341.00	0.00%	01-Apr-17	
	Subsistence for VR low risk	B	228.00	228.00	NB	228.00	0.00%	228.00	0.00%	01-Apr-17	
	Subsistence for VR medium risk	B	365.00	365.00	NB	365.00	0.00%	365.00	0.00%	01-Apr-17	
	Subsistence for VR high risk	B	548.00	548.00	NB	548.00	0.00%	548.00	0.00%	01-Apr-17	
	Subsistence for mobile sceening and crushing plant low risk	B	626.00	626.00	NB	626.00	0.00%	626.00	0.00%	01-Apr-17	
	Subsistence for mobile screening and crushing plant medium risk	B	1,034.00	1,034.00	NB	1,034.00	0.00%	1,034.00	0.00%	01-Apr-17	
	Subsistence for mobile screening and crushing plant high risk	B	1,551.00	1,551.00	NB	1,551.00	0.00%	1,551.00	0.00%	01-Apr-17	
	Subsistence for mobile screening and crushing plant low risk 3rd-7th permits	B	385.00	385.00	NB	385.00	0.00%	385.00	0.00%	01-Apr-17	
	Subsistence for mobile screening and crushing plant medium risk 3rd-7th permits	B	617.00	617.00	NB	617.00	0.00%	617.00	0.00%	01-Apr-17	
	Subsistence for mobile screening and crushing plant high risk 3rd-7th permits	B	924.00	924.00	NB	924.00	0.00%	924.00	0.00%	01-Apr-17	
	Subsistence for mobile screening and crushing plant low risk 8th permit plus	B	198.00	198.00	NB	198.00	0.00%	198.00	0.00%	01-Apr-17	
	Subsistence for mobile screening and crushing plant medium risk 8th permit plus	B	314.00	314.00	NB	314.00	0.00%	314.00	0.00%	01-Apr-17	
	Subsistence for mobile screening and crushing plant high risk 8th permit plus	B	473.00	473.00	NB	473.00	0.00%	473.00	0.00%	01-Apr-17	
	Subsistence Late payment fee	B	52.00	52.00	NB	52.00	0.00%	52.00	0.00%	01-Apr-17	
	Extra fee for standard process where E-PRTR report needed	B	104.00	104.00	NB	104.00	0.00%	104.00	0.00%	01-Apr-17	
	Extra fee for standard process combined with waste installation low risk	B	156.00	156.00	NB	156.00	0.00%	156.00	0.00%	01-Apr-17	
	Extra fee for standard process combined with waste installation medium risk	B	207.00	207.00	NB	207.00	0.00%	207.00	0.00%	01-Apr-17	
	Extra fee for standard process combined with waste installation high risk	B	104.00	104.00	NB	104.00	0.00%	104.00	0.00%	01-Apr-17	
	Transfer of standard process	B	169.00	169.00	NB	169.00	0.00%	169.00	0.00%	01-Apr-17	
	Partial transfer of standard process	B	497.00	497.00	NB	497.00	0.00%	497.00	0.00%	01-Apr-17	
	New operator at low risk reduced fee activity	B	78.00	78.00	NB	78.00	0.00%	78.00	0.00%	01-Apr-17	

TYPE

B-Business R-Resident

M-Mixed C-Concession

VAT STATUS

STD-Standard

EXP-Exempt RED-Reduced

NB-Non Business M-Mixed

OTS-Outside of Scope

Type of Fee / Charge		Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
	Partial transfer of reduced fee activity	B	47.00	47.00	NB	47.00	0.00%	47.00	0.00%	01-Apr-17	
	First temporary transfer of mobiles	B	53.00	53.00	NB	53.00	0.00%	53.00	0.00%	01-Apr-17	
	Repeat transfer after enforcement	B	53.00	53.00	NB	53.00	0.00%	53.00	0.00%	01-Apr-17	
	Substantial Change for standard process	B	1,050.00	1,050.00	NB	1,050.00	0.00%	1,050.00	0.00%	01-Apr-17	
	Substantial Change for standard process where new PPC activity	B	1,650.00	1,650.00	NB	1,650.00	0.00%	1,650.00	0.00%	01-Apr-17	
	Substantial Change for reduced fee activity	B	102.00	102.00	MB	102.00	0.00%	102.00	0.00%	01-Apr-17	
30. Pest Control											
Page 182	Owner occupier and council leaseholders on low incomes - rats & mice - 1-3 visits	R	17.00	N/A	STD	19.00	1.99%	N/A	N/A	01-Apr-25	01-Apr-26
	Council tenants and owner-occupiers over 65 - rats & mice - 1-3 visits	R	0.00	N/A	STD	0.00	N/A	N/A	N/A	01-Apr-25	01-Apr-26
	Council tenants or council leaseholders - wasps - 1 visit	R	75.00	N/A	STD	83.00	10.67%	N/A	N/A	01-Apr-25	01-Apr-26
	Council tenants - cockroaches, mortar bees, pharaoh ants, squirrels and woodworm	R	0.00	N/A	STD	0.00	0.00%	N/A	N/A	01-Apr-13	
31. Contaminated Land											
Contaminated Land											
	Residential Enquiries	R	72.00	72.00	STD	79.00	9.72%	79.00	9.72%	01-Apr-22	01-Apr-26
	Commercial Enquiries	B	174.00	174.00	STD	191.00	9.77%	191.00	9.77%	01-Apr-22	01-Apr-26

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
32. Parking										
On-Street Parking										
Pay and display parking with the first 30 minutes free for HillingdonFirst cardholders, 30 minute intervals up to two hours then at 20 minute intervals to maximum stay if specified at the location										
First 30 minutes	M	0.00	1.20	NB	0.00	0.00%	1.30	8.33%	01-Apr-25	
up to 1 hour	M	1.10	2.30	NB	1.50	36.36%	2.50	8.70%	01-Apr-25	01-Apr-26
up to 1.5 hours	M	1.50	3.60	NB	2.40	60.00%	4.00	11.11%	01-Apr-25	01-Apr-26
up to 2 hours, then	M	2.00	5.00	NB	3.30	65.00%	5.50	10.00%	01-Apr-25	01-Apr-26
per 20 mins up to maximum stay	M	0.60	1.30	NB	0.80	33.33%	1.40	7.69%	01-Apr-25	01-Apr-26
Pay and display parking charged at 15 minute intervals without any initial free period										
Per 15 mins up to 2 hours	M	0.60	1.30	NB	0.80	33.33%	1.40	7.69%	01-Apr-25	01-Apr-26
Pay and display parking charged at 20 minute intervals without any initial free period										
per 20 mins up to maximum stay	M	0.60	1.30	NB	0.80	33.33%	1.40	7.69%	01-Apr-25	01-Apr-26
Pay and display parking charged at 15 minute intervals without any initial free period (Uxbridge Town Centre)										
Per 15 mins up to 2 hours	M	0.50	1.20	NB	0.80	60.00%	1.30	8.33%	01-Apr-24	01-Apr-26
Parking permits										
Resident - first car	R	84.00	N/A	NB	92.40	10.00%	N/A	N/A	01-Apr-25	01-Apr-26
Resident - second (per annum)	R	120.80	N/A	NB	132.90	10.02%	N/A	N/A	01-Apr-25	01-Apr-26
Resident - third (per annum)	R	162.80	N/A	NB	179.10	10.01%	N/A	N/A	01-Apr-25	01-Apr-26
Resident - fourth (per annum)	R	199.50	N/A	NB	219.50	10.03%	N/A	N/A	01-Apr-25	01-Apr-26
Resident - fifth and subsequent (per annum)	R	236.30	N/A	NB	259.90	9.99%	N/A	N/A	01-Apr-25	01-Apr-26
10 Visitor Vouchers or Sessions	R	14.20	N/A	NB	15.60	9.86%	N/A	N/A	01-Apr-25	01-Apr-26
Business Permit (per annum)	M	N/A	668.00	NB	N/A	N/A	735.00	10.03%	01-Apr-25	01-Apr-26

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Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Disabled Bay	R	15.80	N/A	NB	17.40	10.13%	N/A	0.00%	01-Apr-25	01-Apr-26
Disabled Bay - renewal	R	5.30	N/A	NB	5.80	9.43%	N/A	0.00%	01-Apr-25	01-Apr-26
Carers Permit - 1	R	0.00	0.00	NB	0.00	0.00%	0.00	0.00%	01-Apr-24	
Carers Permit 2	R	0.00	0.00	NB	0.00	0.00%	0.00	0.00%	01-Apr-24	
Mobile Permit - Non profit organisation (per annum)	R	N/A	21.00	NB	N/A	N/A	23.00	9.52%	01-Apr-25	01-Apr-26
Mobile Permit - Staff (per annum)	R	N/A	21.00	NB	N/A	N/A	23.00	9.52%	01-Apr-25	01-Apr-26
Mobile Permit - Commercial organisation (per annum)	R	N/A	504.00	NB	N/A	N/A	554.00	9.92%	01-Apr-25	01-Apr-26
Off Street Parking										
Kingsend North, Ruislip - Short Stay										
up to 30 mins (Kingsend North)	M	0.00	1.20	STD	0.00	0.00%	1.30	8.33%	01-Apr-25	
up to 1 hour (Kingsend North)	M	0.80	2.00	STD	1.30	62.50%	2.20	10.00%	01-Apr-25	01-Apr-26
up to 90 mins (Kingsend North)	M	1.10	3.20	STD	2.10	90.91%	3.50	9.38%	01-Apr-25	01-Apr-26
up to 2 hours (Kingsend North)	M	1.60	4.30	STD	2.80	75.00%	4.70	9.30%	01-Apr-25	01-Apr-26
Kingsend South, Ruislip - Short Stay										
up to 1 hour (Kingsend South)	M	1.10	2.00	STD	1.20	9.09%	2.20	10.00%	01-Apr-25	01-Apr-26
up to 2 hours (Kingsend South)	M	1.60	4.30	STD	1.80	12.50%	4.70	9.30%	01-Apr-25	01-Apr-26

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Kingsend South, Ruislip - Long Stay										
Up to 30 mins	M	0.00	1.10	STD	0.00	0.00%	1.20	9.09%	01-Apr-24	
Up to 1 hour	M	1.20	2.10	STD	1.40	16.67%	2.30	9.52%	01-Apr-25	01-Apr-26
Up to 2 hours	M	1.70	4.40	STD	2.90	70.59%	4.80	9.09%	01-Apr-25	01-Apr-26
Up to 3 hours	M	2.00	5.00	STD	3.30	65.00%	5.50	10.00%	01-Apr-25	01-Apr-26
Up to 4 hours	M	3.20	6.70	STD	4.40	37.50%	7.40	10.45%	01-Apr-25	01-Apr-26
Over 4 hours	M	3.60	7.50	STD	5.00	38.89%	8.30	10.67%	01-Apr-25	01-Apr-26
Oaklands Gate, Northwood and Falling Lane, Yiewsley - Limited Stay										
Up to 30 mins	M	0.00	0.90	STD	0.00	0.00%	1.00	11.11%	01-Apr-24	
Up to 1 hour	M	0.80	2.00	STD	1.30	62.50%	2.20	10.00%	01-Apr-25	01-Apr-26
Up to 90 mins	M	1.10	3.20	STD	2.10	90.91%	3.50	9.38%	01-Apr-25	01-Apr-26
Up to 2 hours	M	1.60	4.30	STD	2.80	75.00%	4.70	9.30%	01-Apr-25	01-Apr-26
Up to 3 hours	M	2.60	5.10	STD	3.40	30.77%	5.60	9.80%	01-Apr-25	01-Apr-26
Up to 4 hours	M	3.10	6.60	STD	4.40	41.94%	7.30	10.61%	01-Apr-25	01-Apr-26
Rockingham Recreation Ground, Uxbridge,Sidmouth Drive car park, Ruislip Gardens,Harefield House - Limited Stay										
This car park has a maximum stay of 4 hours										
1st 30 mins, then	M	0.00	0.90	STD	0.00	0.00%	1.00	11.11%	01-Apr-24	
Up to 1 hour	M	0.80	2.00	STD	1.30	62.50%	2.20	10.00%	01-Apr-25	01-Apr-26
Up to 90 mins	M	1.10	3.20	STD	2.10	90.91%	3.50	9.38%	01-Apr-25	01-Apr-26
Up to 2 hours	M	1.60	4.30	STD	2.80	75.00%	4.70	9.30%	01-Apr-25	01-Apr-26
per 20 mins up to 4 hours	M	0.70	1.80	STD	1.20	71.43%	2.00	11.11%	01-Apr-25	01-Apr-26

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Other Borough Car Parks:Blyth Road, Hayes; Community Close, Ickenham; Fairfield Rd, Yiewsley;Long Lane; Hillingdon;										
Civic Hall, Hayes; Linden Avenue, Ruislip Manor; Devon Parade, Eastcote; Devonshire Lodge, Eastcote; Green Lane, Northwood.										
Up to 30 mins	M	0.00	0.90	STD	0.00	0.00%	1.00	11.11%	01-Apr-24	
Up to 1 hour	M	0.80	2.00	STD	1.30	62.50%	2.20	10.00%	01-Apr-25	01-Apr-26
Up to 90 mins	M	1.10	3.20	STD	2.10	90.91%	3.50	9.38%	01-Apr-25	01-Apr-26
Up to 2 hours	M	1.60	4.30	STD	2.80	75.00%	4.70	9.30%	01-Apr-25	01-Apr-26
Up to 3 hours	M	2.60	5.10	STD	3.40	30.77%	5.60	9.80%	01-Apr-25	01-Apr-26
Up to 4 hours	M	3.10	6.60	STD	4.40	41.94%	7.30	10.61%	01-Apr-25	01-Apr-26
Up to 9 hours (Over 4 hours for Blyth Road)	M	5.60	11.20	STD	7.40	32.14%	12.30	9.82%	01-Apr-25	01-Apr-26
Over 9 hours	M	8.80	15.90	STD	10.50	19.32%	17.50	10.06%	01-Apr-25	01-Apr-26
Long Stay Reduced Charge:Long Drive, South Ruislip; Brandville Rd, West Drayton; Pembroke Gardens, Ruislip Manor;										
Pump Lane, Hayes; North View, Eastcote; St Martins Approach, Ruislip.										
Up to 30 mins	M	0.00	0.90	STD	0.00	0.00%	1.00	11.11%	01-Apr-24	
Up to 1 hour	M	0.80	2.00	STD	1.30	62.50%	2.20	10.00%	01-Apr-25	01-Apr-26
Up to 90 mins	M	1.10	3.20	STD	2.10	90.91%	3.50	9.38%	01-Apr-25	01-Apr-26
Up to 2 hours	M	1.60	4.30	STD	2.80	75.00%	4.70	9.30%	01-Apr-25	01-Apr-26
Up to 3 hours	M	2.60	5.10	STD	3.40	30.77%	5.60	9.80%	01-Apr-25	01-Apr-26
Up to 4 hours	M	3.10	6.60	STD	4.40	41.94%	7.30	10.61%	01-Apr-25	01-Apr-26
Over 4 hours	M	3.60	7.50	STD	5.00	38.89%	8.30	10.67%	01-Apr-25	01-Apr-26

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Leisure Centre Car Parks: (Subject to agreement with the operators where relevant)										
Up to 30 mins	M	0.00	0.90	STD	0.00	0.00%	1.00	11.11%	01-Apr-24	
Up to 1 hour	M	0.80	2.00	STD	1.30	62.50%	2.20	10.00%	01-Apr-25	01-Apr-26
Up to 90 mins	M	1.10	3.20	STD	2.10	90.91%	3.50	9.38%	01-Apr-25	01-Apr-26
Up to 2 hours	M	1.60	4.30	STD	2.80	75.00%	4.70	9.30%	01-Apr-25	01-Apr-26
Up to 3 hours	M	2.60	5.10	STD	3.40	30.77%	5.60	9.80%	01-Apr-25	01-Apr-26
Up to 4 hours	M	3.10	6.60	STD	4.40	41.94%	7.30	10.61%	01-Apr-25	01-Apr-26
Uxbridge Multi-Storey car parks: Cedars car park, Uxbridge										
Up to 2 hours	M	1.40	3.00	STD	2.00	42.86%	3.30	10.00%	01-Apr-24	01-Apr-26
Up to 3 hours	M	2.60	4.10	STD	2.70	3.85%	4.50	9.76%	01-Apr-24	01-Apr-26
Up to 4 hours	M	3.30	5.20	STD	3.40	3.03%	5.70	9.62%	01-Apr-24	01-Apr-26
Up to 5 hours	M	4.20	5.70	STD	3.80	-9.52%	6.30	10.53%	01-Apr-24	
Up to 6 hours	M	5.80	8.70	STD	5.80	0.00%	9.60	10.34%	01-Apr-24	
Up to 8 hours	M	8.20	13.70	STD	9.10	10.98%	15.10	10.22%	01-Apr-24	01-Apr-26
Over 8 hours	M	10.70	19.80	STD	13.10	22.43%	21.80	10.10%	01-Apr-24	01-Apr-26
Sunday (all day)	M	2.60	3.80	STD	2.50	-3.85%	4.20	10.53%	01-Apr-24	

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Grainges Yard Car Park										
15 mins	M	0.30	1.10	STD	0.70	133.33%	1.20	9.09%	01-Apr-25	01-Apr-26
30 mins	M	0.70	2.20	STD	1.40	100.00%	2.40	9.09%	01-Apr-25	01-Apr-26
45 mins	M	1.10	3.20	STD	2.10	90.91%	3.50	9.38%	01-Apr-25	01-Apr-26
1 hour	M	1.50	4.30	STD	2.80	86.67%	4.70	9.30%	01-Apr-25	01-Apr-26
1 hour 15 mins	M	1.80	5.40	STD	3.50	94.44%	5.90	9.26%	01-Apr-25	01-Apr-26
1 hour 30 mins	M	2.20	6.50	STD	4.30	95.45%	7.20	10.77%	01-Apr-25	01-Apr-26
1 hour 45 mins	M	2.60	7.50	STD	5.00	92.31%	8.30	10.67%	01-Apr-25	01-Apr-26
2 hours	M	3.00	8.60	STD	5.70	90.00%	9.50	10.47%	01-Apr-25	01-Apr-26
2 hours 15 mins	M	3.30	9.70	STD	6.40	93.94%	10.70	10.31%	01-Apr-25	01-Apr-26
2 hours 30 mins	M	3.70	10.80	STD	7.10	91.89%	11.90	10.19%	01-Apr-25	01-Apr-26
2 hours 45 mins	M	4.10	11.80	STD	7.80	90.24%	13.00	10.17%	01-Apr-25	01-Apr-26
3 hours	M	4.50	12.90	STD	8.50	88.89%	14.20	10.08%	01-Apr-25	01-Apr-26
3 hours 15 mins	M	4.80	14.00	STD	9.20	91.67%	15.40	10.00%	01-Apr-25	01-Apr-26
3 hours 30 mins	M	5.20	17.30	STD	11.40	119.23%	19.00	9.83%	01-Apr-25	01-Apr-26
3 hours 45 mins	M	5.60	18.70	STD	12.40	121.43%	20.60	10.16%	01-Apr-25	01-Apr-26
4 hours	M	6.00	20.00	STD	13.20	120.00%	22.00	10.00%	01-Apr-25	01-Apr-26
Civic Centre car park (open on Saturdays only)										
Up to 2 hours	M	1.60	4.90	STD	3.20	100.00%	5.40	10.20%	01-Apr-25	01-Apr-26
Up to 4 hours	M	3.10	7.40	STD	4.90	58.06%	8.10	9.46%	01-Apr-25	01-Apr-26
Over 4 hours	M	5.60	8.50	STD	5.60	0.00%	9.40	10.59%	01-Apr-25	

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Type of Fee / Charge		Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Multi-storey Season Tickets and other pre-paid Parking Permits:											
Page 189	Cedars and Grainges Car Parks At all times (per quarter)	M	320.00	420.00	STD	352.00	10.00%	462.00	10.00%	01-Apr-25	01-Apr-26
	Cedars and Grainges Car Parks At all times (per half-year)	M	680.00	930.00	STD	748.00	10.00%	1,023.00	10.00%	01-Apr-25	01-Apr-26
	Cedars and Grainges Car Parks At all times (annual)	M	1,370.00	1,670.00	STD	1,507.00	10.00%	1,837.00	10.00%	01-Apr-25	01-Apr-26
	Grainges Yard (Windsor St Shop Keeper) (per quarter)	M	N/A	435.00	STD	N/A	N/A	479.00	10.11%	01-Apr-25	01-Apr-26
	Grainges Yard (Windsor St Shop Keeper) (per half year)	M	N/A	870.00	STD	N/A	N/A	957.00	10.00%	01-Apr-25	01-Apr-26
	Grainges Yard (Windsor St Shop Keeper) (annual)	M	N/A	1,740.00	STD	N/A	N/A	1,914.00	10.00%	01-Apr-25	01-Apr-26
	Local Car Park Permit (used in Surface car parks) At all times (depending on location) Per Quarter	M	110.00	130.00	STD	121.00	10.00%	143.00	10.00%	01-Apr-24	01-Apr-26
	Local Car Park Permit (used in Surface car parks) At all times (depending on location) (Per half year)		230.00	270.00	STD	253.00	10.00%	297.00	10.00%	01-Apr-25	01-Apr-26
	Local Car Park Permit (used in Surface car parks) At all times (depending on location) (annual)	M	460.00	540.00	STD	506.00	10.00%	594.00	10.00%	01-Apr-25	01-Apr-26
Ruislip Lido Main Car Park, Willow Lawn Car Park & Breakspear Crem Overflow Car Park											
	High Season - May-Aug (Up to 3 hours)	M	0.00	8.90	STD	0.00	0.00%	9.80	10.11%	01-Apr-25	01-Apr-26
	High Season - May-Aug (Over 3 hours)	M	6.80	16.90	STD	11.20	64.71%	18.60	10.06%	01-Apr-25	
	Low Season - Sep-Apr (Up to 3 hours)	M	0.00	5.80	STD	3.80	0.00%	6.40	10.34%	01-Apr-25	
	Low Season - Sep-Apr (Over 3 hours)	M	3.70	8.30	STD	5.50	48.65%	9.10	9.64%	01-Apr-25	

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Parking Bay Suspension										
Per Vehicle per day (or part)	M	44.10	44.10	NB	48.50	9.98%	48.50	9.98%	01-Apr-25	01-Apr-26
Cancellation Fee - 7 Day Notice	M	44.10	44.10	NB	48.50	9.98%	48.50	9.98%	01-Apr-25	01-Apr-26
Amendment Fee - 7 Day Notice	M	44.10	44.10	NB	48.50	9.98%	48.50	9.98%	01-Apr-25	01-Apr-26
Per Vehicle per day (or part) - Filming Fast Track	M	81.90	81.90	STD	90.10	10.01%	90.10	10.01%	01-Apr-25	01-Apr-26
Per Vehicle per day (or part) - Filming	M	40.30	40.30	STD	44.30	9.93%	44.30	9.93%	01-Apr-25	01-Apr-26
Cancellation Fee - 7 Day Notice - Filming	M	40.20	40.20	STD	44.20	9.95%	44.20	9.95%	01-Apr-25	01-Apr-26
Amendment Fee - 7 Day Notice - Filming	M	40.20	40.20	STD	44.20	9.95%	44.20	9.95%	01-Apr-25	01-Apr-26
Parking Waiver										
Per Vehicle per day (or part)	M	22.10	22.10	NB	24.30	9.95%	24.30	9.95%	01-Apr-25	01-Apr-26
Extended Waiver - Non profit organisation (per annum)		N/A	21.00	NB	N/A	N/A	23.00	9.52%	01-Apr-25	01-Apr-26
Extended Waiver - Staff (per annum)		N/A	21.00	NB	N/A	N/A	23.00	9.52%	01-Apr-25	01-Apr-26
Extended Waiver - Commercial organisation (per annum)		N/A	504.00	NB	N/A	N/A	554.00	9.92%	01-Apr-25	01-Apr-26
33. Planning Policy										
Self Build Register Part 1 Entry Fee	M	140.00	140.00	EXP	154.00	10.00%	154.00	10.00%	01-Apr-25	01-Apr-26
Self Build Register Part 1 Annual Retention Fee	M	50.00	50.00	EXP	55.00	10.00%	55.00	10.00%	01-Apr-25	01-Apr-26
Self Build Register Part 2 Entry Fee	M	70.00	70.00	EXP	77.00	10.00%	77.00	10.00%	01-Apr-25	01-Apr-26
34. Planning Specialists										
Ordinary Watercourse Land Drainage Consent fee	B	50.00	50.00	NB	50.00	0.00%	50.00	0.00%	04-Nov-13	

Type of Fee / Charge		Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
35. Adult Education Service											
Tuition Fees											
Tuition Fee per Guided Learning Hour (ESFA funded)	R		N/A	7.75	EXP	N/A	0.00%	8.50	9.68%	01-Apr-25	
Tuition Fee Guided Learning Hour (GLA funded, with fees subsidised by the council) (London Residents)	R		4.95	7.75	EXP	5.40	9.09%	8.50	9.68%	01-Apr-25	01-Apr-26
Concessionary rate (Over 65 / Non-means tested benefits)	R		3.00	N/A	EXP	3.30	10.00%	N/A	0.00%	01-Apr-25	01-Apr-26
Administration Fee	R		11.00	11.00	EXP	12.10	10.00%	12.10	10.00%	01-Apr-23	01-Apr-26
Qualification Charges	R		At cost	At cost	EXP	At cost	0.00%	At cost	0.00%	01-Apr-23	
Learners fully funded through Grant	R		0.00	0.00	EXP	0.00	0.00%	0.00	0.00%	01-Apr-23	
Room hire per hour - equipped and serviced (S/M/L). Non-commercial / charity	M		10.25/10.90/ 13.25	17.65/18.50/ 18.80	EXP	10.25/10.90/ 13.25	0.00%	17.65/18.50/ 18.80	0.00%	01-Apr-23	
Room hire per hour - equipped and serviced (S/M/L) Commercial	M		18.25/19.15/ 19.50	23.50/24.70/ 39.20	EXP	18.25/19.15/ 19.50	0.00%	23.50/24.70/ 39.20	0.00%	01-Apr-23	
36. Young People's Centre											
<u>South Ruislip YPC (Charville YPC - Deleted Charges)</u>											
Hourly Charges											
Council directly managed	M		27.30	27.30	EXP	30.00	9.89%	30.00	9.89%	01-Apr-23	01-Apr-26
Affiliated Youth Groups	M		34.20	34.20	EXP	37.60	9.94%	37.60	9.94%	01-Apr-23	01-Apr-26
Other voluntary group lettings	M		41.00	41.00	EXP	45.10	10.00%	45.10	10.00%	01-Apr-23	01-Apr-26
Other lettings	M		54.60	54.60	EXP	60.10	10.07%	60.10	10.07%	01-Apr-23	01-Apr-26
Daily Charges (Up to 8 Hours)											
Council directly managed	M		163.80	163.80	EXP	180.20	10.01%	180.20	10.01%	01-Apr-23	01-Apr-26
Affiliated Youth Groups	M		204.80	204.80	EXP	225.30	10.01%	225.30	10.01%	01-Apr-23	01-Apr-26
Other voluntary group lettings	M		245.70	245.70	EXP	270.30	10.01%	270.30	10.01%	01-Apr-23	01-Apr-26
Other lettings	M		329.00	329.00	EXP	361.90	10.00%	361.90	10.00%	01-Apr-23	01-Apr-26

TYPE

B-Business R-Resident

M-Mixed C-Concession

VAT STATUS

STD-Standard

EXP-Exempt RED-Reduced

NB-Non Business M-Mixed

OTS-Outside of Scope

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Daily Charges (More than 8 Hours)										
Council directly managed	M	329.00	329.00	EXP	361.90	10.00%	361.90	10.00%	01-Apr-23	01-Apr-26
Affiliated Youth Groups	M	410.90	410.90	EXP	452.00	10.00%	452.00	10.00%	01-Apr-23	01-Apr-26
Other voluntary group lettings	M	492.80	492.80	EXP	542.10	10.00%	542.10	10.00%	01-Apr-23	01-Apr-26
Other lettings	M	656.60	656.60	EXP	722.30	10.01%	722.30	10.01%	01-Apr-23	01-Apr-26
Individual Rooms										
Hourly										
Charge for 1 room	M	9.60	9.60	EXP	10.60	10.42%	10.60	10.42%	01-Apr-23	01-Apr-26
Small hall	M	13.65	13.65	EXP	15.00	9.89%	15.00	9.89%	01-Apr-23	01-Apr-26
Large Hall	M	20.50	20.50	EXP	22.60	10.24%	22.60	10.24%	01-Apr-23	01-Apr-26
Daily (up to 8 hours)										
Charge for 1 room	M	54.60	54.60	EXP	60.10	10.07%	60.10	10.07%	01-Apr-23	01-Apr-26
Small hall	M	81.90	81.90	EXP	90.10	10.01%	90.10	10.01%	01-Apr-23	01-Apr-26
Large Hall	M	123.00	123.00	EXP	135.30	10.00%	135.30	10.00%	01-Apr-23	01-Apr-26
Daily (more than 8 hours)										
Charge for 1 room	M	109.20	109.20	EXP	120.10	9.98%	120.10	9.98%	01-Apr-23	01-Apr-26
Small hall	M	163.80	163.80	EXP	180.20	10.01%	180.20	10.01%	01-Apr-23	01-Apr-26
Large Hall	M	246.00	246.00	EXP	270.60	10.00%	270.60	10.00%	01-Apr-23	01-Apr-26

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
<u>West Drayton YPC</u>										
Hourly charges										
Council directly managed	M	28.70	28.70	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Affiliated Youth Groups	M	35.50	35.50	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Other voluntary group lettings	M	42.40	42.40	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Other lettings	M	56.00	56.00	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Daily Charges (UP to 8 HOURS)										
Council directly managed	M	169.30	169.30	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Affiliated Youth Groups	M	211.60	211.60	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Other voluntary group lettings	M	253.90	253.90	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Other lettings	M	338.50	338.50	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Daily Charges (More than 8 HOURS)										
Council directly managed	M	338.50	338.50	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Affiliated Youth Groups	M	423.20	423.20	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Other voluntary group lettings	M	507.80	507.80	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Other lettings	M	677.00	677.00	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Individual Rooms										
Hourly										
Charge for 1 room	M	9.60	9.60	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Small hall	M	13.65	13.65	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Large Hall	M	21.80	21.80	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26

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Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Daily (up to 8 hours)										
Charge for 1 room	M	56.00	56.00	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Small hall	M	84.60	84.60	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Large Hall	M	127.00	127.00	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Daily (more than 8 hours)										
Charge for 1 room	M	113.40	113.40	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Small hall	M	169.30	169.30	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Large Hall	M	253.90	253.90	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
<u>Harlington YPC</u>										
Hourly										
Council directly managed	M	21.80	21.80	EXP	24.00	10.09%	24.00	10.09%	01-Apr-23	01-Apr-26
Affiliated Youth Groups	M	27.30	27.30	EXP	30.00	9.89%	30.00	9.89%	01-Apr-23	01-Apr-26
Other voluntary group lettings	M	32.80	32.80	EXP	36.10	10.06%	36.10	10.06%	01-Apr-23	01-Apr-26
Other lettings	M	43.70	43.70	EXP	48.10	10.07%	48.10	10.07%	01-Apr-23	01-Apr-26
Daily (up to 8 hours)										
Council directly managed	M	132.50	132.50	EXP	145.80	10.04%	145.80	10.04%	01-Apr-23	01-Apr-26
Affiliated Youth Groups	M	166.50	166.50	EXP	183.20	10.03%	183.20	10.03%	01-Apr-23	01-Apr-26
Other voluntary group lettings	M	199.30	199.30	EXP	219.20	9.98%	219.20	9.98%	01-Apr-23	01-Apr-26
Other lettings	M	264.80	264.80	EXP	291.30	10.01%	291.30	10.01%	01-Apr-23	01-Apr-26

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Daily (more than 8 hours)										
Council directly managed	M	264.80	264.80	EXP	291.30	10.01%	291.30	10.01%	01-Apr-23	01-Apr-26
Affiliated Youth Groups	M	331.80	331.80	EXP	365.00	10.01%	365.00	10.01%	01-Apr-23	01-Apr-26
Other voluntary group lettings	M	398.60	398.60	EXP	438.50	10.01%	438.50	10.01%	01-Apr-23	01-Apr-26
Other lettings	M	531.10	531.10	EXP	584.20	10.00%	584.20	10.00%	01-Apr-23	01-Apr-26
Individual Rooms										
Hourly										
Charge for 1 room	M	6.90	6.90	EXP	7.60	10.14%	7.60	10.14%	01-Apr-23	01-Apr-26
Small hall	M	10.90	10.90	EXP	12.00	10.09%	12.00	10.09%	01-Apr-23	01-Apr-26
Large Hall	M	16.40	16.40	EXP	18.00	9.76%	18.00	9.76%	01-Apr-23	01-Apr-26
Daily (up to 8 hours)										
Charge for 1 room	M	43.70	43.70	EXP	48.10	10.07%	48.10	10.07%	01-Apr-23	01-Apr-26
Small hall	M	67.00	67.00	EXP	73.70	10.00%	73.70	10.00%	01-Apr-23	01-Apr-26
Large Hall	M	99.70	99.70	EXP	109.70	10.03%	109.70	10.03%	01-Apr-23	01-Apr-26
Daily (more than 8 hours)										
Charge for 1 room	M	88.80	88.80	EXP	97.70	10.02%	97.70	10.02%	01-Apr-23	01-Apr-26
Small hall	M	132.50	132.50	EXP	145.80	10.04%	145.80	10.04%	01-Apr-23	01-Apr-26
Large Hall	M	199.30	199.30	EXP	219.20	9.98%	219.20	9.98%	01-Apr-23	01-Apr-26

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Ruislip YPC										
Hourly										
Council directly managed	M	21.80	21.80	EXP	24.00	10.09%	24.00	10.09%	01-Apr-23	01-Apr-26
Affiliated Youth Groups	M	27.30	27.30	EXP	30.00	9.89%	30.00	9.89%	01-Apr-23	01-Apr-26
Other voluntary group lettings	M	32.80	32.80	EXP	36.10	10.06%	36.10	10.06%	01-Apr-23	01-Apr-26
Other lettings	M	43.70	43.70	EXP	48.10	10.07%	48.10	10.07%	01-Apr-23	01-Apr-26
Daily (up to 8 hours)										
Council directly managed	M	129.70	129.70	EXP	142.70	10.02%	142.70	10.02%	01-Apr-23	01-Apr-26
Affiliated Youth Groups	M	161.10	161.10	EXP	177.20	9.99%	177.20	9.99%	01-Apr-23	01-Apr-26
Other voluntary group lettings	M	193.80	193.80	EXP	213.20	10.01%	213.20	10.01%	01-Apr-23	01-Apr-26
Other lettings	M	258.10	258.10	EXP	283.90	10.00%	283.90	10.00%	01-Apr-23	01-Apr-26
Daily (more than 8 hours)										
Council directly managed	M	258.10	258.10	EXP	283.90	10.00%	283.90	10.00%	01-Apr-23	01-Apr-26
Affiliated Youth Groups	M	323.60	323.60	EXP	356.00	10.01%	356.00	10.01%	01-Apr-23	01-Apr-26
Other voluntary group lettings	M	387.70	387.70	EXP	426.50	10.01%	426.50	10.01%	01-Apr-23	01-Apr-26
Other lettings	M	517.30	517.30	EXP	569.00	9.99%	569.00	9.99%	01-Apr-23	01-Apr-26
Individual Rooms										
Hourly										
Charge for 1 room	M	6.90	6.90	EXP	7.60	10.14%	7.60	10.14%	01-Apr-23	01-Apr-26
Small hall	M	10.90	10.90	EXP	12.00	10.09%	12.00	10.09%	01-Apr-23	01-Apr-26
Large Hall	M	16.40	16.40	EXP	18.00	9.76%	18.00	9.76%	01-Apr-23	01-Apr-26

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Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Daily (up to 8 hours)										
Charge for 1 room	M	43.70	43.70	EXP	48.10	10.07%	48.10	10.07%	01-Apr-23	01-Apr-26
Small hall	M	64.20	64.20	EXP	70.60	9.97%	70.60	9.97%	01-Apr-23	01-Apr-26
Large Hall	M	96.90	96.90	EXP	106.60	10.01%	106.60	10.01%	01-Apr-23	01-Apr-26
Daily (more than 8 hours)										
Charge for 1 room	M	86.10	86.10	EXP	94.70	9.99%	94.70	9.99%	01-Apr-23	01-Apr-26
Small hall	M	129.70	129.70	EXP	142.70	10.02%	142.70	10.02%	01-Apr-23	01-Apr-26
Large Hall	M	193.80	193.80	EXP	213.20	10.01%	213.20	10.01%	01-Apr-23	01-Apr-26
<u>Fountain Mills YPC</u>										
Hourly										
Council directly managed	M	27.30	27.30	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Affiliated Youth Groups	M	35.50	35.50	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Other voluntary group lettings	M	42.40	42.40	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Other lettings	M	56.00	56.00	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Daily (up to 8 hours)										
Council directly managed	M	168.00	168.00	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Affiliated Youth Groups	M	208.90	208.90	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Other voluntary group lettings	M	251.20	251.20	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Other lettings	M	334.50	334.50	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Daily (more than 8 hours)										
Council directly managed	M	334.50	334.50	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Affiliated Youth Groups	M	417.70	417.70	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Other voluntary group lettings	M	502.30	502.30	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Other lettings	M	668.90	668.90	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Individual Rooms										
Hourly										
Charge for 1 room	M	9.60	9.60	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Small hall	M	13.65	13.65	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Large Hall	M	20.50	20.50	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Daily (up to 8 hours)										
Charge for 1 room	M	56.00	56.00	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Small hall	M	83.20	83.20	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Large Hall	M	125.60	125.60	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Daily (more than 8 hours)										
Charge for 1 room	M	111.90	111.90	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Small hall	M	168.00	168.00	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Large Hall	M	251.20	251.20	EXP	DELETE	N/A	DELETE	N/A	01-Apr-23	01-Apr-26
Schools										
Duke of Edinburgh Award		N/A	N/A	EXP	N/A	0.00%	N/A	N/A		

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Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Other Youth Fees		0.00	0.00							
Membership session fee	M	0.50	0.50	EXP	0.50	0.00%	0.50	0.00%	01-Apr-18	
Duke of Edinburgh Awards Enrolment Fees Bronze Level	M	25.00	25.00	EXP	25.00	0.00%	25.00	0.00%	01-Apr-18	
Duke of Edinburgh Awards Enrolment fee Silver Level	M	25.00	25.00	EXP	25.00	0.00%	25.00	0.00%	01-Apr-18	
Duke of Edinburgh Awards Enrolment fee Gold Level	M	31.00	31.00	EXP	31.00	0.00%	31.00	0.00%	01-Apr-18	
37. Garages										
Garages (Area 1) HA4, HA5, HA6, UB9, UB10 - North	R	27.80	N/A	STD	30.60	10.07%	N/A	N/A	01-Apr-25	01-Apr-26
Garages (Area 2) UB8, UB11, UB3, UB4, UB7, TW6, TW19 - South	R	21.10	N/A	STD	23.20	9.95%	N/A	N/A	01-Apr-25	01-Apr-26
38. Mortuary										
Delayed collection of bodies	M	30.10	30.10	STD	33.10	9.97%	33.10	9.97%	01-Apr-25	01-Apr-26
Delayed collection of bodies requiring freezer storage (new)	M	37.50	37.50	STD	41.30	10.13%	41.30	10.13%	01-Apr-25	01-Apr-26
Defence post mortem	M	1,316.00	1,316.00	STD	1,448.00	10.03%	1,448.00	10.03%	01-Apr-25	01-Apr-26
High risk Post Mortem	M	1,155.00	1,155.00	STD	1,271.00	10.04%	1,271.00	10.04%	01-Apr-25	01-Apr-26
Post mortem from another mortuary	M	1,100.00	1,100.00	STD	1,210.00	10.00%	1,210.00	10.00%	01-Apr-25	01-Apr-26
Provision / Facilitation of Training Services (quote)	M	Full Cost	Full Cost	STD	Full Cost	N/A	Full Cost	N/A	01-Apr-25	01-Apr-26
Mutual Aid Storage cross boundary										
Short Term Storage	M	24.20	24.20	STD	26.60	NEW	26.60	9.92%	01-Apr-25	01-Apr-26
Long Term Storage for the first week per day	M	24.20	24.20	STD	26.60	NEW	26.60	9.92%	01-Apr-25	01-Apr-26
Long Term Storage for the second week per day	M	48.30	48.30	STD	53.10	NEW	53.10	9.94%	01-Apr-25	01-Apr-26
Long Term Storage for the third week per day	M	96.70	96.70	STD	106.40	NEW	106.40	10.03%	01-Apr-25	01-Apr-26
Long Term Storage for the forth week onwards per day	M	193.40	193.40	STD	212.70	NEW	212.70	9.98%	01-Apr-25	01-Apr-26

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Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
39. Housing										
Homelessness (set to recover costs up to HB threshold levels):										
Temporary Accommodation - Minimum Charge	R	150.00	N/A	EXP	150.00	0.00%	N/A	0.00%	01-Apr-10	
Temporary Accommodation - Maximum Charge	R	375.00	N/A	EXP	375.00	0.00%	N/A	0.00%	01-Apr-10	
Bed & Breakfast - Minimum Charge	R	150.00	N/A	EXP	150.00	0.00%	N/A	0.00%	01-Apr-10	
Bed & Breakfast - Maximum Charge	R	375.00	N/A	EXP	375.00	0.00%	N/A	0.00%	01-Apr-10	
HMOs Licensing										
Licensing	M	1,577.00	N/A	NB	1,735.00	10.02%	N/A	N/A	01-Apr-25	01-Apr-26
Renewal	M	1,577.00	N/A	NB	1,735.00	10.02%	N/A	N/A	01-Apr-25	01-Apr-26
PCN for Non-Compliance with Remedial Notice	M	5,000.00	N/A	NB	5,000.00	0.00%	N/A	N/A		
Professional Advice to Landlords	M	Full Cost	N/A	STD	Full Cost	N/A	N/A	N/A	01-Apr-25	01-Apr-26
Improvement Notice	M	587.00	N/A	STD	646.00	10.05%	N/A	N/A	01-Apr-25	01-Apr-26
Prohibition / Demolition Notice	M	515.00	N/A	STD	567.00	10.10%	N/A	N/A	01-Apr-25	01-Apr-26
Emergency Notice	M	507.00	N/A	STD	558.00	10.06%	N/A	N/A	01-Apr-25	01-Apr-26
Colne Park Caravan Site:										
Main Rental Charge - Single Plot	R	142.49	N/A	EXP	142.50	0.01%	N/A	N/A	01-Apr-25	01-Apr-26
Main Rental Charge - Double Plot	R	245.81	N/A	EXP	245.80	0.00%	N/A	N/A	01-Apr-25	
Water Single Plot	R	8.60	N/A	EXP	9.50	10.47%	N/A	N/A	01-Apr-25	01-Apr-26
Water Double Plot	R	15.10	N/A	EXP	16.60	9.93%	N/A	N/A	01-Apr-25	01-Apr-26
Electricity - Single Plots	R	0.40	N/A	RED	0.40	0.00%	N/A	N/A	01-Apr-25	
Personal Use - Electricity Charge per kwh	R	0.80	N/A	EXP	0.90	12.50%	N/A	N/A	01-Apr-25	01-Apr-26

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
40. CCTV Requests										
Fee for production of evidence for insurance claim purposes		180.60	180.60	STD	198.70	10.02%	198.70	10.02%	01-Apr-25	01-Apr-26
Search Fee for CCTV recording - Officer time spent researching		Full Cost	Full Cost	STD	Full Cost	N/A	Full Cost	N/A	01-Apr-25	01-Apr-26
41. Children and Young People's Services										
Asylum Service (per week)										
-										
Asylum Service Charges for 18+	R	5.00	5.00	OTS	5.00	0.00%	5.00	0.00%	01-Feb-11	
Asylum rental contribution Charges for 18+	R	Actual Cost	Actual Cost	OTS	Actual Cost	0.00%	Actual Cost	0.00%	01-Apr-19	
42. Adult Social Care										
Home care and Outreach:										
-										
Per hour	R	Actual Cost	Actual Cost	OTS	Actual Cost	N/A	Actual Cost	N/A		01-Apr-26
Respite (Residential) Care:										
-										
Young Adults (18-25)	R	0.00	No Max	OTS	0.00	No Max	No Max	N/A		01-Apr-26
Adults (25-60)	R	0.00	No Max	OTS	0.00	No Max	No Max	N/A		01-Apr-26
Older People (over 60)	R	0.00	No Max	OTS	0.00	No Max	No Max	N/A		01-Apr-26
Permanent (Residential) Care:										
-										
Young Adults (18-25)	R	0.00	No Max	OTS	0.00	No Max	No Max	N/A		01-Apr-26
Adults (25-60)	R	0.00	No Max	OTS	0.00	No Max	No Max	N/A		01-Apr-26
Older People (over 60)	R	0.00	No Max	OTS	0.00	No Max	No Max	N/A		01-Apr-26
Colham Road:										
-										
under 25	R	2,245.30	2,245.30	OTS	2,469.80	10.00%	2,469.80	10.00%	01-Apr-24	01-Apr-26
over 25	R	2,245.30	2,245.30	OTS	2,469.80	10.00%	2,469.80	10.00%	01-Apr-24	01-Apr-26

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Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
Merrimans House:										
Full board: under 25	R	1,955.74	1,955.74	OTS	2,151.30	10.00%	2,151.30	10.00%	01-Apr-25	01-Apr-26
Full board: over 25	R	1,955.74	1,955.74	OTS	2,151.30	10.00%	2,151.30	10.00%	01-Apr-25	01-Apr-26
Respite: under 25	R	1,955.74	1,955.74	OTS	2,151.30	10.00%	2,151.30	10.00%	01-Apr-25	01-Apr-26
Respite: over 25	R	1,955.74	1,955.74	OTS	2,151.30	10.00%	2,151.30	10.00%	01-Apr-25	01-Apr-26
Hatton Grove:										
under 25	R	1,714.00	1,714.00	OTS	1,885.40	10.00%	1,885.40	10.00%	01-Apr-24	01-Apr-26
over 25	R	1,714.00	1,714.00	OTS	1,885.40	10.00%	1,885.40	10.00%	01-Apr-24	01-Apr-26
Fully staffed supported living unit:										
Goshawk Gardens	R	982.08925	982.08925	OTS	1,080.30	10.00%	1,080.30	10.00%	01-Apr-25	01-Apr-26
Chapel Lane	R	1105.9572	1105.9572	OTS	1,216.60	10.00%	1,216.60	10.00%	01-Apr-25	01-Apr-26
Other Accommodation:										
Supported Housing	R	0.00	No Max	OTS	0.00	No Max	No Max	0.00%		1-Apr-2026
Supported Living	R	0.00	No Max	OTS	0.00	No Max	No Max	0.00%		1-Apr-2026
Shared Lives	R	0.00	No Max	OTS	0.00	No Max	No Max	0.00%		1-Apr-2026
Learning Disability Day & Resource Services (per session):										
Queens Walk Resource Service	R	22.77	22.77	OTS	25.00	9.81%	25.00	9.81%	01-Apr-25	1-Apr-2026
Personal Budgets (PB)										
Maximum Financial contribution	R	0	100% of PB	OTS	0.00	100% of PB	100% of PB	0.00%		1-Apr-2026

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Type of Fee / Charge		Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non residents £	Increase %	Date of last change to charge	Effective Date
TeleCareLine (TCL):											
Level 1		R	1.30	N/A	NB	1.40	8.02%	N/A	N/A	01-Apr-05	1-Apr-2026
Level 2		R	5.74	N/A	NB	6.30	9.85%	N/A	N/A	01-Apr-11	1-Apr-2026
Level 3		R	9.75	N/A	NB	10.70	9.75%	N/A	N/A	01-Apr-11	1-Apr-2026
Level 4		R	13.76	N/A	NB	15.10	9.71%	N/A	N/A	01-Apr-11	1-Apr-2026
Over 75's exempt / not charged		R	0.00	0.00	NB	0.00	0.00%	0.00	0.00%	01-May-18	
43. Client Financial Affairs (CFA)											
Page 203	Preparation work prior to Deputy Order being made	R	N/A	944.00	OTS	N/A	0.00%	944.00	0.00%	01-Apr-24	
	First year annual management fee - Assets above £20.3k	R	N/A	982.00	OTS	N/A	0.00%	982.00	0.00%	01-Apr-24	
	First year annual management fee - Assets below £20.3k	R	N/A	3.5% of net assets	OTS	N/A	0.00%	3.5% of net assets	N/A	01-Apr-24	
	Second and subsequent years annual management fee - Assets above £20.3k	R	N/A	824.00	OTS	N/A	0.00%	824.00	0.00%	01-Apr-24	
	Second and subsequent years annual management fee - Assets below £20.3k	R	N/A	3.5% of net assets	OTS	N/A	0.00%	3.5% of net assets	N/A	01-Apr-24	
	Preparation of annual report to the OPG	R	N/A	274.00	OTS	N/A	0.00%	274.00	0.00%	01-Apr-24	
	Annual Property Management Fee	R	N/A	380.00	OTS	N/A	0.00%	380.00	0.00%	01-Apr-24	
	Preparation of basic HMRC income tax return (bank or NS&I interest, taxable benefits)	R	N/A	89.00	OTS	N/A	0.00%	89.00	0.00%	01-Apr-24	
	Preparation of complex HMRC income tax return (bank or NS&I interest, taxable benefits, small investment portfolio)	R	N/A	140.00	OTS	N/A	0.00%	140.00	0.00%	01-Apr-24	
	Travel Cost per Hour	R	N/A	51.00	OTS	N/A	0.00%	51.00	0.00%	01-Apr-24	
	Deferred Payment Scheme	R	400.00	400.00	OTS	400.00	0.00%	400.00	0.00%	01-Apr-24	
	Set Up Admin Fee	R	315.02	315.02	OTS	346.50	9.99%	346.50	0.00%	01-Apr-25	1-Apr-2026
	Shut Down Admin Fee	R	210.06	210.06	OTS	231.10	10.01%	231.10	0.00%	01-Apr-25	1-Apr-2026
	Interest Rate (amount above the 15 year average gilts yield rate as published by the Office for Budget Responsibility 6 monthly)	R	0.00	0.00	OTS	0.00	0.00%	0.00	0.00%	01-Apr-24	

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COUNCIL BUDGET - 2025/26 BUDGET MONITORING

Cabinet Member & Portfolio	Councillor Eddie Lavery Cabinet Member for Finance & Transformation
Responsible Officer	Steve Muldoon, Corporate Director of Finance
Report Author	Andy Goodwin, Head of Strategic Finance
Papers with report	None

HEADLINES

Overview

This report sets out a summary of the Council's General Fund and Housing Revenue Account forecast positions for both revenue and capital budgets as at the end of October 2025 (Period 7) for the financial year 2025/26.

General Fund Revenue

The Council has an approved expenditure budget of £974m, comprised of £552m within the General Fund and £422m within the Dedicated Schools Grant. As at the end of October 2025 (Period 7), the General Fund forecast shows an overspend of £36.0m, leading to no movement from Month 6 against the General Reserves position.

The aggregate year to date forecast overspend represents a variance predominantly driven by service operations and reflects the ongoing pressures and risks local authorities face in homelessness, children's and adults social care provision, as well as challenges in the delivery of savings in year. There remain significant inherent risks which continue to be reviewed and may impact the forecast at a future point.

Dedicated Schools Grant (DSG)

The in-year forecast deficit relating to DSG is reporting a favourable movement against budget of £1.9m, i.e. a £10.6m in-year increase in the forecast closing deficit reserve position. It should be noted that the in-year deficit for 2025/26 now represents an improvement of £4.4m on the in-year deficit reported for 2024/25. When factoring in the opening deficit position of £65.9m, this forecast position leads to a closing cumulative deficit for 2025/26 of £76.5m. The statutory override is in place until March 2028 while the Council continues with its deficit management plan.

Housing Revenue Account (HRA)

The 2025/26 HRA revenue budget consists of £85.4m expenditure matched by an equivalent level of income (rents, service charges and other contributions). The Month 7 forecast reflects an unchanged position (nil variance) against this budget. This comprises a £1.3m pressure against service expenditure offset by a reduction in the revenue contribution to the capital programme.

General Fund and HRA Capital Programmes

The Council set itself ambitious targets to invest in local services, infrastructure and homes during 2025/26 – a total of £357.5m being budgeted across both the General Fund and HRA areas in

2025/26. 83% of that target is expected to be spent in year, with the majority of the underspend potentially rephased into 2026/27 at this stage, subject to further review as part of the 2026/27 budget setting process and Cabinet approval as part of the draft outturn report in early 2026/27.

The General Fund capital programme budget includes £17.0m of capital receipts to be used to fund transformation costs leading to ongoing future revenue savings or cost avoidance through the flexible use of capital receipts mechanism as allowed for under Government regulation. The level of available capital receipts and how this will be applied to qualifying expenditure in this year has been reviewed with reductions factored into the Month 7 update.

Putting our Residents First Delivering on the Council Strategy 2022-2026	This report supports our ambition for residents / the Council of: An efficient, well-run, digital-enabled council working with partners to deliver services to improve the lives of all our residents This report supports our commitments to residents of: A Digital-Enabled, Modern, Well-Run Council
Financial Cost	N/A
Select Committee	Corporate Resources & Infrastructure
Ward(s)	All

RECOMMENDATIONS

That the Cabinet:

1. **Note the revenue and capital budget monitoring positions and treasury management update as at October 2025 (Month 7) as set out in Part A of the report, furthermore, noting the actions proposed by officers.**
2. **Approve the financial recommendations as set out in Part B of this report.**

Reasons for recommendation

1. The reason for **Recommendation 1** is to measure performance against the Council's budgetary objectives, providing Cabinet with the update on performance against budgets approved by Council on 27 February 2025 contained within **Part A** of this report. An update on the Council's Treasury Management activities is included within this.
2. **Recommendation 2** seeks approval for the financial recommendations set out within **Part B** of this report, which may include acceptance of grant funding, revisions to fees & charges and ratification of decisions taken under special urgency provisions.

Alternative options considered / risk management

3. There are no other options proposed for consideration.

Select Committee comments

None at this stage.

PART A: 2025/26 MONTHLY BUDGET MONITORING

SUMMARY

GENERAL FUND REVENUE

4. As at Month 7, the Council is forecasting a net overspend of £36.0m on its core operating activities. This includes overspends of £26.8m across Service Operating Budgets, a £4.2m pressure against the budgeted use of reserves and a £6.5m pressure across centralised and Corporate Budgets including Corporate Funding. These pressures are partially mitigated by £1.5m of interventions, which are expected to deliver savings aligned with spend control measures, increased grant and other income and other mitigations. These interventions have been reduced by £0.5m due to the benefit of improvements in outturn forecasts now being reflected within Service Operating Budgets.
5. The service operating budget pressure of £26.8m, represents a £0.3m favourable movement from Month 6. The pressure against Service Operating Budgets is largely being driven by four pressure areas:
 - i. c£15.9m relating to further demand pressures above the budget position presented to February Cabinet and Council, with £3.0m being driven by Adult Social Care demand, £6.5m from homelessness support, £7.0m within Children's Social Care, offset by a £0.6m reduction in the waste forecast.
 - ii. c£8.0m relates to a shortfall against the savings budgeted in 2025/26 and the £38.8m target to be delivered this year (with a further £7.1m included in unallocated savings budgets), representing 39% slippage.
 - iii. c£2.2m from the General Fund share of Treasury activities and the interest costs arising from the increase in borrowing resulting from the forecast
 - iv. Lastly, c£0.7m net overspend relating to a number of other smaller updates, with a shortfall against the capital receipts target leading to some transformation activity now being funded from revenue, alongside further pressures from the use of agency staff, offset by underspends across SEND Transport of c£1.6m and staffing within Adult & Children's Social Care & Health (c£1.5m) and other minor movements.
6. Within centralised and Corporate Budgets, a forecast overspend of £6.5m is presented, which includes a pressure of £7.1m from an under-delivery against unallocated savings. A further pressure of £1.3m is reported against Corporate Funding due to the Children's Prevention Grant that was announced as part of Core Spending Power needing to be spent on new initiatives leading to the grant being transferred to the Children's Social Care service. The forecast then includes two mitigations, firstly the remaining £1.9m general contingency and secondly £1.5m of interventions to incorporate an anticipated reduction in expenditure as a consequence of introducing more stringent spend controls and other measures.
7. Within the position, the planned use of reserves of £4.2m will not proceed due to the Council's low balance of opening reserves.

8. As part of the Month 7 review, the Council has carried out an analysis of exposure to risks and where further opportunities exist. This review has identified more risks than opportunities, with risks totalling £5.5m against further opportunities of £1.4m. The identified risks include demand exposure from homelessness (£0.6m), adult social care (£1.0m) and Waste Services (£0.3m) with wider corporate risks linked to the delivery of the interventions (£0.5m). The level of risk has reduced in recent months as demand risks start to come down as we progress through the year. The remaining risks come from a number of smaller updates including funding strategies such as buyers premium and potential environmental costs associated with compliance related activities. It should be noted that risks not able to be quantified include the cost of any redundancies that may arise from any TOM savings implementation (redundancies would precede any savings that ensue), and also the financial impact relating to the amortisation of any EFS that may get agreed in respect of the 2024/25 financial year.
9. Opportunities in this position include £1.4m related to the Council's ability to positively impact the homelessness support pressure through demand and market management, maximising available funding sources, reducing energy costs and potential upsides from fees and charges.
10. It should be noted that the risk of further overspend against homelessness costs remains high, like many London boroughs, given the rising levels of homeless presentations and the challenges in securing suitable alternative accommodation to prevent homelessness, particularly in the private rented sector. This position is being reviewed in detail and updates will be provided in future budget monitoring reports.
11. Within the £0.6m homelessness demand risk, it is worth noting that the Council is seeing exceptional costs as a result of being a port authority. This includes the arrival of UK nationals, which remains an unknown quantum at this time, given the costs incurred by the Council are not fully funded by the Government. The Council's forecast is based on the current run rate to date. It should be noted that a review commissioned by London Councils has identified a "Funding Gap" of £740m for London Councils between homelessness costs incurred and funding provided by Central Government in 2024/25.

Table 1: General Fund Overview

Service	Approved Budget £m	Forecast Outturn £m	Variance £m	Forecast Variance Prior Month £m	Change in Variance £m
Service Operating Budgets	272.0	298.8	26.8	27.1	(0.3)
Development & Risk Contingency	1.9	0.0	(1.9)	(1.7)	(0.2)
Unallocated Budget Items: Pay Award Inflation	0.0	0.0	0.0	0.0	0.0
Unallocated Budget Items: Unallocated Savings	(7.1)	0.0	7.1	7.1	0.0
Budgeted Use of Reserves	(4.2)	0.0	4.2	4.2	0.0
Total Net Expenditure	262.6	298.8	36.2	36.7	(0.5)
Corporate Funding	(262.6)	(261.3)	1.3	1.3	0.0
Subtotal	0.0	37.5	37.5	38.0	(0.5)
Interventions	0.0	(1.5)	(1.5)	(2.0)	0.5
Net Total	0.0	36.0	36.0	36.0	0.0

Opening General Reserve		1.5	1.5	0.0
Less: Underlying Variance		(36.0)	(36.0)	0.0
Closing General Reserve		(34.5)	(34.5)	0.0

Opening Controllable Earmarked Reserves		5.2	5.2	0.0
Use of Controllable Earmarked Reserves		(2.0)	(2.0)	0.0
Closing Controllable Earmarked Reserves		3.2	3.2	0.0

12. The Council's unaudited opening reserves position, comprising both General and Controllable Earmarked Reserves, stands at £1.5m of General Reserves and £5.2m of Earmarked Reserves. In arriving at the net £36.0m overspend projected above, the forecast assumes a £2.0m drawdown from Earmarked Reserves to support service-level requirements, bringing the forecast usable General Reserve position to £34.5m overdrawn whilst Controllable Earmarked Reserves are forecast to close at £3.2m. This is stated before any potential impact from other financial risks which are not currently built into the forecast. It is clearly untenable for the Council to leave this position unaddressed.
13. To this end, the Council is engaged in conversations with the Ministry for Housing, Communities & Local Government (MHCLG) with a view to securing Exceptional Financial Support (EFS), and in order to progress matters has already made a formal submission to MHCLG for support in the form of a capitalisation direction and additional grant funding.
14. Exceptional Financial Support may be granted by the Ministry of Housing, Communities and Local Government (MHCLG) to councils facing significant financial pressures and unable to deliver a balanced budget or maintain adequate reserves. Support can be provided in one or more of the following forms:
 - i. Capitalisation Direction – This permits a council to account for its revenue overspend as capital, subject to Government approval. Without such approval, this approach

would be unlawful. Once approved, this capital item can be addressed either through offsetting capital receipts or amortised as MRP over a maximum of twenty years. If a council were to have to borrow to make the cash flow balance this would also incur interest costs.

- ii. Additional Grant Funding – In certain circumstances, a council may receive direct grant support to help manage exceptional financial pressures.
- iii. Council Tax Flexibility – A council may be granted permission to raise Council Tax above the referendum threshold without holding a referendum. This option is only available as part of the annual Council Tax setting process.

15. The S151 Officer remains of the view that he is not minded to issue a S114 notice at this point in time on the basis that MHCLG are engaged in substantive discussions and reviewing the Council's position. There remains a reasonable likelihood that EFS can be approved within an appropriate timeline. This position is held on the current assumption that MHCLG will support the Council's application for EFS and that the level of EFS agreed will be seen through on time and to the level required by the Council. The decision not to issue a S114 at this time is wholly contingent on the discussions with MHCLG and ultimately without reassurance and progress of substance in these discussions very serious consideration would need to be given to issuing such a notice. Under S114(3) legislation, consideration needs to be given to whether the expenditure of the Council in a financial year (i.e. 2025/26) will exceed the resources (including sums borrowed) available to it to meet that expenditure. This condition will be satisfied through the agreement of EFS, for which there is currently a reasonable likelihood. MHCLG agreement to EFS will come with certain conditions that demonstrate to the Ministry that the Council is taking the necessary steps to address the situation. These would include, but are not limited to, ongoing engagement with MHCLG officials and representatives, working towards implementing the "Section 24" recommendations of the auditor, utilising peer support and advice from outside the authority, and potentially an additional external assurance review. These are being actively pursued to ensure that the Council is heeding the advice and expectations to facilitate the agreement to EFS.
16. The Council is actively reviewing all available options to address the current financial pressure and the forecast negative reserves position. Central to this is the delivery of the 2025/26 savings programme, totalling £34.0m – the largest savings target the Council has ever undertaken. In addition, £4.8m of unresolved savings from previous years have been carried forward, increasing the total savings requirement for 2025/26 to £38.8m. To date, slippage of £15.1m has been identified within this savings requirement and built into the forecast position.
17. Under Government guidance, councils may fund transformation activity using capital receipts from asset disposals. Given the scale of the savings programme, the Council will utilise capital receipts to support transformation where appropriate. The Council is reviewing the pipeline of assets which can be targeted with a view to delivering capital receipts in this financial year. Any receipts will be verified to assure that they qualify under the regulations pertaining to flexible capital receipts. A view has now been formed of the extent of qualifying receipts that can be achieved and be put towards qualifying expenditure. The Council has a level of capital

receipts brought forward from previous years which, along with known 2025/26 disposals, will be able to fund the forecast requirement.

18. The Council remains firmly committed to achieving a sustainable financial position. It continues to be run efficiently, with spend per capita on frontline services below that of comparable authorities, primarily Outer London boroughs. Despite the financial pressures, the Council has consistently delivered high-quality, well-regarded services in a cost-effective manner, while maintaining one of the lowest Council Tax levels in its comparator group. The chart below, based on 2024/25 Revenue Outturn (RO) data and produced by Grant Thornton illustrates this position (where NN reflects our nearest neighbour comparison based on socio-economic factors and comprises 10 local authorities):

Table 2: Income & Spend per Head Compared to Cohort Average

Service line	£000s	Unit cost	Benchmark comparison	
			London Boroughs context	NN Context
Housing Services (GFRA Only)	£30,926	£93.95	Low	Average
Children Social Care	£72,701	£962.62	Very Low	Low
Highways & Transport Services	£7,108	£21.59	Average	Low
Environmental & Regulatory Services	£19,502	£59.24	Very Low	Low
Cultural & Related Services	£13,962	£42.41	Average	High
Central Services	£8,832	£26.83	Very Low	Very Low
Adult Social Care	£106,714	£420.70	Very Low	Very Low
Planning & Development Services	£96	£0.29	Very Low	Very Low
Education Services	£255,379	£3,205.66	Very Low	Low
Public Health Services	£17,888	£54.34	Low	Average
Total Services	£533,108	£1,619.48	Very Low	Low

19. The Council's forecast of overdrawn reserves by year-end reflects a range of national challenges, compounded by insufficient funding from central government to meet rising demand. A key pressure continues to be the delivery of temporary accommodation and homelessness support. This is particularly acute in Hillingdon, due to the presence of Heathrow Airport - a major port of entry into the UK - which places additional strain on local housing supply and demand, driving up costs. This housing pressure also affects Children's Social Care, where vulnerable young people in supported accommodation are unable to transition into independent tenancies due to a shortage of general needs housing. At the same time, demand for Adult Social Care remains consistently high following the pandemic, with funding from the Department of Health and Social Care failing to keep pace with increasing client demand volume and complexity and market pressures.
20. The Council is taking steps to address the rising cost of temporary accommodation by seeking to make acquisitions which can then be used to address the issue and mitigate the impact of high rental costs in the private sector. For this reason, Cabinet recently approved the forward

phasing of future years' HRA capital contingency budget alongside a virement of £20m from the General Fund capital programme to the HRA to support developments and acquisitions.

21. The Government has now closed its consultation on the Fair Funding Review 2.0 with the Council awaiting the outcome of the consultation, expected to be announced in the draft Local Government Finance Settlement, expected in mid-late December. The fair funding review has been delayed since the pandemic, with the consultation covering the funding distribution formulae used by Government to allocate funds to each council across the country. Whilst the outcome of the review is still awaited, modelling by both London Councils and Pixel indicate that Hillingdon should see a net growth in funding from 2026/27 and beyond. Whilst it is recognised that the borough was aware of the current level of Government funding at the time of setting the 2025/26 budget, the review indicates that Hillingdon has been significantly underfunded by Government over an extended period of time and had this review taken place in line with the original timescale, Hillingdon's financial position is likely to have been far more favourable.
22. Hillingdon's consultation response largely agreed with the Fair Funding Review 2.0 information and data that the Government shared, supported by the London Councils model. The Council's primary response was focused on the timing of the transition period, with the Government indicating transitioning to the new funding level over a 3-year period. The Council's stance is that residents should not be required to fund transitional arrangements and that the Government should seek alternative methods to fund any such arrangements, rather than restrain the release of funding due to Hillingdon.
23. The pressures reflected in this report therefore present a challenge for the Council, with the above table setting out this position against service operating budgets, corporate budgets and the use of reserves. This forecast position does not include any potential outcome from the Exceptional Financial Support conversations being held with Government, likewise it does not reflect the revenue impact of any EFS which may be agreed in respect of 2024/25 and would begin to be amortised from 2025/26.
24. The Council's forecast position is therefore a highly challenging one and is highly dependent on the assumptions built into the forecast being deliverable. The contingency has been fully released in the forecast and so there is no capacity to offset further unforeseen costs, or savings or income shortfalls. It is of critical importance that all areas of the Council aim to deliver on, and give support to, all of the savings commitments made to ensure they are delivered on time and to the value and scale planned in the budget. Equally, it is important that any savings falling short are still pursued so that they can be delivered in full and on time in order to deliver the maximum benefit to 2026/27 and the MTFs, and mitigations to the overspend continue to be sought.
25. The risks and upsides not encapsulated within the forecast will also need to be carefully monitored and addressed in order to mitigate and prevent or limit the impact they may present. Any further impacts may have consequences for the EFS requirement and add pressure to the Council's finances in repaying this over time. The Council will have to continue to focus on identifying options to address these risks and not assume that the increase in

funding anticipated through the Fair Funding review, which may only be phased in over three years, will fully resolve the situation.

26. The Leader and his Cabinet have asked officers to do everything they can to address and mitigate the overspend and financial pressures faced. To this end, officers have been working on developing strict spend control processes across all areas of the Council, extending the existing controls over staffing costs to non-staff costs. This will bring with it a burden of administration but is essential to demonstrate that the Council is taking its fiduciary duties seriously. These measures are expected to bring a reduction in the level of non-essential expenditure as well as challenge to the scope of spend which is currently deemed to be statutory in nature. Consequently, an assumption has been made that this intervention, along with other measures, could lead to a cost reduction of circa £1.5m in this financial year.
27. Alongside this, officers have been asked to review the capital expenditure programme to identify any schemes which can be deferred, reduced or stopped, in particular any which require Council borrowing in order to fund, or will be a drain on Council cash. This will in turn lead to a reduction in the level of borrowing required and hence the interest cost of such borrowing. In future years this would lead to a reduction in the level of Minimum Revenue Provision (MRP) arising from capital schemes and so help to mitigate the impact of MRP arising from Exceptional Financial Support. MRP is a charge that local authorities must set aside for the repayment of debt. The reduction in the capital forecast this quarter (reported in the month 6 report) shows the first signs of the review work, and while some of this reduction is reflected as slippage, there is an ongoing review of the programme of works as part of the 2026/27 budget setting process to establish which schemes will not progress.
28. Finally, it should be remembered that not all of the potential risks facing the Council this financial year have been quantified and built into the forecast. All efforts will be undertaken to minimise the impacts of these risks on the Council both in this and into future years.

GENERAL FUND CAPITAL EXPENDITURE

29. The Council updates its capital forecasts on a quarterly basis, with Month 6 being the second update presented to Cabinet (see the month 6 position reported to Cabinet in November). A £43.4m underspend is projected on the 2025/26 General Fund Capital Programme of £138.4m. General Fund Capital Receipts of £17.0m were budgeted for 2025/26, with these funds planned to fund transformation activity. At Month 6, the use of capital receipts has reduced due to the DSG safety valve contributions currently being suspended (£4.0m) and a reduction in the Transformation Capitalisation forecast presented in the revenue update. Overall, Prudential Borrowing required to support the 2025/26 to 2029/30 General Fund capital programme remains on budget. These projections will be revisited as part of the Month 9 forecast as well as the 2026/27 budget setting process.

SCHOOLS BUDGET

30. The Dedicated Schools Grant (DSG) total Block for the Maintained Schools is forecast to have an in-year deficit of £10.6m, representing a £1.9m favourable movement and an ongoing improvement from the draft outturn for 2024/25 of £15.0m as a result of a broad range of positive measures deployed by the Council. The in-year deficit is largely driven by High Needs placement demand and cost pressures which continue to be significantly underfunded in the DSG settlement from the Department for Education (DfE). This position means that the cumulative deficit carried forward to 2026/27 is forecast at £76.5m.
31. There is currently a time-limited statutory override in place, now extended until 31 March 2028, ringfencing the Schools Budget deficit such that this does not impact upon general reserves. The Council is one of many local authorities managing a large deficit within the Schools Budget and this stood at £65.9m at 31 March 2025, exceeding the level of General Fund reserves held. It is worth noting that between outturn 2024/25 and the position presented in this report, the Council has successfully reduced the in-year spend against the Schools Budget by £4.4m and continues to make good progress in this.
32. The issue of mounting DSG deficits remains a national issue, with projections for a £6.2bn deficit across the country by 2026/27 forming a key strand to lobbying by sector bodies such as the LGA and London Councils. Were the Council faced with having to absorb the deficit into its own reserves from 1 April 2028, it would have no option other than to request a further increase in EFS. Given the national cumulative position indicated above, it is hard to see how this can be managed and so the proposed way forward from Government is keenly awaited by councils across the country.
33. In the November 2025 budget, the Government confirmed that starting from the 2028-29 financial year, future special educational needs and disabilities (SEND) costs will be managed within the overall central government spending envelope, shifting the responsibility from local authorities. The Government did not provide a specific plan on how local authorities should handle historic SEND budget deficits that are expected to reach £14 billion by March 2028 when the statutory override ends. Instead, the Government stated that further details would be provided during the provisional Local Government Finance Settlement in December 2025.

HOUSING REVENUE ACCOUNT

34. The Housing Revenue Account (HRA) continues to forecast a breakeven position. Operating costs are showing an in-year pressure of £1.3m, with no movement from Month 6, the pressures are primarily driven by staffing costs, emergency B&B placements and leaseholder insurance premiums, with the adverse movement related to a shortfall in the forecast rental income. These pressures are offset by a reduction in the revenue contributions to the capital programme, ensuring the HRA remains financially viable. The 2025/26 closing HRA General Balance is forecast to be £15m, in line with the target level established for 2025/26. The HRA Capital Programme is forecast to breakeven over the five-year programme, with investment of £549.2m increasing housing supply and maintaining and improving existing stock.

FURTHER INFORMATION

General Fund Revenue Budget

35. As at Month 7, the Council's General Fund is reporting an overspend of £36.0m after allowing for the anticipated delivery of £1.5m in savings through interventions including tighter spend controls, and the remaining £1.9m contingency. This includes favourable movements against Service Operating Budget and Corporate Budgets of £0.5m, with these favourable movements being the result of the Council delivering mitigations previously reported under the interventions line and therefore leading to a net nil movement. This position includes a £15.1m shortfall against the total £38.8m savings target, and a reduction in the level of capital receipts being used to fund transformation activity.
36. The Month 7 position also includes the deployment of £2.0m from Earmarked Reserves, primarily to support insurance claims and homelessness related pressures. The main use of Earmarked Reserves relates to a £1.2m draw down from the Public Health ringfenced reserve, accumulated from prior year underspends against the Public Health Grant.
37. To support the delivery of the savings programme, the Council is utilising £5.8m of capital receipts to fund transformation costs, in line with Government guidance. Asset disposals in 2025/26 plus previously unspent capital receipts are expected to support this transformation activity in the current financial year.

Progress on Savings

38. The savings requirement for 2025/26 is £34.0m as set out in the Council's budget strategy. This position has been supplemented by a further £4.8m of savings carried forward from 2024/25 as set out in the outturn report presented to July Cabinet, resulting in an overall programme of £38.8m savings being targeted in year:

Table 3: Savings Tracker

Directorate	Blue Banked £m	Green Delivery in progress £m	Amber I Initial stages of delivery £m	Amber II Potential problems in delivery £m	Red Serious problems in delivery £m	Savings to be Written Out £m	Total £m
Finance	(0.8)	0.0	0.0	0.0	(0.2)	(0.1)	(1.1)
Adult Services & Health	(3.2)	(0.7)	(0.6)	(0.1)	(2.0)	(1.7)	(8.3)
Children & Young People's Services	(3.0)	(1.2)	0.0	(0.3)	0.0	0.0	(4.5)
Resident Services: Place	(2.6)	(1.5)	0.0	(0.6)	(0.9)	(1.1)	(6.7)
Resident Services: Homes & Communities	(1.6)	(1.1)	(2.9)	0.0	(1.1)	(0.3)	(7.0)
Corporate Services	(2.8)	(0.3)	0.0	0.0	(0.4)	(0.1)	(3.6)
Chief Executive Office	(0.1)	(0.1)	(0.3)	0.0	0.0	0.0	(0.5)
Cross-Cutting	0.0	0.0	0.0	0.0	0.0	(7.1)	(7.1)
Total 2025/26 Savings Programme	(14.1) 35%	(4.9) 13%	(3.8) 10%	(1.0) 3%	(4.6) 12%	(10.4) 27%	(38.8) 100%
Prior Month	(12.9) 33%	(5.7) 15%	(4.3) 11%	(1.7) 4%	(12.3) 32%	(1.9) 5%	(38.8) 100%
Change	(1.2) 2%	0.8 -2%	0.5 -1%	0.7 -1%	7.7 -20%	(8.5) 22%	

39. As of Month 7, £19.0m (48%) of the savings and interventions are being recorded as banked or on track for delivery. A further £4.8m (13%), being tracked above as amber, are in delivery but may not deliver in full this financial year. Of this, £0.5m is currently anticipated to slip but deliver in 2026/27. There are £4.6m (12%) of savings reported as red and having challenges in delivery, with mitigations being sought in-year where feasible. Of these, £4.2m are forecast to slip into 2026/27 but are ultimately expected to be delivered. Thus, a total of £4.7m in savings is forecast to slip into 2026/27 and forms part of the overall forecast overspend. A further £10.4m of savings are considered to be undeliverable and will need to be written out of the Council's budget from 2026/27. Of these, £2.3m relate to the brought forward balance from the prior year while £8.1m of savings budgeted for delivery in 2025/26 can no longer be delivered.
40. Where savings are at risk of not being delivered in full during 2025/26, the associated pressures have been factored into the monitoring position with compensating actions being implemented where possible to offset the impact.

Service Operating Budgets

41. Service Operating Budgets represent the majority of the Council's investment in day-to-day services for residents. With the Council continuing to operate in an environment driven by national pressures and exceptionally high demand, these budgets have been supplemented with £5.5m of funding to meet forecast inflationary pressures and £17.8m for demographic growth and other drivers impacting on demand for services.

42. Table 3.3 represents the position reported against normal activities for the Service Operating Budgets now being presented at Corporate Director level. The salient risks and variances within this position are summarised in the following paragraphs.

Table 4: Service Operating Budgets

Directorate		Approved Budget	Underlying Forecast	Earmarked Reserves	Provisions	Transformation Capitalisation	Forecast Outturn	Variance	Forecast Variance Prior Month	Change in Variance
		£'m	£'m	£'m	£'m	£'m	£'m	£'m	£'m	£'m
Finance	Expenditure	113.7	118.5	0.4	0.0	(0.6)	118.2	4.5	4.0	0.5
	Income	(79.7)	(78.9)	0.0	0.0	0.0	(78.9)	0.8	1.4	(0.6)
	Subtotal	34.0	39.6	0.4	0.0	(0.6)	39.3	5.3	5.4	(0.1)
Adult Social Care & Health	Expenditure	185.2	192.1	0.0	0.0	(0.1)	192.0	6.8	7.3	(0.5)
	Income	(84.3)	(85.0)	(1.4)	0.0	0.0	(86.4)	(2.1)	(2.3)	0.2
	Subtotal	100.9	107.1	(1.4)	0.0	(0.1)	105.6	4.7	5.0	(0.3)
Children & Young People Services	Expenditure	79.3	85.9	(0.4)	0.0	(0.7)	84.8	5.5	4.8	0.7
	Income	(22.1)	(21.5)	(0.1)	0.0	0.0	(21.6)	0.5	1.2	(0.7)
	Subtotal	57.2	64.4	(0.5)	0.0	(0.7)	63.2	6.0	6.0	0.0
Resident Services: Place	Expenditure	79.0	79.8	(0.4)	0.0	(0.3)	79.1	0.1	(0.2)	0.3
	Income	(34.5)	(33.0)	0.1	0.0	0.0	(32.9)	1.6	2.0	(0.4)
	Subtotal	44.5	46.8	(0.3)	0.0	(0.3)	46.2	1.7	1.8	(0.1)
Resident Services: Homes & Communities	Expenditure	47.3	72.7	(0.2)	0.0	(0.6)	71.8	24.5	24.7	(0.2)
	Income	(39.6)	(55.6)	0.0	0.0	0.0	(55.6)	(16.0)	(16.5)	0.5
	Subtotal	7.7	17.1	(0.2)	0.0	(0.6)	16.2	8.5	8.2	0.3
Corporate Services	Expenditure	22.0	26.4	0.0	0.0	(3.3)	23.1	1.1	1.2	(0.1)
	Income	(0.7)	(1.4)	0.0	0.0	0.0	(1.4)	(0.7)	(0.7)	0.0
	Subtotal	21.3	25.0	0.0	0.0	(3.3)	21.7	0.4	0.5	(0.1)
Chief Executive Office	Expenditure	8.0	8.5	0.0	0.0	(0.2)	8.3	0.3	0.3	0.0
	Income	(1.6)	(1.7)	0.0	0.0	0.0	(1.7)	(0.1)	(0.1)	0.0
	Subtotal	6.4	6.8	0.0	0.0	(0.2)	6.6	0.2	0.2	0.0
Total Service Operating Budgets		272.0	306.8	(2.0)	0.0	(5.8)	298.8	26.8	27.1	(0.3)

43. As can be seen from the table above, Service Operating Budgets are forecasting a £26.8m overspend which is the cumulative effect of a number of variances which are briefly outlined below by Cabinet Portfolio:
- i. **Finance** – As at Month 7 the service is reporting a pressure of £5.3m, which is a £0.1m favourable movement against the previous report. The variance is predominantly caused by a £2.2m pressure against the Council's Treasury budget as a result of the adverse financial position for the Council. The cash balance is forecast to reduce through the year as a consequence of the revenue overspend and the increase in the DSG deficit, leading to increased finance costs. This position is compounded by staffing pressures from agency staffing and the associated premium above the workforce budget.
 - ii. **Adult Social Care & Health** – are reporting an overspend of £4.7m, with adult care placements forecasting a pressure of £7.2m offset by a c£1.6m underspend against SEND Transport and further mitigations of £0.9m through reductions in staff forecasts and holding vacant posts. This position is driven by the ongoing and unrelenting growth in demand for the service since the pandemic, with all client groups reporting ongoing exceptional demand in 2025/26. To date, client numbers continue to grow above the budgeted position, particularly in Learning Disabilities and Mental Health services. The underspend in SEND Transport is driven by a more economical procurement of personal assistants and maximising efficiencies through the mix of delivery options. The movement against the prior month's forecast is primarily driven by improvements within the SEND Transport forecast.
 - iii. **Children & Young People's Services** – As at Month 7, services within this directorate are reporting a pressure of £6.0m, representing no movement from Month 6. 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) for move-on. Additional pressure is driven by a reduction in the use of flexible capital receipts to fund transformation costs within Education recognised in Month 6.
 - iv. **Resident Services: Place** – Are reporting an overspend of £1.7m at Month 7, representing a £0.1m favourable movement from Month 6. £1.6m of this variance relates to income, the largest driver for which is the forecast shortfall against the Garden Waste subscription fee (£0.8m), with further pressures across other income streams including the delivery of the Trade Waste income target rolled forward into 2025/26. Further shortfalls include pressures in Property Services against lease income. Part of this is linked to the Civic Centre Transformation saving and compounded by assumptions made about staffing costs incurred and the associated recharge into the capital programme, and buyers premium. Expenditure is largely forecast to breakeven across the directorate.
 - v. **Resident Services: Homes & Communities** – Are reporting a net overspend of £8.5m, representing an adverse movement of £0.3m, driven by a gross expenditure pressure of £24.5m offset by additional income of £16.0m. The gross pressure is

largely driven by temporary accommodation and homelessness support pressures. This reflects a national pressure, but with Hillingdon particularly impacted by Heathrow having a material impact on local supply and demand economics. The additional income is linked to the same driver whereby the additional demand for temporary accommodation attracts Housing Benefit Subsidy payments and grant funding where applicable. The change in forecast in this area is driven by fire safety concerns in a privately owned residential building in the borough and the need to provide a waking watch service to ensure resident safety.

- vi. **Corporate Services** – As at Month 7 are reporting an overspend of £0.4m driven by a number of minor variances, with the most salient being an overspend within Human Resources of £0.4m due to staffing cost pressures, offset by a £0.2m underspend within Procurement.
- vii. **Chief Executive's Office** – Are reporting a pressure of £0.2m driven largely by staffing cost pressures within the Legal service.

Collection Fund

44. At Month 7, the Council continues to report a minor deficit of £0.1m within the Collection Fund against 2025/26 activity, before the prior year deficit variance of £10.1m takes the total deficit to £10.2m. Within the Collection Fund, an adverse position is reported within Council Tax of £2.8m against in-year activity, offset by a favourable position within Business Rates of £2.7m. This position remains unchanged from Month 5 and is driven by the following key factors:
- i. Council Tax is presenting an in-year pressure of £2.8m against a £154.1m budget as a result of slow growth in the taxbase, with a further £9.2m being driven by the adverse movement on 2024/25.
 - ii. Business Rates is presenting an in-year surplus of £2.7m against a £72.1m budget, with this position being driven by pressures within collection, predominantly linked to empty properties, offset by a reduction in the Council's levy against retained business rates above the Government determined baseline level.
 - iii. The Business Rates position is then compounded by an adverse £0.8m against the 2024/25 outturn position.
 - iv. The Council continues to monitor the outstanding debt associated with Council Tax and Business Rates and provide cover against this debt, with this position remaining under review.
45. Any surpluses or deficits within the Collection Fund impact on the Council's future year budgets, with the position reported up to Month 9 impacting on the 2026/27 budget. This leads to an adverse impact of £10.2m set to be incorporated in the Council's refresh of the budget strategy for 2026/27, with any further updates thereafter between Month 10 and outturn impacting on 2027/28. This position therefore will increase the Council's 2026/27 budget gap by £10.2m.

Schools Budget

46. As of Month 7, the Dedicated Schools Grant (DSG) is forecasting an in-year deficit of £10.6m with a £1.9m favourable movement from Month 6, representing a further improvement from the £15m outturn for 2024/25. The favourable movement relates to High Needs expenditure and the service's ongoing work to reduce reliance on costly independent placements through increased local provision and early intervention. 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 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. The table below provides a summary of the Schools Budget and the current forecast.
47. Whilst the Safety Valve funding with the DfE is currently suspended the Council is actively progressing a range of strategic initiatives aimed at improving outcomes for children and young people with Special Educational Needs and Disabilities (SEND), while ensuring more sustainable use of resources. These efforts include reducing the overall number of Education, Health and Care Plans (EHCPs), lowering the average top-up funding required per EHCP, and decreasing the average cost of education placements. In parallel, the Council is working to enhance the value for money of commissioned services and to increase financial contributions from partner agencies towards the support of children and young people with SEND. The Council is beginning to see a significant reduction in the in-year deficit as a consequence.

Table 5: DSG Income and Expenditure Summary

Dedicated Schools Grant (DSG) Blocks	Budget 2025/26			Forecast £m	Variance £m	Month 6 £m	Change £m
	DSG Settlement	Academy Recoupment	LBH Maintained				
	£m	£m	£m				
Schools Block	297.9	(187.0)	110.9	110.9	0	0	0
Early Years Block	48.3	0	48.3	48.3	0	0	0
Central Schools Block	2.5	0	2.5	2.5	0	0	0
High Needs Block	86.8	(13.1)	73.7	71.8	(1.9)	0	(1.9)
Budgeted Use of Reserves	(12.5)	0	(12.5)	(12.5)	0	0	0
Total	423.0	(200.1)	222.9	221.0	(1.9)	0	(1.9)
Balance Brought Forward 1 April 2025					65.9		
Budgeted Use of Reserves					12.5		
Pressure/(Reduction)					(1.9)		
Total Deficit at 31 March 2026					76.5		

48. 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.
49. 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).

Housing Revenue Account

50. The Housing Revenue Account (HRA) is currently forecasting a breakeven position, with ongoing market and demand risk being closely monitored throughout the year. The 2025/26 closing HRA General Balance is forecast to be £15.0m, in line with the target level set out in the Council's budget strategy. The table below presents key variances with a £0.8m pressure against operating costs being compounded by a £0.4m adverse variance against rental income. This position is kept to breakeven by a reduction in the capital financing costs, with the Council opting to reduce the revenue contribution to capital schemes in order to maintain the target level of balances, whilst ensuring the HRA remains in a financially sustainable position. This position represents a £0.1m favourable movement since Month 6 offset by a £0.1m movement in revenue contributions to capital.

Table 6: Housing Revenue Account

Service	Budget £m	Forecast Outturn £m	Variance £m	Prior Month £m	Change £m
Rent & Other Income	(85.7)	(85.3)	0.4	0.4	0.0
Net Income	(85.7)	(85.3)	0.4	0.4	0.0
Operational Assets	16.0	16.0	0.0	0.0	0.0
Director of Housing	10.3	10.8	0.5	0.5	0.0
Other Service Areas	1.0	1.3	0.3	0.4	(0.1)
Contribution to Shared Services	17.4	17.4	0.0	0.0	0.0
HRA Operating Costs	44.7	45.5	0.8	0.9	(0.1)
Capital Programme Financing	18.9	21.6	2.7	2.6	0.1
Interest and Investment Income	22.1	18.2	(3.9)	(3.9)	0.0
Total Capital Programme Financing	41.0	39.8	(1.2)	(1.3)	0.1
(Surplus) / Deficit	0.0	0.0	0.0		
General Balance 01/04/2025	15.0	15.0	0.0		
General Balance 31/03/2026	15.0	15.0	0.0		

51. At Month 7, rent and other income is forecasting a pressure of £0.4m. The Council's budget strategy to deliver a net increase of 209 new homes is anticipated to be on track to deliver but weighted towards the latter part of the year. The budgets are based on a void rate of 1.02%, with any material variation from this level feeding into rental projections as appropriate.
52. The HRA Operating Costs budget is £44.7m and at Month 7 is forecasting a minor £0.8m overspend against the budget, due to staffing pressures, B&B costs associated with emergency housing and leaseholder insurance premiums. These budgets are based on supporting the Council's housing stock as at 1 April 2025, with growth added in line with the increase in stock numbers and to support the additional costs associated with this increase and ensuring regulatory compliance. This area remains under review, with growth in these budgets included in the approved budget from February 2025 being deployed as and when new homes are brought online.

53. Operational Assets are forecast to breakeven. This incorporates a number of minor pressures, the most material of which is a reduction in the cost of subsidence surveys, offset by in-year mitigations, predominantly linked to a reduction in boiler repairs driven by the replacement programme. Inflation was added to HRA Operating Costs in the Council's budget strategy, with forecasts indicating the uplift is sufficient to meet inflationary demands on the service.
54. The detail behind the service delivery of the blocks included in table 7 are as follows:
- i. Operational Assets budget funds the services provided for repairs and maintenance, void repairs, compliance and inspections.
 - ii. The Director of Housing budget includes tenancy management and tenants' services. The budgets include utility costs, and these will continue to be monitored given the volatility of the electricity and gas markets in recent times.
 - iii. The Other Service Areas budget includes the Careline contract, HRA specific ICT costs and the revenue regeneration costs.
 - iv. The Contribution to Shared Services budget includes the development and risk contingency, overheads and corporate and democratic core charges, and the bad debt provision.
55. The Medium Term Financial Strategy (MTFS) savings target is £1.0m which is expected to be delivered by virtue of the Council's general fund savings against support services, leading to a reduction in the recharge to the HRA for these services.
56. As at Month 7 the capital programme financing budget of £41.0m was forecast to underspend by £1.2m. This budget forecast includes £21.6m (depreciation and revenue contributions) to fund the HRA capital programme, the position also includes £18.2m for repayments of loans and interest on borrowing. This position will be closely monitored throughout the year with clear linkages to the commissioning plan.

Table 7: Outstanding Deposits

Period	Actual (£m)	Actual (%)	Movement from M6 (£m)
Call Accounts and Month Market Funds	40.1	62.7%	4.3
Up to 3 Month Fixed-Term Deposits	8.9	13.9%	3.9
Total	49.0	76.6%	8.2
Strategic Pooled Funds	15.0	23.4%	0
Deposits at 31st October 2025	64.0	100.0%	8.2
Average Investment Balances M6	73.9		19.0

57. Deposits are held with UK institutions, all of which hold a minimum A- Fitch (or lowest equivalent) long-term credit rating and AAA rated Money Market Funds (MMFs). UK deposits are currently held in NatWest Bank plc and the DMADF. There is also an allocation of £15m to three externally managed strategic pooled funds.
58. The average rate of return on day-to-day operational treasury balances since the beginning of the new financial year is 4.19%. As part of the Council's investment strategy for 2024/25, the Council continues to hold a total of £15m in three long-dated strategic pooled funds (£5m in each). The strategic pooled funds have a long-term investment horizon with dividends being distributed periodically. When including projected dividend income on these strategic pooled funds, the overall rate of return increases to 4.21% based on the previous six months income average.
59. Bank of England base rate fell to 4% in August which will result in lower future returns on day-to-day operational investments in money market funds and the DMADF.
60. The Council aims to minimise its exposure to bail-in risk by utilising bail-in exempt instruments and institutions whenever possible. However, due to the significant amount held in instant access facilities, which is needed to manage daily cashflow, it is not possible to fully protect Council funds from bail-in risk. Over October on average 79% of the Council's day-to-day operational treasury investments had exposure to bail-in risk compared to a September benchmark average of 75% for London and metropolitan boroughs, as investments were partly held in money market funds which were returning a higher yield than DMADF. However, money market funds reduce the risk of bail-in compared to bank deposits as they provide wide diversification of investment risks with professional fund manager services.
61. Liquidity was maintained by placing surplus funds in instant access accounts and making short-term deposits, including overnight deposits, in the DMADF. Cash flow was managed by ensuring maturities of any short-term deposits with the DMADF were matched to outflows. Average investments over the month (including strategic pooled funds) were £73.9m, an increase of £19.0m from Month 6 and balances at the end of October were £8.2m higher than at the end of September.

Table 8: Outstanding Debt

	General Fund	HRA	Total	Average Interest Rate (Total) %
	£m	£m	£m	
PWLB Long Term	187.9	304.4	492.3	3.99%
Market	10.0	28.0	38.0	4.11%
Temporary Borrowing:				
Local Authorities	68.0	0.0	68.0	4.51%
PWLB	0.0	0.0	0.0	0.0%
	265.9	332.4	598.3	4.06%
Movement from Prior Month	10.0	0.0	10.0	0.01%

62. During October 2025, £10m GF local authority (LA) loans were repaid. A £20m loan was acquired from PWLB to replace the LA loan and fulfil cashflow requirements.

63. PWLB rates fluctuated throughout October, ending in a lower position to the beginning of the month – EIP (Equal Instalment of Principal) rates at end of October range from 4.66% (1.5-2yrs) to 4.93% (9.5-10yrs) before concessionary discounts. Longer term rates are currently more expensive.

PART B: FINANCIAL RECOMMENDATIONS

That the Cabinet:

- a. Approve acceptance of £166,583 of grant funding from the Department for Education (DfE) under the Building Stronger Independent Lives (BSiL) programme.
- b. Approve acceptance of £25,000 grant funding to support the EBSNA Response and Enhanced Rehabilitation Outreach Service (EROS).

Reasons for recommendation

64. **Recommendation a** – This funding will support targeted prevention initiatives within Children’s Social Care, aimed at strengthening early help and reducing escalation to statutory intervention. The grant will enable investment in innovative delivery models and partnership approaches to improve outcomes for children and families, aligning with national priorities for prevention and resilience. The Best Start in Life grant for the period April 2025 to March 2026 provides an opportunity to enhance local capacity for preventative work and embed sustainable practices that reduce demand on statutory services. Acceptance of this funding will allow the development of new approaches, including collaborative work with partners, to deliver measurable improvements in family support and independence.
65. **Recommendation b** – This funding will enable the expansion of EROS, a specialist outreach service designed to address Emotional Based School Non-Attendance (EBSNA) across the borough. EROS delivers community-based, psychologically informed support through multi-agency partnership working, including collaboration with CAMHS, voluntary sector organisations, schools, and parent/carers representatives.
66. The grant will allow:
 - i. Increased capacity for early intervention and preventative training for school staff and parents.
 - ii. Establishment of professional-led support groups for children, young people, and families.
 - iii. Strengthening of multi-agency collaboration via the Inclusion Network and development of the EBSNA protocol.
 - iv. Co-production of tailored resources with parents/carers through ongoing action research.
67. The initiative targets children and young people aged 6–16 experiencing EBSNA, offering outreach consultations, direct interventions, and borough-wide training. The model is scalable and designed for borough-wide impact and regional replication. By intervening early, EROS reduces the need for costly out-of-borough placements and specialist transport, supporting sustainable inclusion in mainstream education.
68. Robust monitoring and evaluation frameworks will be in place, including quantitative and qualitative KPIs (such as improved attendance, emotional wellbeing, staff training, and parent engagement).

69. The programme will operate through strong multi-agency partnerships and is governed via reporting to the LA's Ambition Group 4 (SEND Operational Group). Dissemination will take place through established forums, newsletters, and strategic communications, ensuring broad understanding and adoption.
70. Implementation will begin immediately upon notification, with delivery plans finalised in January 2025, and outreach, training, and support groups delivered from January–March 2026. All funded activities will be completed by 31 March 2026, followed by sustainability planning.
71. Acceptance of this funding will enable the development and scaling of innovative, evidence-informed approaches to improve attendance, inclusion, and long-term outcomes for children and young people, while embedding sustainable practices that reduce demand on statutory services.

SIX-MONTH COUNCIL PERFORMANCE REPORT, FIRST HALF 2025/26 - APRIL TO OCTOBER

Cabinet Member & Portfolio	Cllr Eddie Lavery – Cabinet Member for Finance & Transformation / All Cabinet Members
Responsible Officer	Matthew Wallbridge, Chief Operating Officer
Report Author & Directorate	Ian Kavanagh, Head of Business Intelligence, Corporate Services
Papers with report	Six-month performance report, First Half 2025/26 (April to October)

HEADLINES

Summary	This report monitors the value the council provides by benchmarking our expenditure against key performance indicators for each directorate.
Putting our Residents First Delivering on the Council Strategy 2022-2026	This report supports the Council's ambition of an efficient, well-run, digital-enabled council working with partners to deliver services to improve the lives of all our residents. This report supports our commitments to residents of: • Safe and strong communities • A thriving economy • A digital-enabled, modern, well-run council • Thriving, healthy households • A green and sustainable borough
Financial Cost	None.
Select Committee	All
Ward(s)	All

RECOMMENDATIONS

That Cabinet:

1. Note the Six-month performance report for 2025/26, as attached in Appendix 1;
2. Note that it will also be presented to Select Committees in discharging their overview and scrutiny role, and also full Council;

Reasons for recommendation(s)

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 – and then reported to select committees. 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 financial benchmarking from the 2024-25 local authority revenue expenditure and financing outturn report.

Alternative options considered / risk management

None, as it is good business practice to report performance to decision-makers.

Select Committee comments

None at this stage, however, all select committees will be invited to consider the report in relation to their respective remits and to effectively discharge their overview and scrutiny role.

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 report uses key performance indicators and benchmarking data to show performance and value 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 6-month performance report for 2025/26 presents a detailed and transparent benchmarking 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.
6. **Hillingdon had the 4th lowest net expenditure in London per 100,000 residents.** Heathrow Airport's presence within the borough creates unique operational and financial pressures that many other London authorities do not face. Despite years of government underfunding and these unique challenges, Hillingdon continues to be recognised as a well-run council, consistently delivering strong value for money and maintaining one of the lowest net expenditure levels in London.

Adult Social Care and Health (ASC&H)

7. Hillingdon continues to deliver Adult Social Care in a financially sustainable and outcome-focused way. The borough has the 2nd lowest net expenditure on Adult Social Care among statistical neighbours, remaining below both the London and national averages. Despite this Hillingdon achieved a 'Good' Care Quality Commission (CQC) rating with an overall score of 73%. This score continues to see Hillingdon in the top quartile of inspected authorities.
8. Hillingdon's rate of people in residential and nursing placements was in line with the average of our statistical neighbours and London average. This is a positive indicator of our ability to support people in the least restrictive setting and to promote independence wherever possible with the success of our discharge-to-assess model, short-term intervention pathways, and community-based support services, which together help residents avoid unnecessary long-term care placements.
9. 58.4% of service users are satisfied with care (slightly below London average), but Quality of Life score is above London average. Hillingdon continues to deliver Adult Social Care services with a strong emphasis on personalisation, safety, and positive outcomes for both residents and carers. The borough's performance in key satisfaction measures reflects a service that is responsive, targeted, and committed to continuous improvement.
10. Hillingdon has the 5th lowest net expenditure on Public Health and Adult Obesity among neighbours but remains above London averages. Adult obesity (15.4%) is higher than England, London and NWL ICB, with highest prevalence in Hayes and Yiewsley. Hypertension prevalence has increased from 10% to 13.5%, reflecting the success of proactive case-finding, with 85% of diagnosed cases controlled—above target and national benchmarks.

Residents Services

11. Hillingdon demonstrates strong value for money across Housing and Homelessness. Resident Services had the 8th lowest expenditure of London boroughs for housing general fund and homelessness expenditure. Hillingdon achieved a C2 (2nd highest) grade from the Regulator of Social Housing (RSH). Grading ranges from C1 to C4. Only 7 of 66 (10.6%) local authorities assessed achieved the C1 grade and most authorities (56%) received a C3 or C4 grade.
12. The proportion of households in Temporary Accommodation (12.5 per 1,000) remains far lower than high-pressure boroughs such as Ealing and Harrow, reflecting effective prevention and case management.
13. However, rough sleeping remains a significant challenge, with rates the highest among comparators. Heathrow Airport continues to drive inflow pressures, alongside recent Home Office evictions contributing to short-term spikes. The council is working closely with partners and the Home Office to support individuals leaving asylum accommodation and reduce repeat homelessness.
14. The Housing Landlord Service continues to perform strongly across safety and asset management. Gas safety compliance is 99.61%, tenant arrears are better than the London average, and Hillingdon's average re-let time of 30.6 days is the best among all comparators, more than 20 days faster than the London averages. While tenant satisfaction remains below the England average, Hillingdon performs strongly on key activity-based measures such as repairs timeliness.
15. The proportion of "dwellings vacant, but available to let" in Hillingdon is 87%, which is 16 percentage points higher than London (71%) and 35 percentage points higher than England (52%). Hillingdon has an ambitious housing delivery programme, buying new properties for letting. This means a higher-than-average volume of properties are being let at any one time, but it is important to note these continue to be re-let within a faster than average end to end re-let time.
16. Hillingdon's result on homes that do not meet the Decent Homes Standard is by far the highest at 30.90%, and over 14 percentage points higher than the next highest neighbours, Ealing (16.63%). Hillingdon's housing landlord service is investing over £108m to improve homes over the next five years and rapid progress is being made to reduce levels of non-decent homes. Programmes of work include window replacement, new gas boilers, new kitchens and new bathrooms, complementing home energy efficiency improvement works.
17. Highways and planning continue to support the borough's economic and environmental ambitions. Despite one of the lowest net expenditures on planning nationally, Hillingdon meets 100% of major planning application timescales and continues to outperform on highways maintenance and street works. EV charging availability remains below London averages, and work with regional partners is ongoing to expand charging infrastructure.

Children Services

18. Children's Services continues to provide safe, responsive and inclusive support despite high-pressure operating conditions. Hillingdon has the 3rd lowest net expenditure for Children's Social Care, however achieved an 'Outstanding' Ofsted rating in November 2023, the highest grade indicating a high quality, innovative service that consistently exceeds expectations where children achieve excellent outcomes. Only 15% of councils nationally are currently assessed at the highest standard.
19. Placement sufficiency remains a priority. Hillingdon has the lowest percentage of children in foster care (51%), which increases reliance on residential placements. Work is underway to stabilise provision and expand internal fostering capacity.
20. Placement sufficiency remains a priority. Hillingdon has the lowest percentage of children in foster care (51%), which increases reliance on residential placements. Work is underway to stabilise provision and expand internal fostering capacity.
21. Hillingdon's Youth Justice Service has the 3rd highest net expenditure when compared to our youth justice statistical neighbours, however we are lower than the London average. It is positive to see we have the 4th lowest rate of first-time entrants compared to our statistical neighbours and lower than the London and national averages.
22. Hillingdon had the 4th lowest net expenditure for education and early years when compared to our statistical neighbours. This is reflected in the demand data for special educational needs and disabilities (SEND) as we have the 4th lowest rate of children on an Educational Health Care (EHC) plan and the 2nd lowest rate of education health care needs assessments (EHCNA) requests.

Finance

23. Council tax collection costs are the 2nd lowest among neighbours, although in-year collection (96.49%) remains mid-range, and arrears brought forward are the 4th highest, impacting cashflow and recoverability. Hillingdon has significantly higher levels of locally funded council tax discounts, reflecting policy decisions that differ from comparators.
24. Housing benefit administration costs are above the London average, but Hillingdon delivers sector-leading processing times, ranking fastest for changes of circumstances and among the top performers for new claims, despite high levels of demand.

Financial Implications

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

RESIDENT BENEFIT & CONSULTATION

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

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.

Consultation & Engagement carried out (or required)

None required.

CORPORATE CONSIDERATIONS

Corporate Finance

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

Legal

Regular reporting on performance indicators is a good governance practice that aids in accountability and openness in the provision of performance-related information and relevant data, and in turn assists Members in relation to broader decision-making, leading to better outcomes for residents. There are no direct legal implications associated with the recommendations within this report.

BACKGROUND PAPERS

NIL

Hillingdon Council

Six-month performance report

First half 2025/2026 (April to October)



Approach

The aim of this performance report is to assess the value the council provides by benchmarking our expenditure against key performance indicators across each directorate. The analysis is based entirely on publicly available data to ensure a fair, transparent, and repeatable comparison with other local authorities. As with all published datasets, the figures are only as accurate as the information submitted by each authority.

Because this report relies on published national datasets, it uses the most recent information available. For most measures, this is the 2024/25 financial year, although a small number of datasets cover slightly different periods. These variations are due to the time required for data cleansing and standardisation by both local authorities and the relevant national publishing bodies (e.g. DLUHC, DfE).

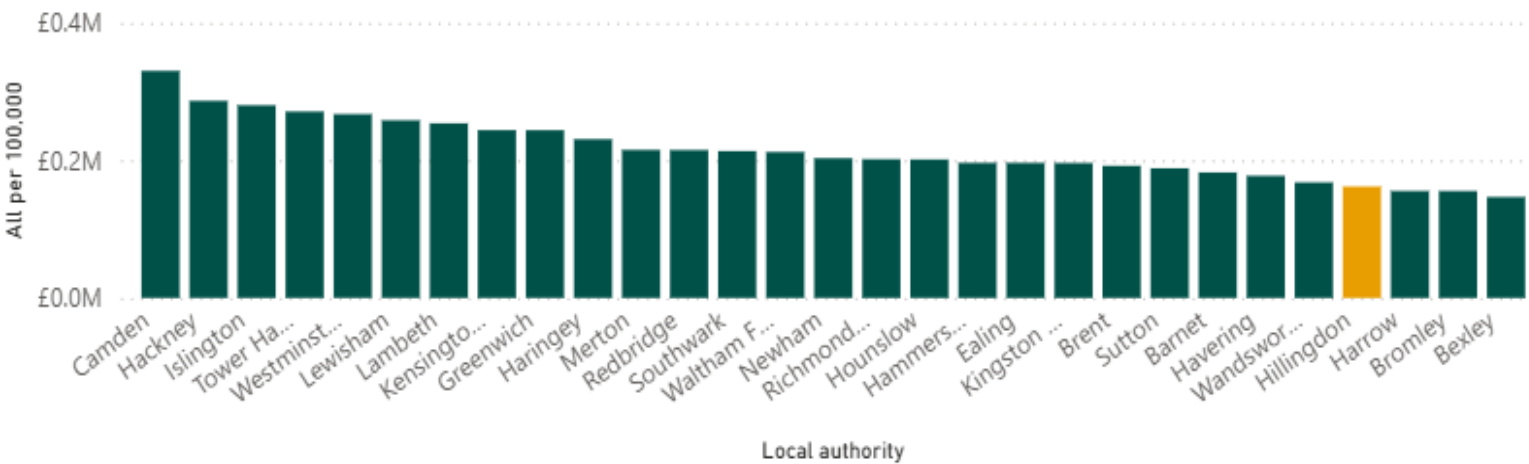
The report incorporates financial benchmarking from the 2024/25 Local Authority Revenue Expenditure and Financing Outturn to demonstrate how effectively Hillingdon deploys its resources to deliver positive outcomes for residents. To allow meaningful comparisons, expenditure figures have been standardised using published population data relevant to each service area—for example, using the 0–18 population when analysing Children’s Services.

Where available, comparisons are made against statistical neighbour groups, recognising that different services have different socio-demographic comparators, such as Youth Justice having a different statistical neighbour set from Adult Social Care . Where statistical neighbour sets are not published, nearest neighbours have been used instead.

Executive Summary

- ❖ Hillingdon had the 4th lowest net expenditure in London per 100,000 residents.
- ❖ Heathrow Airport's presence within the borough creates unique operational and financial pressures that many other London authorities do not face.
- ❖ Despite years of government underfunding and these unique challenges, Hillingdon continues to be recognised as a well-run council, consistently delivering strong value for money and maintaining one of the lowest net expenditure levels in London.

Council net expenditure per 100,000 population



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- Adult Social Care had the 2nd lowest expenditure of London boroughs per 100,000 residents.
- Achieved a 'Good' Care Quality Commission (CQC) rating with an overall score of 73%. This score continues to see Hillingdon in the top quartile of inspected authorities.
- Assessed across 5 key areas: safe, effective, caring, responsive and well-led.



- ❖ Resident Services had the 8th lowest expenditure of London boroughs for housing general fund and homelessness expenditure per 100,000 residents.
- ❖ Achieved a C2 (2nd highest) grade from the Regulator of Social Housing (RSH).
- ❖ Grading ranges from C1 to C4. Only 7 of 66 (10.6%) local authorities assessed achieved the C1 grade and most authorities (56%) received a C3 or C4 grade.



- Children's social care had the 3rd lowest expenditure of London boroughs per 100,000 children.
- Achieved an 'Outstanding' Ofsted rating in November 2023, the highest grade indicating a high quality, innovative service that consistently exceeds expectations where children achieve excellent outcomes.
- Only 15% of Councils Nationally are currently assessed at the highest standard.

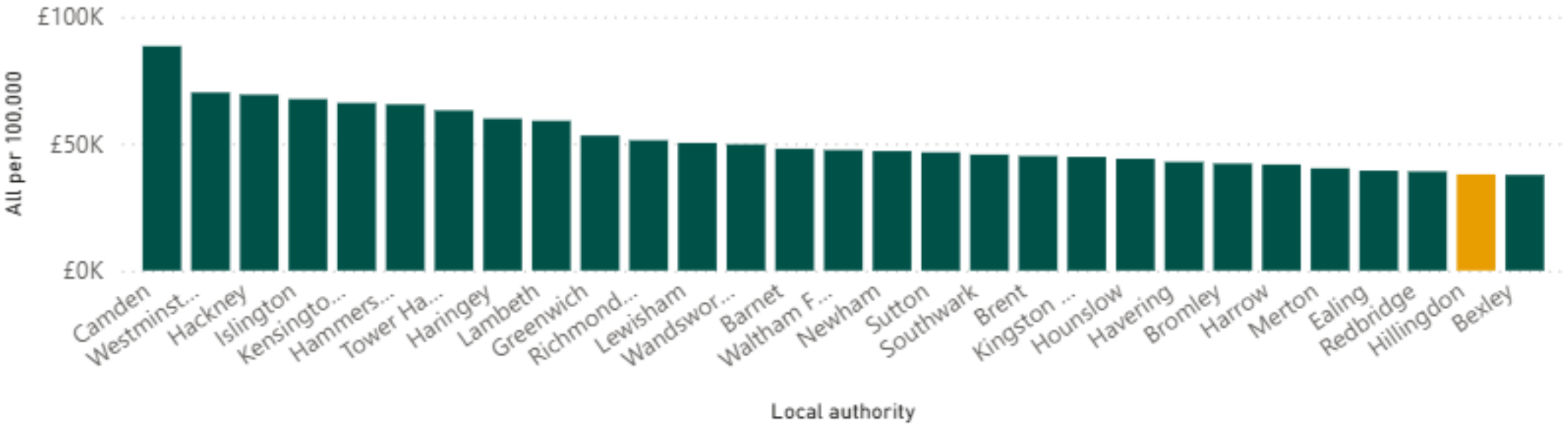
Sandra Taylor
Corporate Director of Adult Social Care and Health



Adult Social Care and Health Summary

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Adult Social Care and Health net expenditure per 100,000 population



Hillingdon has the 2nd lowest net expenditure across all London councils for Adult Social Care and health, but despite this services were judged to be ‘good’ with an overall score of 73% in the last Care Quality Commission (CQC) inspection.

This score continues to see Hillingdon in the top quartile of inspected authorities. Authorities are assessed across 5 key areas: safe, effective, caring, responsive and well-led.

Adult Social Care and Health – Adult Social Care Demand

Comparators	Adult Social Care net expenditure	In Home Care	In Residential or Nursing placements	Hours of support given
Barnet	42499	467	241	8496
London	40965	407	241	6271
Sutton	40872	446	241	6485
Waltham Forest	39877	547	223	7285
Ealing	38117	454	214	6958
Haverling	37727	370	264	7310
Kingston upon Thames	37684	349	245	5305
Hounslow	37068	399	177	5592
Harrow	37049	445	232	4963
Bromley	36571	359	282	4551
Merton	34414	261	204	3480
Redbridge	33196	423	229	7578
Bexley	32992	425	241	6571
Hillingdon	32418	316	242	4517
Ealing	31547			
Enfield		275	264	5386

Understanding the data:

- **Adult Social Care net expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000.
- **In home care⁴** – Shows the number of residents receiving home care as at 30/06/24, as a rate per 100,000 population.
- **In residential or nursing placement³** - Shows the number of residents in residential or nursing placements as at 31/09/24, as a rate per 100,000 population.
- **Hours of support given⁴**- Shows the number of weekly hours of home care given as at 31/09/24, as a rate per 100,000 population.

Adult Social Care and Health – Adult Social Care Demand

Hillingdon has the 2nd lowest net expenditure on Adult Social Care among its statistical neighbours and remains below both London and national averages. It also reports the 2nd lowest number of home care clients and hours.

Hillingdon delivers Adult Social Care with a strong emphasis on value for money and effective demand management, ensuring high quality care in a financially sustainable way. Our home care provision is proportionate and well-managed, targeting support efficiently to help residents maintain independence while directing resources where they are most needed.

Hillingdon's rate of people in residential and nursing placements was in line with the average of our statistical neighbours and London average at 242 people per 100,000 compared to the average of 241.

This is a positive indicator of our ability to support people in the least restrictive setting and to promote independence wherever possible with the success of our discharge-to-assess model, short-term intervention pathways, and community-based support services, which together help residents avoid unnecessary long-term care placements.

Adult Social Care and Health – Adult Social Care Satisfaction

Comparator	Adult Social Care net expenditure	Social support for Carer net expenditure	ASC Complaints	Overall satisfaction of service users	Overall satisfaction of carers with social services	Older people still at home 91 days after discharge from hospital into reablement/rehabilitation	Older people offered reablement services following discharge from hospital	Carers who receive self-directed support
England	43087	256	4.74	65.4%	37%	83.8%	3.0%	89.7%
Barnet	42499	0	6.17	60.9%	29%	93.2%	3.9%	100.0%
London	40965	180	6.20	60.4%	33%	87.9%	4.3%	88.2%
Sutton	40872	-63	6.06	61.8%	35%	85.4%	6.3%	100.0%
Waltham Forest	39877	300	5.72	64.7%	46%	88.6%	5.7%	100.0%
Brent	38117	29	5.67	54.0%	31%	73.5%	2.2%	100.0%
Haverhill	37727	198	2.53	61.3%	29%	90.2%	4.9%	100.0%
Kingston upon Thames	37684	233		59.6%	42%	86.4%	3.4%	100.0%
Hounslow	37068	-183	6.35	62.1%	29%	89.0%	1.8%	16.4%
Harrow	37049	390	13.67	55.6%	22%	85.2%	2.9%	100.0%
Bromley	36571	0	6.86	60.3%	29%	95.2%	8.6%	66.7%
Merton	34414	346	7.32	58.9%	29%	88.5%	4.2%	100.0%
Redbridge	33196	369	6.85	64.5%	37%	92.2%	3.5%	100.0%
Bexley	32992	53	3.90	60.1%	38%	81.7%	4.4%	100.0%
Hillingdon	32418	128	5.16	58.4%	36%	89.9%	2.4%	100.0%
Ealing	31547	7	7.00	59.2%	28%	94.7%	2.6%	93.5%
Enfield			5.50	65.2%	36%	85.3%	1.9%	100.0%

Understanding the data:

- **Adult Social Care net expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000.
- **Social support of carer net expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000.
- **ASC complaints⁶** – 2024/25 complaints received as a rate per 100,000 population.
- **Overall satisfaction of service users²** - as per Adult Social Care Outcomes Framework (ASCOF) 23-24.
- **Overall satisfaction of carers with social services²** – percentage, as per ASCOF 23-24.
- **Older people still at home 91 days after discharge from hospital into reablement/rehabilitation²** – percentage as per ASCOF 23-24.
- **Older people offered reablement services following discharge from hospital²** – percentage, as per ASCOF 23-24.
- **Carers who receive self directed support²** – percentage, as per ASCOF 23-24.

Adult Social Care and Health – Adult Social Care Satisfaction

Hillingdon had the 6th lowest net expenditure for its social support to carers when compared to our statistical neighbours. Hillingdon's overall satisfaction is the 4th lowest out of our statistical neighbours for service users and 6th highest for carer satisfaction, using the latest published 2023/24 survey results. Hillingdon is 6th highest for those still at home 91 days after a hospital discharge and 4th lowest for the percentage of people offered reablement support after a hospital discharge. This shows how Hillingdon's discharge arrangement does not direct everyone to the reablement route but instead offers a short discharge to assess service options to support an early discharge while the council can assess the correct level of care for the resident. By targeting reablement support toward those who are most likely to benefit, this can secure better outcomes for residents. Hillingdon is also one of the councils operating with 100% self-directed support, meaning that people have choice and control over how their care and support needs are met..

Hillingdon continues to deliver Adult Social Care services with a strong emphasis on personalisation, safety, and positive outcomes for both residents and carers. The borough's performance in key satisfaction measures reflects a service that is responsive, targeted, and committed to continuous improvement.

Adult Social Care and Health – Adult Social Care Satisfaction

The 2023/24 Adult Social Care Survey, conducted between 8 January and 8 March 2024, gathered feedback from residents receiving care in the community, supported living, and residential or nursing settings. The survey achieved a return rate of 25.4%, with responses used to benchmark satisfaction and inform service development.

- **Satisfaction with care and support:** 58.4% of respondents reported being ‘extremely’ or ‘very satisfied’ with the care and support they receive. While slightly below the London average (60.5%), this reflects a stable and improving trend.
- **Quality of life score:** Hillingdon achieved a score of 19.1 out of 24, above the London average of 18.4. This composite score reflects residents’ views on dignity, safety, nutrition, social participation, and control over daily life.
- **Safety and independence:** Hillingdon ranks 6th highest among statistical neighbours for the proportion of older people still at home 91 days after discharge, demonstrating the effectiveness of our discharge-to-assess model and short-term support pathways.
- **Reablement offer:** While Hillingdon is 4th lowest for the proportion of residents offered reablement, this reflects a targeted and outcome-focused approach. By prioritising those most likely to benefit, this ensure resources are used effectively and residents receive tailored support.
- **Carer support:** The borough continues to perform strongly in carer engagement, with 100% of carers receiving self-directed support, placing Hillingdon among the leading councils nationally for personalised care planning.

The survey also highlighted areas for further development, including social contact and loneliness. These insights are being actively addressed through the borough’s Carers Strategy and wider wellbeing initiatives.

Reablement Service – Key performance highlights (2023/24)

- **Residents Supported:** Over 650 residents received reablement support across the first three quarters.
- **Independence outcomes:** 63% required no further care 90 days post-intervention.
- **Cost avoidance:** Achieved a total cost avoidance of £2.67 million, significantly exceeding the annual target of £500,000.

Adult Social Care and Health - Public Health

Comparators	Public Health net expenditure	Adult obesity net expenditure	Comparators	Hypertension prevalence	Obesity prevalence - adults
Ealing	7801	67	North Connect PCN	16.0%	13.5%
Waltham Forest	7563	50	England	15.2%	13.9%
Kingston upon Thames	7063	69	Colne Union PCN	14.9%	19.2%
Hounslow	6937	114	Celadine Health & Metrocare PCN	14.5%	12.4%
England	5987	52	Long Lane First Care Group PCN	13.8%	17.0%
Merton	5836	18	Hillingdon	13.5%	15.4%
Redbridge	5803	85	South East London ICB	12.1%	12.5%
Sutton	5655	49	Hh Collaborative PCN	11.6%	16.8%
Brorsey	5546	32	Synergy PCN	11.6%	14.3%
Barnet	5444	22	Unallocated (2 GPs)	11.5%	11.7%
Hillingdon	5434	48	South West London ICB	11.3%	10.4%
Havering	5024	21	London	11.3%	11.9%
Harrow	4694	50	North West London ICB	11.2%	11.6%
Bexley	4650	96	North Central London ICB	10.9%	10.4%
Brent	4650	96	North East London ICB	10.9%	13.8%
London	2268	20			

Understanding the data:

- **Public Health net expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000.
- **Adult obesity net expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000.
- **Hypertension prevalence⁵** – percentage of all ages with hypertension, registered with a GP in 2024/25.
- **Obesity prevalence – adults⁵** – percentage of adults aged 18+ , registered with a GP, with obesity in 2024/25.

Adult Social Care and Health - Public Health

Hillingdon's Health and Wellbeing Board identified five priorities for 2025-28:

1. Start Well: Improve early years outcomes, reduce child obesity, and promote readiness for school and life.
2. Live Well: Prevent and/or delay the onset of long-term conditions, particularly hypertension, improve mental wellbeing, and enhance access to early intervention and support for carers.
3. Age Well: Implement 'at scale' proactive frailty management, and better end-of-life care that enables people with multi-morbidity to maintain independence for as long as possible in order to avoid non-elective presentations, admission to long-term care and to promote early discharge.
4. Healthy Places: Tackle housing, environment, employment, and social isolation.
5. Equity and Inclusion: Target resources and interventions where inequalities are greatest using Core20PLUS5: specifically, Hayes, Yiewsley, and West Drayton.

For years 1 and 2 the focus priorities are 'live well', 'age well' and 'equity and inclusion'. Chronic conditions are rising - 48% of adults have one or more long-term conditions (LTCs), with hypertension, obesity, anxiety, depression, and diabetes the most common. Hillingdon's adult population has grown 16% in seven years, with a rapidly ageing population; the 65+ group represents 14% of the population but accounts for 40% of health and social care usage.

Adult Social Care and Health - Public Health

Hillingdon had the 5th lowest net expenditure on both public health and adult obesity when compared to our nearest neighbours, but this was significantly more than the London average.

Obesity is a global and complex public health concern. It is associated with reduced life expectancy and is a risk factor for a range of chronic diseases, including cardiovascular disease, type 2 diabetes, at least 12 types of cancer, respiratory disease and can also impact on mental health. The risk and severity of these diseases increases with a higher body mass index (BMI). The proportion of adults in England living with obesity has seen large increases in the last four decades. Hillingdon's prevalence (15.4%) is higher than England (13.9%), London (11.9%) and North West London Integrated Care Board (ICB) (11.6%) rates. At GP practice level, the highest prevalence rates (20%+) can be seen in the south of the borough, specifically in Hayes and Yiewsley. The latest data on childhood obesity is due to be released in late 2025.

The current prevalence rate for hypertension in Hillingdon is 13.5% against a target of 16% by March 2026; it is estimated that about 30% of the population nationally have hypertension. Hillingdon's prevalence has improved from 10% since the start of roll out of the Hypertension Anticipatory Care Programme in neighbourhoods. The percentage (of the 13.5%) with their blood pressure under control is 85% - which is above target. Prevalence rates will increase as the programme progressively rolls out. At GP practice level, three out of five of the highest rates are in surgeries in the north of the borough.

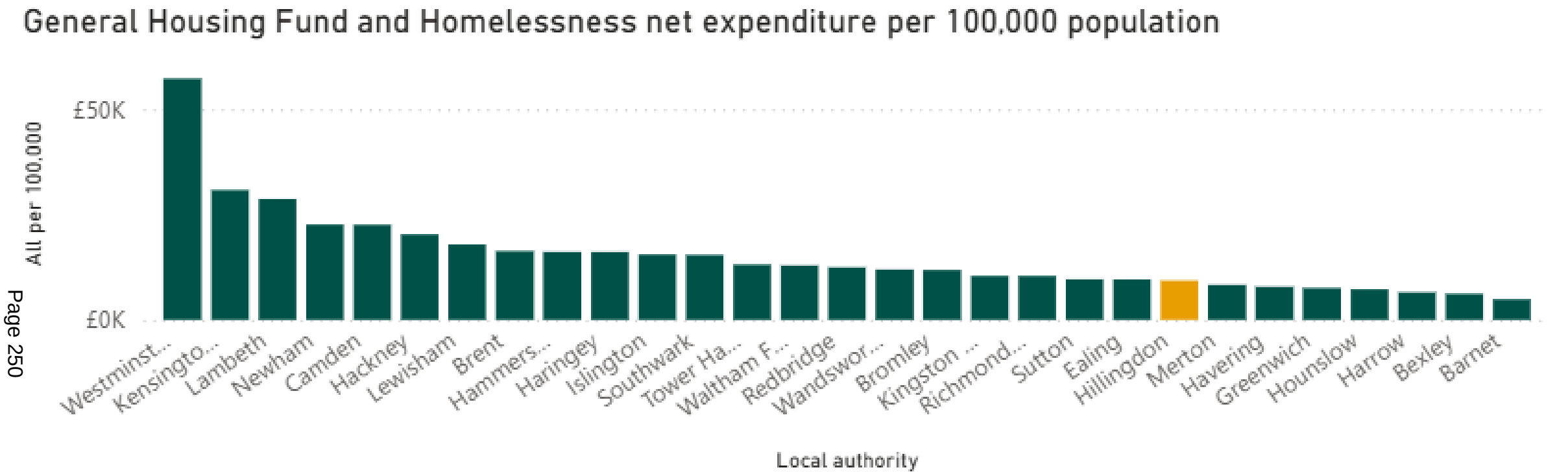
Hillingdon's prevalence of hypertension is lower than England (15.2%), but significantly higher than London (11.3%) and North-West London ICB (11.2%).

Data Sources:

1. LA revenue expenditure and financing: 2024 - 2025
2. ASCOF 2023 – 2024
3. ADASS Bed based return 2024
4. ADASS Home Care return 2024
5. Disease Prevalence, Quality Outcomes Framework, NHS Digital
6. Local Government & Social Care Ombudsman

Daniel Kennedy
Corporate Director of Residents Services





Hillingdon has the 8th lowest net expenditure across all London councils for general housing and homelessness, indicating a higher level of cost-efficient service delivery.

In addition, Hillingdon's Council Housing Service was awarded the second highest consumer grading of C2 by the Regulator of Social Housing (RSH) in July 2025. Grading ranges from C1 to C4. Only 7 of 66 (10.6%) local authorities assessed achieved the C1 grade and most authorities (56%) received a C3 or C4 grade.

Residents Services – Temporary Accommodation (TA) and Homelessness

Comparators	Housing Services net expenditure	Homelessness Net expenditure	Households in TA	Households in TA with children	People sleeping rough	New people sleeping rough
London	14908	11822	19.71	13.03	24.40	35%
Waltham Forest	13005	10599	14.64	10.23	18.20	22%
Bromley	11920	8494	12.82	6.92	6.30	38%
Sutton	9697	6011	12.42	8.74	0.90	50%
Ealing	9657	6917	26.05	19.19	21.50	24%
Hillingdon	9395	6250	12.50	7.77	28.60	49%
England	9355	3707	5.28	3.35	14.90	31%
Merton	8362	4734	8.16	5.75	2.30	40%
Havering	7916	7444	12.03	8.40	4.70	38%
Hounslow	7297	5779	5.69	2.94	17.40	52%
Harrow	6576	5073	15.02	11.00	3.30	78%
Bexley	6232	3206	4.28	3.69	8.20	38%
Barnet	4916	5003	17.20	9.46	6.20	28%

Understanding the data:

- **Housing Services net expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000.
- **Homelessness net expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000.
- **Households in TA³** – shows the number of households in temporary accommodation on 31 December 2024, per 1,000 households.
- **Households in TA with children³** - shows households in TA with children on 31 December 2024, per 1,000 households.
- **People sleeping rough³** - shows the number of rough sleepers in June 2025, rate per 100,000 people.
- **New people sleeping rough³** – shows the percentage of new rough sleepers in June 2025.

Residents Services – Temporary accommodation (TA) and Homelessness

Hillingdon's net housing services expenditure is £9,395,000 per 100,000 people, which is significantly lower than the London average of £14,908,000 and close to the England average of £9,355,000 demonstrating cost-efficient service delivery. Homelessness net expenditure in Hillingdon is £6,250,000 per 100,000 people which is significantly lower than the London average of £11,822,000 and below many neighbouring boroughs, indicating tighter and more efficient homelessness spending.

The proportion of households in temporary accommodation (TA) in Hillingdon is 12.50 per 1,000 households, which is substantially lower than boroughs such as Ealing (26.05) and Harrow (15.02), and closely aligned with Bromley (12.82), suggesting lower reliance on TA than other high-pressure councils. Households in TA with children stands at 7.77 per 1,000 households, again well below London's average of 13.03 and below neighbouring high-demand boroughs like Ealing (19.19), demonstrating better outcomes for families. However, the number of people sleeping rough in Hillingdon is 28.60 per 1,000 households, which is the highest in this comparator group and more than double the England average of 14.90, highlighting a significant concern around street homelessness. The percentage of new people sleeping rough in Hillingdon is 49%, which is above the London average of 35% and indicates that a high proportion of rough sleeping cases are first-time incidents, suggesting rising prevention challenges. Hillingdon has a long history of higher levels of rough sleeping compared to many London boroughs, in part because Heathrow Airport attracts rough sleepers. Proactive working with Heathrow Airport Limited and partner organisations is helping to keep rough sleeping numbers lower, with appropriate engagement and move-on support. During the last year, monitoring suggests higher rates of evictions by the Home Office from their accommodation has contributed to an increase in rough sleeping on a short-term basis. The Council is working closely with the Home Office and partner organisations to provide advice to those leaving Home Office accommodation about their housing options and move-on pathways.

Residents Services – Housing Landlord Service

Benchmarking Group	Homes with valid gas safety certificate	'True' current tenant arrears	Dwellings vacant but available to let	Average re-let time in days (standard re-lets)	Satisfaction with overall service landlord provides
London	99.93%	4.41%	71%	52.85	59%
England	99.89%	2.60%	52%	44.44	73%
London and ALMO	99.89%	6.66%	56%	57.96	
Hillingdon	99.61%	3.91%	87%	30.64	59%

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Understanding the data:

- **Homes with valid gas safety certificate²** – shows the 2024/25 percentage of properties with a valid landlord gas safety record.
- **'True' current tenant arrears²** – shows the 2024/25 unpaid accommodation rent and service charges owed by tenants living in benchmarked stock types adjusted for pending benefits payments.
- **Dwellings vacant but available to let²** – shows the 2024/25 snapshot of the total number of units that were vacant but available for lettings.
- **Average re-let time in days²** – shows the 2024/25 average time in days it takes for void properties to be let.
- **Satisfaction with overall service landlord provides²** – shows the 2024/25 perception of satisfaction for residents.

Residents Services – Housing Landlord Service

Gas safety compliance in Hillingdon is 99.61%, which remains very high but is 0.32 percentage points lower than the London average (99.93%) and 0.28 points lower than the England average (99.89%). Hillingdon's Landlord Service is proactively working with tenants to ensure timely access to properties to complete safety checks. Current tenant arrears in Hillingdon stand at 3.91%, which is 0.5 percentage points better than the London average (4.41%) and 2.75 points better than London and Arms-length Management Organisation (ALMO) (6.66%), although still 1.31 points higher than the England average (2.60%). The proportion of dwellings vacant, but available to let in Hillingdon is 87%, which is 16 percentage points higher than London (71%), 31 percentage points higher than London & ALMO (56%), and 35 percentage points higher than England (52%). Hillingdon has an ambitious housing delivery programme, buying new properties for letting. This means a higher-than-average volume of properties are being let at any one time, but it is important to note these continue to be re-let within a faster than average end to end re-let time.

Hillingdon's average re-let time is 30.64 days, which is 22 days faster than the England average (44.44 days), more than 22 days faster than London (52.85 days), and 27 days faster than the London & ALMO group (57.96 days) which makes Hillingdon the best performer ranking 1st compared to the benchmarking group. Tenant satisfaction in Hillingdon is 59%, which matches the London average (59%) but remains 14 percentage points below the England average (73%), indicating further work is required to understand and improve resident experience. An active tenant engagement programme is underway to involve tenants in the scrutiny and running of the service to strength satisfaction scores.

Residents Services – Tenancy Satisfaction (Housing Landlord Service)

Comparators	Satisfaction with Repairs	Satisfaction with time taken to complete most recent repair	Satisfaction that the home is well maintained	Homes that do not meet Decent Homes Standard	Emergency responsive repairs completed within landlord's target timescale	Non-emergency responsive repairs completed within landlord's target timescale
Hounslow	69.70%	68.51%	69.97%	8.62%	99.75%	71.99%
Hillingdon	68.33%	66.99%	64.72%	30.90%	93.36%	77.21%
Barnet	64.48%	54.59%	55.19%	2.38%	81.95%	60.82%
London	63.86%	61.76%	61.08%	8.62%	91.35%	78.19%
Sutton	63.29%	59.95%	57.17%	1.29%	100.00%	92.30%
Ealing	62.57%	61.82%	58.80%	16.63%	73.13%	83.42%
Havering	58.10%	49.32%	55.00%	3.91%	97.21%	93.93%
Harrow	56.75%	55.56%	51.90%	6.89%	96.17%	88.88%
Waltham Forest	55.11%	50.21%	53.39%	16.56%	95.55%	73.52%
Kingston	53.47%	51.69%	58.87%	9.06%	87.86%	78.72%

Understanding the data:

- Indicators are part of the Tenants Satisfaction Measures statutory return (TSM) and shows figures as of 2023/24.

Residents Services – Tenancy Satisfaction (Housing Landlord Service)

Hillingdon scores above average for several of the metrics on the Tenancy Satisfaction Measures, such as satisfaction with repairs. Hillingdon is 68.33%, which is above the London average of 63.86%, and one of the strongest results in this comparator group ranked 2nd highest. Hillingdon is also 2nd highest for satisfaction with the time taken to complete the most recent repair (66.99%), which is over five percentage points higher than the London average of 61.76%, demonstrating strong response times. Satisfaction that the home is well maintained is 64.72%, which is more than three points higher than the London average (61.08%), reflecting a positive perception of housing quality and ranks 2nd highest amongst the comparator group.

Emergency repairs completed within the landlord’s target timescale are at 93.36%, which is better than the London average of 91.35% however non-emergency repairs completed within target timescales are at 77.21%, which is slightly below the London average of 78.19% ranking 7th highest amongst the comparator group, suggesting slower completion of routine repairs than some peers.

Hillingdon is making significant investment to improve the quality of council homes, with more than £108m committed during the next five years, and rapid progress is already underway to reduce the number of non-decent homes. Although Hillingdon’s current proportion of homes that do not meet the Decent Homes Standard is 30.90%—around 14 percentage points higher than the next highest neighbour, Ealing (16.63%)—this is being addressed through major programmes of work including window replacement, new gas boilers, new kitchens and bathrooms, and wider home energy efficiency improvements. Significant and rapid progress is being made to reduce the number of non-decent homes in Hillingdon.

Residents Services – Highways and Planning

Comparators	Highways and Transport net expenditure	Planning and development services net expenditure	Major planning applications decided in time	Minor planning applications decided in time	EV charging devices
Hounslow	8409	1565	100%	96%	221.4
Bromley	4574	1322	100%	69%	63.7
Harrow	3459	1595	83%	84%	32.2
Sutton	3144	1995	100%	86%	116.6
Waltham Forest	2965	1292	100%	79%	436.4
Kingston upon Thames	2840	2888	92%	77%	238.9
Engle	2740	4347			123.8
Barne	2635	2331	100%	95%	203.5
Bexley	2529	823	100%	98%	94.4
Havering	2428	1732	80%	92%	43.1
Hillingdon	2159	29	100%	89%	79.8
Brent	1311	2046	100%	94%	341.7
London	1038	2716	96%	88%	275.4
Redbridge	707	2066	100%	84%	121.3
Merton	586	-1058	83%	83%	404.7
Enfield			83%	70%	86.5
Ealing	-1997	948	100%	94%	226.0

Understanding the data:

- **Highways and transport net expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000.
- **Planning and development services net expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000.
- **Major planning applications decided in time⁵** - shows the percentage decided in time for Q1 2025/26.
- **Minor planning applications decided in time⁵** – shows the percentage decided in time for Q1 2025/26.
- **EV charging devices⁶** - shows publicly available electric vehicle charging devices at all speeds per 100,000 people in July 2025

Residents Services – Highways and Planning

Hillingdon's highways and transport net expenditure is £2,159,000 per 100,000 people, which is the 5th lowest among the comparator group but double the London average of £1,038,00. Hillingdon's net expenditure on planning and development services was the 2nd lowest at only £29,000 per 100,000 people, only higher than Merton who had a negative net expenditure of £1,058,000 per 100,000. Hillingdon secures additional discretionary income from the planning process.

Even with low net expenditure, Hillingdon's major planning applications were all decided within timescales (100%), compared to the London average of 96%. Minor application timeliness was slightly lower at 89% but still above the London average (88%).

Hillingdon's public electric vehicle charging devices was the 4th lowest of all comparators at 79.8 devices per 100,000 people. The London average was significantly higher at 275.4 devices per 100,000 people. Hillingdon is working in partnership with other London boroughs to increase access to charging devices in appropriate locations.

Data Sources:

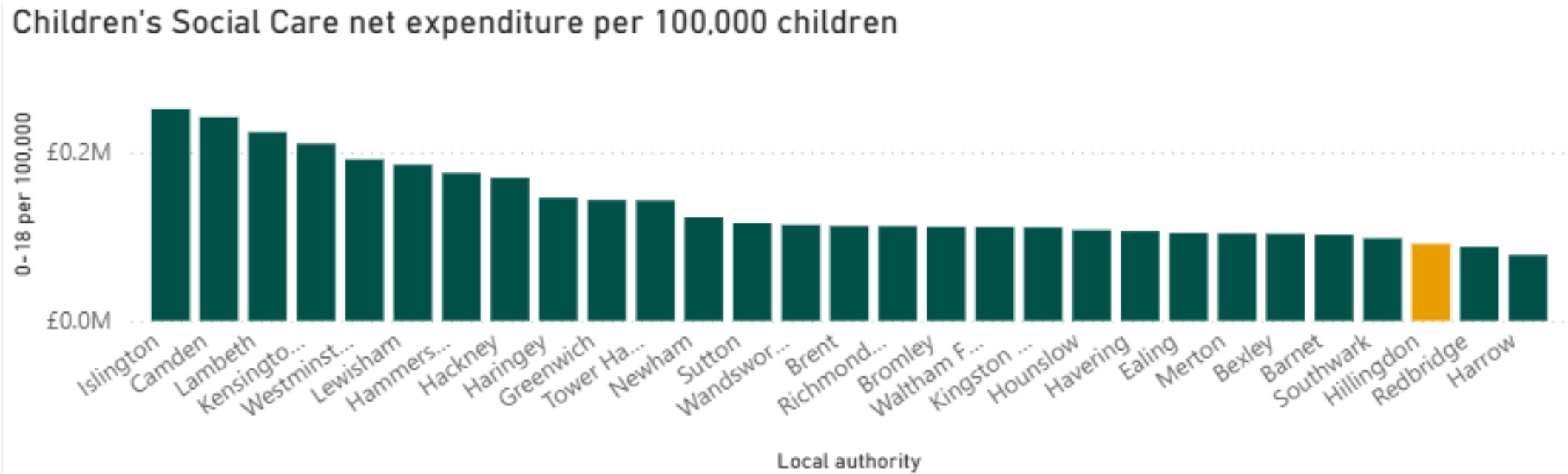
1. LA revenue expenditure and financing: 2024 - 2025
2. Housemark 2024/25
3. MHCLG Stat. Homelessness tables 2024/25
4. Housemark 2023/24
5. LG Inform 2025/26 Q1
6. Department for Transport 2024/25

Julie Kelly
Corporate Director of Children's Services



Children's Services Summary

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Hillingdon has the 3rd lowest net expenditure across all London councils for children's social care per 100,000 children, but despite this achieved an 'Outstanding' Ofsted rating at the last inspection in November 2023.

Achieving the highest grade indicates a high quality, innovative service that consistently exceeds expectations where children achieve excellent outcomes. Only 15% of Councils nationally are currently assessed at the highest standard.

Children, Families and Education – Children’s Social Care (Demand and Safeguarding)

Comparators	Children Social Care net expenditure	Safeguarding CYP services net expenditure	Referrals	Completed Assessments	Assessment Timeliness	s47 enquiries	Re-registrations for CPP	Open CPP
Reading	152892	29323	791.7	729.5	62%	288.2	30.0%	62.0
Coventry	138394	41266	559.7	596.4	84%	316.5	27.2%	63.5
Southampton	133614	29002	614.2	633.1	88%	262.0	29.3%	54.8
London	127345	33312	556.4	542.7	86%	195.3	21.2%	40.5
England	120316	26482	518.3	536.0	84%	187.1	24.7%	41.6
Waltham Forest	111208	27338	719.8	640.2	98%	225.3	19.4%	36.1
Peterborough	110878	29496	662.7	560.8	83%	173.3	22.6%	49.5
Hounslow	107353	17815	382.1	508.6	96%	149.7	15.8%	37.0
Ealing	104107	23401	529.3	522.2	86%	138.9	21.5%	38.0
Hillingdon	91258	19923	520.4	527.4	92%	167.1	24.5%	34.0
Redbridge	87598	37567	505.0	501.5	93%	176.5	13.9%	32.0
Harrow	77882	26181	413.7	464.3	65%	202.2	18.8%	48.6
Slough			749.4	797.3		275.4	19.7%	43.5

- Understanding the data:
- **Children’s Social Care net expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000 0-18-year-olds.
 - **Safeguarding Children and Young People’s Services (CYP) net expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000 0-18-year-olds.
 - **Referrals²** - Shows the number of children referred to social care in 2023-24 per 100,000 0-17-year-olds.
 - **Completed Assessments²** - Shows the number of children completing a social care assessment in 2023-24 per 100,000 0-17-year-olds.
 - **Assessment Timeliness²** - Shows the percentage of assessments completed in 45 working days in 2023-24.

- **S47 enquiries²** - Shows the number of s47 (Child protection enquiries) in 2023-24 per 100,000 0-17-year-olds.
- **Re-registrations for child protection plans (CPP)²** - Shows the percentage of child protection plans starting in 2023-24 that had a previous CPP in the last 12 months.
- **Open CPP²** - Shows the number of open CPPs per 100,000 10-17-year-olds at the end of the year 2023-24.

Children, Families and Education – Children’s Social Care (Demand and Safeguarding)

Hillingdon had the 3rd lowest net expenditure for children’s social care when compared to our children’s statistical neighbours and are lower than the London and national average. Hillingdon also has the 2nd lowest net expenditure for safeguarding children and young people’s services compared to statistical neighbours. Hillingdon’s low cost is reflected in the demand indicators, as Hillingdon falls in the lowest third for assessments completed, section 47 enquiries and open child protection plans. However, Hillingdon’s referral rate is more in line with the average at 520 referrals per 100,000 0-17-year-olds, which is slightly above the national average of 518 but below the London average of 556.

Hillingdon’s assessment timeliness was the 4th highest among neighbours at 92%, well above the London (86%) and national (84%) averages. The re-registrations for child protection plans was 24.5%, the 4th highest when compared to the statistical neighbours, slightly below the national (24.7%) average and above London (21.2%). Lower numbers result in higher percentage swings, deep dive into re-registrations take place to consider any learning.

Children, Families and Education – Children’s Social Care (Care experienced)

Comparators	Children Social Care net expenditure	CLA net expenditure	CLA UASC net expenditure	LAC in foster placements	Open LAC at year end	UASC at year end	19-21yr old care leavers in touch	19-21yr old care leavers in suitable accommodation	19-21yr old care leavers in EET
Harrow	77882	25705		70%	29	15%	97.00%	91%	66%
Waltham Forest	111208	49687	3768	74%	50	9%	93.00%	89%	59%
London	127345	56520	2318	69%	51	12%	93.00%	89%	58%
Redbridge	87598	35370	4071	71%	40	23%	91.00%	88%	58%
Coventry	138394	64363		73%	84	10%	93.00%	86%	57%
Ealing	104107	48615		65%	37	11%	96.00%	95%	57%
Hounslow	107353	55328		61%	42	18%	91.00%	90%	56%
England	120316	64898	2314	67%	70	9%	92.00%	88%	54%
Hillingdon	91258	47937	6367	51%	43	26%	85.00%	89%	54%
Peterborough	110878	45728		70%	75	10%	88.00%	80%	46%
Slough				60%	45	13%	75.00%	89%	44%
Southampton	133614	72843	2958	71%	97	8%	86.00%	79%	44%
Reading	152892	69046	2952	66%	70	11%	85.00%	81%	43%

Understanding the data:

- Children’s Social Care net expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000 0-18-year-olds.
- Children looked after (CLA) net expenditure¹** – Shows the 2024-25 expenditure on looked after children. Value is in £000s, per 100,000 0-18-year-olds.
- CLA unaccompanied asylum seeking children (UASC) net expenditure¹** - Shows the 2024-25 expenditure on unaccompanied asylum-seeking children. Value is in £000s, per 100,000 0-18-year-olds.

- LAC in foster placements²** – Shows the percentage of looked after children in foster placements at the end of 2023-24.
- Open LAC at year end²** - Shows the number of looked after children open at the end of 2023-24 per 100,000 0-17-year-olds.
- UASC at year end²** - Shows the percentage of looked after children who are unaccompanied asylum-seeking children at the end of the year 2023-24.
- 19-21-year-old care leavers in touch²** - Shows the percentage of care leavers the service are in touch with whose 19th to 21st birthday fell in the year 2023-24.
- 19-21-year-old care leavers in suitable accommodation²** - Shows the percentage of care leavers who are in suitable accommodation around their 19th to 21st birthday in the year 2023-24.
- 19-21-year-old care leavers in EET²** - Shows the percentage of care leavers who are in education, employment or training around their 19th to 21st birthday in the year 2023-24.

Children, Families and Education – Children’s Social Care (Care experienced)

Hillingdon had the 3rd lowest net expenditure for children’s social care when compared to our children’s statistical neighbours, and the 4th highest net expenditure on looked after children. Hillingdon is lower than the London and national average for both figures. However, Hillingdon has by far the largest spend on unaccompanied asylum-seeking children (UASC) at £6,367,000 per 100,000 0-18-year-olds – 56% more than the next highest statutory neighbour Redbridge (£4,071,000). Hillingdon has the highest percentage of looked after children who are UASC, at 26% compared to Redbridge’s 24% and the London and national averages at 12% and 9%, respectively. While UASC costs are significant this is fully grant funded.

Hillingdon had the 5th lowest rate of looked after children (43) at the end of 2023-24, lower than both the London (51) and national (70) averages. However, Hillingdon had the lowest percentage of children in foster placements at 51%, significantly lower than the London (69%) and national (67%) averages. This may be contributing to higher reliance on residential placements, with associated cost and stability implications.

Increasing the number and percentage of children cared for by foster carers is a key priority for the service area. Hillingdon has increased the number of fostering household by 14 with a further 14 expected by the end of this financial year.

Hillingdon’s performance for 19 to 21-year-olds care leavers is mixed. Hillingdon has a high percentage (89%) of care leavers in suitable accommodation, in line with the London (89%) and national (88%) averages. Hillingdon was in touch with 85% of care leavers. This is the joint 2nd lowest percentage when compared to our statistical neighbours and below London (93%) and national (92%) averages. Hillingdon’s education, employment and training rate for care leavers was 54%, in line with the national (54%) rate but below the London (58%) average.

Children, Families and Education – Youth Justice

YJS Family	Youth Justice Net Expenditure	Use of Custody	First Time Entrants	Reoffending Rate	Reoffending Frequency
London	7636	0.13	200.0	30.4%	3.31
Brent	6419	0.06	210.0	27.5%	2.60
Hounslow	5806	0.10	178.0	34.7%	4.68
Hillingdon	5719	0.09	138.0	37.7%	2.73
Ealing	5043	0.05	151.0	20.7%	2.58
National	4651	0.10	157.0	31.9%	4.30
Merton	4614	0.05	96.0	38.8%	3.84
Sutton	4573	0.04	55.0	20.0%	2.50
Coventry	4450	0.03	151.0	34.6%	5.17
Redbridge	4299	0.18	161.0	42.1%	3.86
Barnet	3635	0.02	177.0	30.5%	3.92
Harrow	3244	0.18	110.0	29.6%	2.50
Reading		0.00	161.0	28.1%	2.63

Understanding the data:

- **Youth Justice net expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000 11-18-year-olds.
- **Use of custody³** - Published figure from Youth Justice Board (YJB) 2024-25. Shows the number of children receiving a custodial sentence in 2024-25 per 1,000 10-17-year-olds.
- **First time entrants³** - Shows the number of children who receive a youth caution or court conviction for the first time in 2024-25 per 100,000 10-17-year-olds.
- **Reoffending rate³** - Shows the percentage of children who reoffend within 12 months of a previous offence. Latest data is for July 22 - June 23 due to cohort being tracked for 12 months.
- **Reoffending frequency rate³** - Shows the average number of reoffences per reoffender within the 12 months of a previous offence. Latest data is for July 22 - June 23 due to cohort being tracked for 12 months.

Hillingdon has the 3rd highest net expenditure when compared to our youth justice statistical neighbours, however Hillingdon is lower than the London average. It is positive to see Hillingdon has the 4th lowest rate of first-time entrants compared to the statistical neighbours and lower than the London and national averages. Hillingdon's rates of custody are higher than most statistical neighbours but below London and national average. Hillingdon has the 3rd highest reoffending rate, but the 3rd lowest reoffending frequency, meaning children who enter the youth justice system are more likely to commit another offence, but are likely to commit fewer further offences.

Often children commit a subsequent offence before being directed to youth justice services, where Hillingdon's youth justice service can then intervene and successfully reduce the rate and number of offences.

Children, Families and Education – SEND and Education

Comparators	Education net expenditure	Early years net expenditure	EHCP Active Caseload	Requests proceeding to assessment	EHCNA requests	Eligible 3&4yr olds for 15 hours funding	NEET 16 & 17yr olds
Ealing	485396	171739	320	70.8%	66	87.73%	1.0%
Redbridge	470980	165861	300	71.2%	62	94.02%	2.3%
Southampton	437298	226060	293	69.3%	60	84.00%	4.9%
London	415485	185910	338	67.1%	74	85.75%	1.9%
Hounslow	399564	172544	347	58.5%	72	85.29%	1.7%
Waltham Forest	396241	155472	415	64.1%	90	84.26%	1.0%
National	344568	198604	358	65.4%	86	93.12%	3.4%
Reading	343931	206035	311	55.5%	82	96.00%	3.4%
Hillingdon	320566	165091	310	50.4%	61	87.32%	2.5%
Harrow	319783	112001	312	78.4%	62	84.06%	1.3%
Coventry	285925	164835	255	55.9%	84	86.00%	3.6%
Peterborough	249226	202001	380	59.3%	90	92.00%	5.4%

Understanding the data:

- **Education net expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000 0-18-year-olds.
- **Early years net expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000 0-4-year-olds.
- **EHCP active caseload⁴** - Shows the rate of open education, health and care plan on census day in January 2025, per 100,000 0-25-year-olds.
- **Requests proceeding to assessment⁴** - Shows the percentage of requests to SEND that proceeded to an Education, Health and Care Needs Assessment in the 2024-25 census year.
- **EHCNA requests⁴** - Shows the rate of Education, Health and Care Needs Assessment requests in the 2024-25 census year, per 100,000 0-25-year-olds.
- **Eligible 3 and 4-year-olds for 15 hours funding⁵** - Shows the percentage of 3 and 4-year-olds who are eligible for up to 15 hours of free childcare funding in 2025.
- **NEET 16 and 17-year-olds⁶** - Shows the percentage of 16 and 17-year-olds who are not in education, training or employment in 2025.

Children, Families and Education – SEND and Education

Hillingdon had the 4th lowest net expenditure for education and early years when compared to our statistical neighbours. Hillingdon are lower than the London and national average. This is reflected in the demand data for special educational needs and disabilities (SEND) as Hillingdon has the 4th lowest rate of children on an Educational Health Care (EHC) plan and the 2nd lowest rate of education health care needs assessments (EHCNA) requests compared to the statistical neighbours. Additionally, Hillingdon has the lowest percentage of requests proceeding to assessment. However, this may suggest a tendency to reject valid requests and should be considered alongside data on appeals and complaints.

Hillingdon's not in education or training (NEET) figure for 16 and 17-year-olds is 2.5%, which is the 6th highest compared to our statistical neighbours but below the national average of 3.4%. There has been a robust focus on NEET which has driven down the number of children whose destinations are 'not known' which subsequently raised the percentage of NEET. This however enables targeted intervention.

Early years higher costs were attributable to the subsidised nursery provision that is no longer part of our delivery model.

The service is aware that Key Stage 5 opportunities and outcomes need improving and have prioritised this area, recent output being a digital Post 16 Prospectus.

Data Sources:

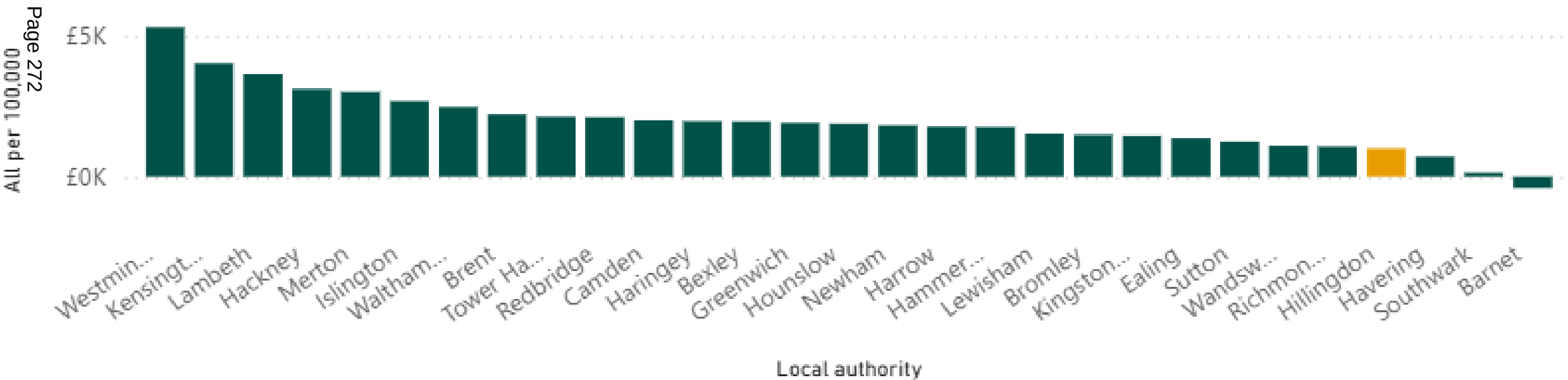
1. LA revenue expenditure and financing: 2024- 2025
2. ChAT tool published data for 2023-24
3. YDS Published Data
4. SEN2 2025
5. DfE, Education provision for children u5
6. DfE

Steve Muldoon
Corporate Director of Finance



Hillingdon has the 4th lowest net expenditure across all London councils for housing benefit and council tax administration and council tax collection.

Housing Benefit and Council Tax administration and Council tax collection net expenditure per 100,000 population



Comparators	Council Tax collection net expenditure	Council Tax discounts locally funded	Council Tax support administration	Council Tax in year collection rates	Arrears brought forward from previous years as a % of collectable debit	Number of chargeable dwellings
England	439	131	456	95.88%	14.30%	
London	166	15	87	94.80%	21.29%	
Waltham Forest	953		460	95.04%	19.61%	109243
Hounslow	898	-2	991	97.17%	16.95%	109194
Bexley	886			95.05%	25.25%	100016
Kingston Upon Thames	860	30		97.89%	5.51%	68382
Merton	636	18	275	96.04%	9.78%	86759
Sutton	494			98.14%	9.47%	85324
Havering	420			96.05%	14.21%	107467
Ealing	388			96.85%	12.98%	145856
Bromley	337		622	96.93%	11.56%	140569
Harrow	333		59	96.49%	10.45%	95271
Hillingdon	35	379	242	96.31%	18.97%	115553
Barnet	-307			94.01%	22.89%	156560

Understanding the data:

- **Council Tax net expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000 people.
- **Council Tax discounts locally funded, net expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000 people.
- **Council Tax support administration net expenditure¹** - Shows the 2024-25 expenditure. Value is in £000s, per 100,000 people.
- **Council Tax in year collection rates²** - Shows the percentage of 2024-25 council tax collected in year.
- **Arrears brought forward from previous years as a % of collectable debit²** – Shows arrears brought forward in previous years as a percentage of collectable debit in 2024-25.
- **Number of chargeable dwellings³** - Shows the total number of chargeable dwellings for council tax on 6 October 2025.

Hillingdon had the 2nd lowest net expenditure rate for council tax collection when compared to its nearest neighbours and remains below both the London and national averages. Council tax support administration costs are also the 2nd lowest among nearest neighbours, although slightly above the London average. This level of efficiency is particularly notable given that Hillingdon has the fourth highest number of chargeable dwellings.

For those nearest neighbours that reported locally funded council tax discounts, Hillingdon stands out significantly, with £379,000 per 100,000 people. The next closest authority is Kingston upon Thames at £30,000 per 100,000, highlighting a substantial difference in approach. Although Hillingdon collected 96.49% of council tax in-year, ranking 7th lowest among its peers, it had the lowest estimated amount of council tax receipts collected in the year at £557.83 per 1,000 people however This is in part reflective of the low average council tax in Hillingdon. This compares to a London average of £627.97 per 1,000.

Comparison between authorities relating to arrears will be impacted by individual authority approach to writing old debt off or carrying it forward to ultimately correct. The Council is currently reviewing old debt for potential write-off – this will reduce the percentage of old debt being brought forward

Finance – Non-domestic Rates

Comparators	NDR collection net expenditure	NDR in year collection rates	Est. NDR receipts collected in year	Arrears brought forward from previous years as a % of collectable debit
England	61	97.32%	444.16	8.97%
London	20	97.14%	899.76	10.96%
Havering	185	98.79%	283.50	3.87%
Waltham Forest	168	95.61%	212.40	21.26%
Merton	112	97.88%	444.68	4.83%
Barney	76	94.20%	238.36	18.24%
Kingsdon Upon Thames	51	98.01%	434.63	10.07%
Ealing	50	95.36%	415.10	13.29%
Bromley	49	97.10%	247.37	5.37%
Hillingdon	35	97.37%	1,169.25	7.52%
Hounslow	-40	95.70%	690.55	10.58%
Sutton	-90	98.86%	303.61	5.32%
Harrow		92.97%	161.19	21.71%
Bexley		97.07%	355.38	7.67%

Understanding the data:

- **NDR collection net expenditure¹** - Shows the 2024-25 expenditure on non-domestic rate collection. Value is in £000s, per 100,000 people.
- **NDR in year collection rates²** - Shows the percentage of 2024-25 non-domestic rates collected in year.
- **Est. NDR receipts collected in year²** - Shows the estimated 2024-25 receipts collected in year per 1,000 population.
- **Arrears brought forward from previous years as a % of collectable debit²** – Shows arrears brought forward in previous years as a percentage of collectable debit in 2024-25.

Hillingdon had the 3rd lowest net expenditure rate for non-domestic rate collection when compared to its nearest neighbours, although it is slightly above the London average. This is a positive position when considered alongside in-year collection performance, as Hillingdon achieved the 5th highest collection rate at 97.37%.

Hillingdon recorded by far the highest estimated non-domestic rate receipts collected in the year at £1,169.25 per 1,000 people. This figure is largely driven by the significant contribution from Heathrow Airport, which has a major impact on the borough's business rates income. In terms of arrears, Hillingdon had the 5th lowest percentage of arrears brought forward from previous years when compared to the 2024–25 collectable debit, although the scale of Heathrow's contribution also influences this measure. Although Heathrow significantly boosts Hillingdon's business rate collection, it creates a concentration risk by making the borough heavily reliant on a single source of income. Any changes to Heathrow's valuation or operations could have a disproportionate impact on overall revenue stability.

Finance – Housing Benefits

Comparators	Housing benefits administration	Average processing days (New HB claims)	Average processing days (Changes in HB circumstances)	New HB Claims	Changes in HB Claims
England	805	20.72	6.05	6.10	93.60
London	278	22.66	5.50	6.00	119.60
Merton	2111	35.17	17.83	5.20	70.20
Harrow	1393	21.93	6.24	5.60	96.10
Bexley	1082	15.24	11.04	2.90	58.20
Waltham Forest	1073	19.96	4.02	6.90	105.10
Ealing	988	26.66	5.43	8.90	122.80
Sutton	756	17.68	8.53	5.70	93.90
Hillingdon	728	19.81	3.60	6.60	141.00
Kingston Upon Thames	600	21.38	6.14	5.00	89.90
Bromley	534	21.49	6.44	6.20	110.30
Havering	304	30.87	5.08	3.20	71.70
Barnet	-88	20.65	4.22	6.80	142.90
Hounslow		18.32	3.63	7.90	134.00

Understanding the data:

- **Housing benefit adminstration¹** - Shows the 2024-25 expenditure on housing benefit administration. Value is in £000s, per 100,000 people.
- **Average processing days (New HB claims)⁴** - Shows the average days to process new housing benefits claims, with target of 28 days in 2024-25.
- **Average processing days (Changes in HB circumstances)⁴** – As above but for changes in housing benefit circumstances, with target of 28 days in 2024-25.
- **New HB Claims⁴** – Shows the total number of new housing benefit claims in 2024-25, per 1,000 population.
- **Changes in HB Claims⁴** – Shows the total number of changes in housing benefit claims in 2024-25, per 1,000 population.

Hillingdon had the 5th lowest net expenditure rate for housing benefit administration when compared to its nearest neighbours at £728,000 per 100,000 people, although this is significantly above the London average of £278,000 per 100,000. Despite this higher cost relative to London, Hillingdon delivered exceptional performance in processing housing benefit claims, ranking as the fastest for processing existing claims and 4th highest for new claims when compared to statistical neighbours. This efficiency is achieved despite high demand, with the borough having the 2nd highest number of requests for changes to existing claims and the 5th highest for new claims when compared to statistical neighbours. EST NDR is driven by businesses we have the likes of Heathrow which is why we are much higher

While performance outcomes are excellent, future strategy should consider whether similar results can be sustained with improved cost control, particularly given ongoing demand pressures.

Data Sources:

1. LA revenue expenditure and financing: 2024- 2025
2. Collection rates and receipts of council tax and non-domestic rates: Local Authority level data for 2024-25 - MHCLG
3. [Council Taxbase 2025 in England - GOV.UK](#)
4. DWP Housing Benefit (HB) Speed of Processing 2024-25

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OLDER PEOPLE'S PLAN UPDATE

Cabinet Member & Portfolio	Cllr Jane Palmer – Cabinet Member for Health and Social Care
Responsible Officer	Sandra Taylor – Corporate Director, Adult Social Care & Health
Report Author & Directorate	Sarah Durner – Adult Social Care and Health Gary Collier – Adult Social Care and Health
Papers with report	Appendix 1 – Draft 2026/27 Hillingdon Age Friendly Delivery Plan

HEADLINES

Summary	This report updates Cabinet on delivery of the Older People's Plan over the last year.
Putting our Residents First Delivering on the Council Strategy 2022-2026	This report supports our ambition for residents / the Council of: • Live active and healthy lives This report supports our commitments to residents of: • Safe and Strong Communities The report also supports the following: • Draft Joint Health and Wellbeing Strategy, 202- 2031 • Better Care Fund Plan, 2025/26 • Public Health priorities
Financial Cost	There are no direct financial implications in this report.
Select Committee	Health and Social Care
Ward(s)	All

RECOMMENDATIONS

That the Cabinet:

- 1) **Notes the activities undertaken to support older people in Hillingdon.**
- 2) **Endorses the proposed approach for the development of a Hillingdon Age Friendly Plan from 2026/27 as described in the report.**

Reasons for recommendation(s)

1. This report provides Cabinet with oversight of activity to support older people in Hillingdon in the twelve-month period since the last update and proposes a new approach to supporting Hillingdon's older residents from April 2026. The new approach proposes to use the World Health Organisation (WHO)'s *Age Friendly Framework* as this is a proven model for enabling better health and wellbeing for older people and will contribute to the delivery of the Ageing Well priority within the draft Health and Wellbeing Strategy.

Alternative options considered/risk management

2. *Noting activities undertaken to support older people:* No alternative option has been considered as Cabinet has asked to receive an annual update. Cabinet could, however, decide that it did not wish to receive any future updates.
3. *Development of a Hillingdon Age Friendly Plan:* Cabinet could decide that it did not wish to pursue the proposed approach in the report and/or instruct officers to explore other options.

Democratic compliance / previous authority

4. Cabinet last considered an update on support provided to Hillingdon's older residents by the Council and its partners in November 2024.

Select Committee comments

5. None at this stage.

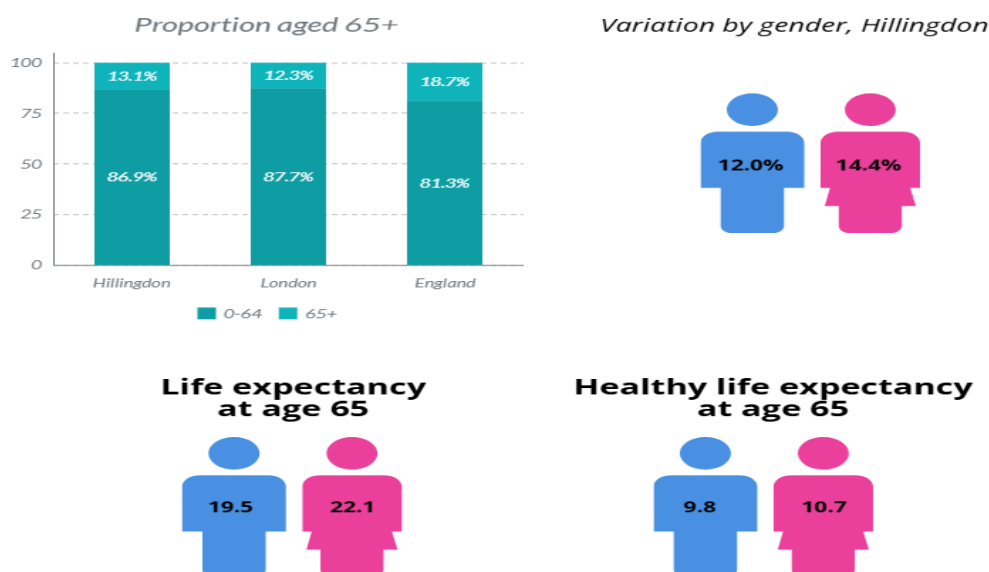
SUPPORTING INFORMATION

Strategic Context: Hillingdon's Older People Population

6. Estimates suggest that in 2025 there are 44,000 people aged 65 +, 12,000 aged 80+ and 2,292 aged 90+. Over the next 10 years to 2035 the 65 + population is projected to increase by nearly 21% to 53,082, the 80+ population by nearly 26% to 15,092 and the number of people aged 90+ by 25% to 2,870. People aged 65 and above account for 13.1% Hillingdon's population, which is higher than the London average of 12.3% but lower than England, which is 18.7%¹.
7. Life expectancy of Hillingdon residents at age 65 is 19.5 years for men and 22.1 years for women, **BUT** healthy life expectancy at 65 is 9.8 years for men and 10.7 years for women in Hillingdon, which means that men are living 9.7 years and women 11.4 years in poor health, and this is increasing. This is a challenge for health and care services where demand is increasing.
8. For example, people aged 65 and above account for 13.1% of the resident Hillingdon population but make up over 30% of GP and unplanned and urgent acute (Accident and Emergency) attendances and 40% of emergency hospital admissions.

¹ Office of National Statistics (ONS): Subnational Population Projections, mid-year 2022.

Hillingdon 65+ population (2024)



Part One: The Older People's Plan and the Council Strategy

9. The November 2024 update report to Cabinet advised that the 2022 to 2026 Council strategy carried forward many of the activities to support older residents that had been reflected in the Older People's Plan that had been in place since 2009. Many of the activities contained in the plan are ongoing and remain important parts of the offer for older people. Reflecting practice in 2024, this part of the report provides updates to Cabinet aligned to the seven commitments in the Council Strategy.

Commitment 1: Work to keep residents safe from harm

Age-friendly facilities in parks and green spaces

10. The Council have undertaken a range of projects to improve accessibility and safety in parks making it easier for older people to enjoy outdoor spaces:
 - We improved lighting last year at The Closes.
 - The car park at Barra Hall was resurfaced to make it more accessible.
 - 61 Age-friendly benches, i.e., including arm rests to provide support, were installed.
 - In response to concerns raised by residents, the lighting system in Dowding Park was improved.

Accessibility of public footpaths

11. Improvements to the footpath network were carried out in Bessingby Park, Shenley Park, and Churchfield Gardens.

12. 55 stretches of pathway in the borough will be improved, including through resurfacing by the end of 2025/26.

Commitment 2: Enable ... older people to live healthy, active and independent lives

Information, Advice and Guidance

13. The Information, Advice, Guidance and Wellbeing Service for Adults is a cornerstone of the Council's commitment to supporting vulnerable residents. Under a contract for up to eight years that started in June 2025, the service provides a single, accessible gateway for free, confidential information, advice and wellbeing support, delivered by the Hillingdon Advice Partnership, a consortium led by Age UK Hillingdon, Harrow and Brent and comprising of Disability Advice and Support Hillingdon (DASH), Bell Farm Christian Centre, and Nucleus Legal Advice Centre. This collaborative approach ensures residents receive timely, expert assistance on issues ranging from benefits and housing to health, debt, and social wellbeing.
14. Between 1 June and 31 August 2025, the service supported 925 new residents supported, nearly 50% of which have been people aged 65 and above. There have been 1,108 new enquiries and 3,514 repeat contacts. During this period an additional £120,111.96 has been secured in actual benefits awarded, with an additional £190,000 estimated to be confirmed.



Case Study: Maximising Income and Wellbeing (Mrs A – aged 84)

Mrs A, living alone with Alzheimer's, was unaware of her benefit entitlements. Through local outreach, Age UK helped her secure Attendance Allowance (£110.40/week, plus £900 backdated), and a Severe Mental Impairment council tax discount. Mrs A's financial stability and wellbeing improved, enabling her to access care and remain active in her community.

Age UK Services

15. *Community services:* During 2024/25 601 tasks were carried out for older people through the Good Neighbour Scheme that uses volunteers to support people to undertake specific activities, e.g., one-off errands, accompanying them to a medical appointment, and/or to shops if a person is anxious or has low confidence. There were 3,488 attendances at Active Ageing Groups in the borough, and these involved 151 unique residents.
16. *Hospital services:* In 2024/25 Age UK's Home from Hospital Service escorted 598 older people who did not require personal care back to their usual home from Hillingdon Hospital and provided continuing support to them for up to six weeks. This included 1,219 follow-up welfare calls and 125 visits. Age UK's Take Home and Settle Service also provided support on wards at Hillingdon Hospital to 3,746 older people. Supported included tea and a chat as well as information and advice.
17. *Falls prevention team:* Age UK's Falls Prevention Team conducted 605 visits to 136 older people at risk of falling to advise on management techniques to avoid falls.
18. *Charged for services:* The Help at Home Service supported 400 older people by delivering 12,506 jobs that ranged from social contact to practical tasks like cleaning, shopping or accompanying them to appointments. 614 enquiries were received from older people about the Trusted Trader Service that in 2024/25 had 27 local traders registered that underwent a vetting process.

Methodist Homes Association (MHA)

19. Between September 2024 and October 2025 1,438 older residents participated in social groups led by MHA. 1,749 older people also participated in physical activities organized by MHA.

Warm Welcome Centres

20. A range of 19 organisations that included libraries, faith organisations, community centres and associations, agreed to take part in establishing warm welcome centres between December 2025 and March 2026. During this period there were 8,097 visits to sessions at 13 centres attended by 547 unique residents. The range of activities taking place at the centres included games afternoons, social group, health talks, health checks, physical activity sessions.
21. The main concerns raised by attendees at the centres included loneliness due to bereavement, memory problems, financial difficulties, health conditions including general fitness, mobility, balance and weight, how to keep warm in winter, difficulty in accessing services because everything is online, stopping smoking.

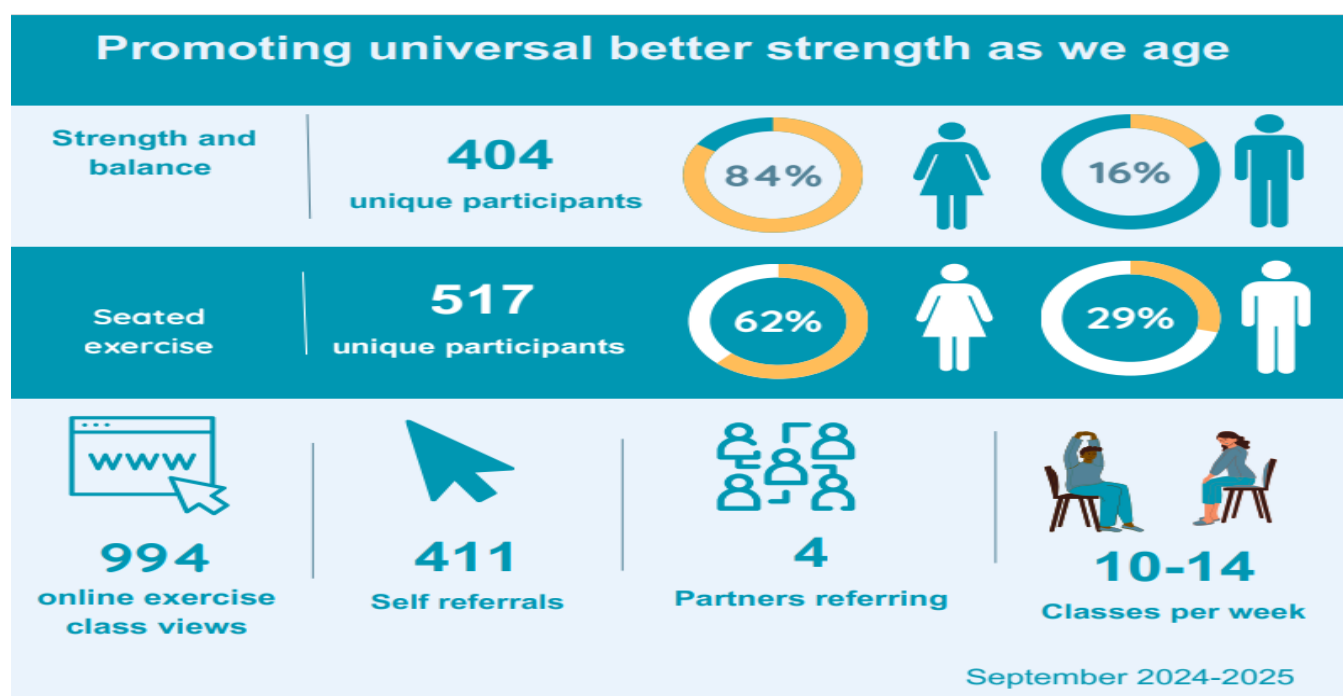
Some Resident Feedback

Question to resident: What do you like about coming?

I lost my wife; I am lonely and since coming here I have met some other fellas who also lost their wife. Now I know I am not alone.

Promoting better strength as we age

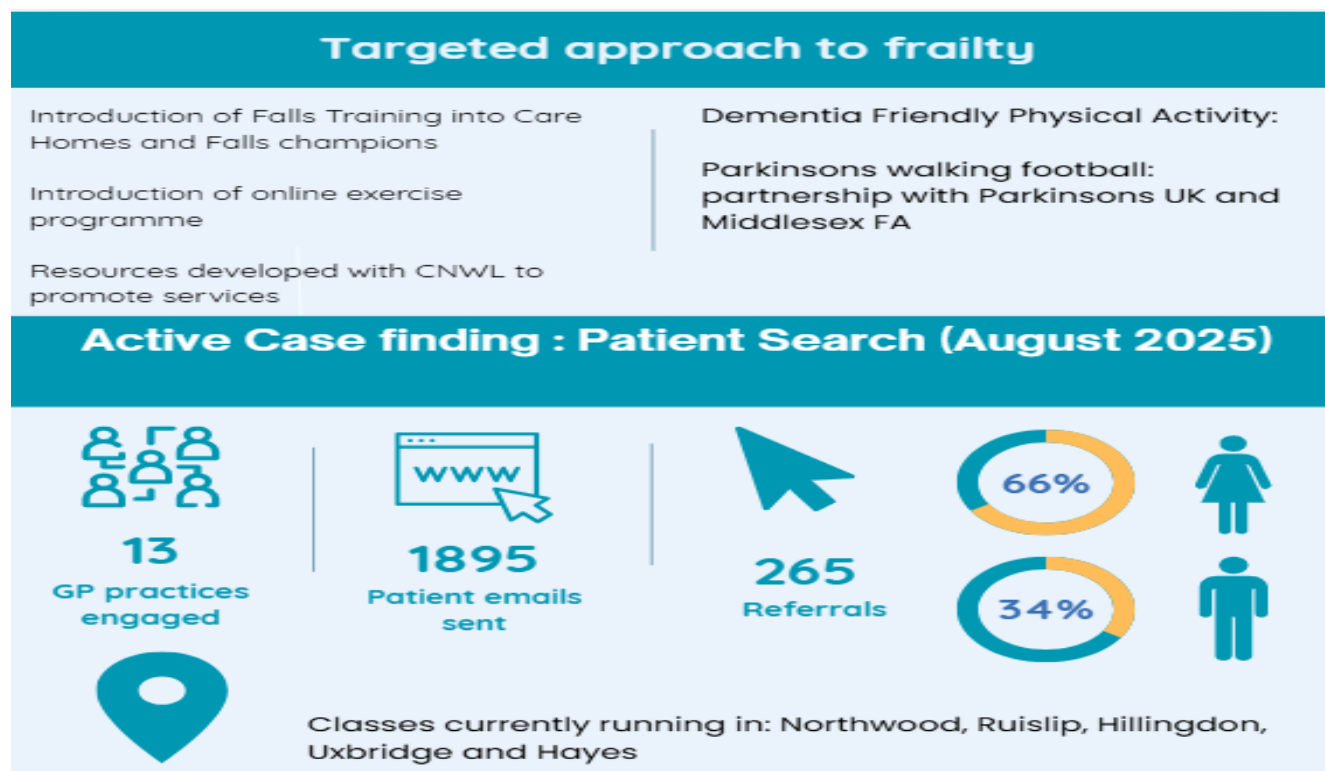
22. Keeping active is crucial to preventing frailty in older people and with the risk of falls. There are several initiatives that have taken place over the review period and will continue going forward. Universal provision is shown below:



- *Walk Hillingdon programme*: There have been 420 walks across the year with an average of 16 different routes to choose from. The walks remain popular and continue to be led by local volunteers.
- *Walking football*: Men Walking Football has 22 active attendees who all suffer from, or are recovering from, a long-term condition and this low-level activity allows them to recover physically and mentally. Women's Walking Football has 21 active attendees. This low-level physical activity is an opportunity to reintroduce residents into being active as they get older.
- *Tea dances*: Hosting tea dances are important because they provide significant social, physical, and mental health benefits to participants of all ages. They serve as a vital community gathering space that promotes social interaction and connection, while

helping to combat loneliness. 36 sessions took place during the twelve-month period to September 2025, and these supported 248 mainly older residents.

23. Examples of targeted provision are shown below.



24. *Dementia friendly physical activity:* A range of disability sporting activities including golf, boccia (a precision ball game related to bowls), tennis and football aimed at both the person living with dementia and their carer. Sessions allow participants to work on their cognitive skills, mobility, and overall wellbeing. There are 95 active participants a week.
25. Cabinet may be interested to note that a Hayes resident who benefits from Hillingdon Council's range of support for those living with dementia had a once in a lifetime opportunity when he accompanied the England football team in their friendly against Wales on 9 October. He was one of 22 people living with dementia given the opportunity thanks to a partnership between the Alzheimer's Society and the Football Association (FA). The resident regularly joins the Forget Me Knot Football Club dementia walking football sessions at Rectory Park Football Centre, Northolt every Friday, which were developed by the Uxbridge Amblers. These sessions are funded by the Council and delivered in partnership with the Amblers and Middlesex FA.
26. *Parkinsons walking football:* This has been established because of a partnership between Parkinsons UK and Middlesex Football Association. There are currently 12 active participants all aged 65 and above.

Library Services

27. Libraries offer a wide range of services to older people in Hillingdon, including access and support to digital services, health and wellbeing initiatives, reading, literacy and cultural events. Between April 2024 and March 2025 libraries hosted 2,201 events attended by 20,587 people over the age of 65. Between April and October 2025 there have been a further 1,085 library events attended by 9,453 residents over 65.
28. The Home Library Service also provides a valuable resource to support people living with disabilities unable to leave their homes.

Telecare

29. This technology ranges from the traditional push button alarm to a variety of sensors and detectors that can help reduce risk and provide reassurance both to the older resident but also their relatives, especially those that may live far away. People aged 65 and over represent nearly 89% (6,187) of the total users of the service. 74% (5,183) of users are aged 75 and above. An out of hours response service provided by Comfort Care Services is in place to assist people who do not have a responder if the alarm button is pressed or where the responded cannot be contacted.

Community Equipment

30. The community equipment service continues to support residents with the provision of daily living aids ranging from raised toilet seats to electric profiling beds and hoists. The service also provides adaptations to residents' homes, such as grab rails by a door or a toilet and/or bath, valued up to £1k, as well as door entry systems to facilitate authorised access to the homes of residents where the resident is unable to directly open their front door because of a disability. There are currently 31,960 residents being supported by this service and nearly 77% (24,549) are people aged 65 and above.

Adult Social Care

31. 2,330 people aged 65 + received long-term Adult Social Care support from the Council in 2024/25, of which 68.7% (1,601) in the community and 31.3% (729) was in a residential/nursing home setting.

Commitment 3: Develop housing options for vulnerable adults and older people that promote active independent living.

Improving Council homes for older tenants

32. The Council has in place an extensive planned works programme to improve its rented housing stock. Improvements that will particularly benefit older tenants include replacing windows with high efficiency A+ rated double glazed units, and the installation of new high efficiency and easy to use, domestic gas boilers. Our energy improvement programme that includes upgrading loft and cavity wall insulation and installing external wall insulation on some solid walled properties, will improve energy efficiency and help tenants to manage energy costs.

33. Improvements to Council homes also includes fire safety upgrades such as replacing front entrance doors that are high security units and satisfy all required fire, smoke, security and energy standards. Smoke and heat detection devices have also been installed in all our properties to ensure the safety of our tenants.

Extra Care and Sheltered Housing

34. The Council has 243 flats available for rent in four extra care schemes that have personal care available on site 24/7. The schemes are Cottessmore House (Ruislip), Grassy Meadow Court (Hayes), Parkview Court (Hillingdon) and Triscott House (Hayes). The Council also has 19 sheltered housing schemes, all of which have a scheme manager who will help with information, advice and assistance.

Care Home Provision

35. In 2025 the Council purchased a 70-bed care home in the borough that will increase the scope for older people whose needs can no longer be safely supported in the community to remain in the borough.

Commitment 4: 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.

Neighbourhood working

36. Neighbourhood working is a critical part of the Hillingdon's model of care intended to identify people most at risk of hospital admission and a loss of independence. The model brings together in three Integrated Neighbourhood Teams (INTs) GPs, community nurses, social care professionals, mental health practitioners, therapists and voluntary sector partners to populations of approximately 100,000 residents to deliver coordinated, joined-up care. A key function of the INTs is to undertake proactive case finding to identify the residents most at risk of escalating need, e.g., people living with high blood pressure and those with a mild frailty score and take proactive measures through care planning to help prevent the level of need increasing.
37. Since August 2025 Public Health has been working with 13 surgeries in the North INT and 1,895 emails have been sent to patients aged between 45 and 85 with a mild frailty score. This has resulted in 265 referrals for frailty awareness sessions (91 men and 174 women).

Dementia Medication Review Pilot

38. The North INT are collaborating with the Memory Clinic, Celandine and MetroCare PCN are piloting dementia medication reviews within primary care to enhance resident support and streamline services. This model, already practiced in other Northwest London boroughs, is now being developed into a shared care agreement between primary and secondary care to ensure residents receive the best possible support.

Supporting care homes

39. There are 44 care homes in Hillingdon with a bed capacity of 1,380. Approximately 88% of beds are supporting older people. Falls are one of the main causes of admission to hospital from care homes. A partnership project involving CNWL, Public Health and the third sector consortium, 3rd Sector Together (3ST) is targeting the 10 care homes with the highest number of falls-related admissions. A falls-related online training resource has been developed and distributed to all of Hillingdon's care homes. This includes online seated exercise and strength and balance and programmes.

Carer Support

40. The 2021 census showed that the 74% (16,625) of people who identified themselves as unpaid carers were aged between 25 and 26. The main offer of support to carer is through the Carer Support Service delivered by the Hillingdon Carers Partnership that is led by Carers Trust Hillingdon and Ealing. In 2024/25 1,017 new adult carers were registered and 4,643 directly supported. 345 new young/young adult carers were registered and 1,811 were directly supported. The service arranged 2,151 breaks for adult carers and secured £1.6m in carer-related benefits that benefited 130 households.

Admiral Nurse Service

41. The Council jointly funds the Admiral Nurse Service with CNWL. The service provides specialist support to carers of people living with dementia and a five-year contract was awarded in 2025. The 'Admiral Nurse' name is licenced by Dementia UK. Between April 2024 and March 2025, the service recorded 195 referrals, averaging 16 per month. The team supported an average of 110 people monthly, including new cases and ongoing ones through a mixture of face-to-face, telephone, emails and liaison work. The most common interventions provided to carers included providing emotional & psychosocial support and education, developing coping strategies & skills, adjustment, loss & bereavement counselling, managing & promoting physical wellbeing & managing risk.

Commitment 5: Work with partners to ensure better access to healthcare in the community.

Local Access Hubs

42. The Council is working closely with NHS partners to develop three neighbourhood centres, known as Local Access Hubs, that will offer a range of 7-day integrated services. The hubs, based in Ruislip, Uxbridge and Hayes, will offer same day GP services, community nursing services, access to mental health services and community diagnostic services, e.g., blood tests, wound management, ultrasound and X-ray.

Commitment 6: Explore ways to work innovatively with the voluntary sector to help improve health and wellbeing outcomes for residents.

Wellbeing Support Services for Residents

43. During 2024/25 officers coproduced with existing providers and users of services a new model of provision for a range preventative services to be delivered by the voluntary,

community and social enterprise (VCSE) sector. Contracts for up to eight years were tendered and contract awards were made by Cabinet in March 2025. The services included:

- Carer Support Service (Carers Trust Hillingdon and Ealing as lead for Hillingdon Carers Partnership)
- Information, Advice, Guidance and Wellbeing Service for Adults (Age UK as lead for the Hillingdon Advice Partnership)
- Mental Health Early Intervention/Prevention Programme (Hillingdon Mind)

Age Friendly Festival

43. This comprised of a range of events that took place throughout October in libraries, the Compass Theatre, St May's Church in Harmondsworth and the Battle of Britain Bunker with the intention of enabling older people to access health checks, vaccinations as well as information and advice. The festival replaced the '*Day of Older People*'. 206 older people attended events, 101 health checks were completed and 19 vaccines completed.

Resident Feedback

Have these types of the events more often and in more libraries. I'm living proof - I came to the library for a computer class and stumbled on this event. This has been excellent, and I got my vaccinations. It's made my day.

Commitment 7: Improve digital access for all.

44. The Council's Digital Strategy, 2024 – 2027, sets out a vision to make it easier for residents to access Council services. The Council and health and care partners recognise the importance of digital options to enable residents to manage their own health and wellbeing needs. Examples of how online options have been developed for residents have been given in this report. Further examples are given below.

AskSARA

45. AskSARA (Self-Assessment Rapid Access) is an online assessment tool that will help residents to identify potential aids and services that might be helpful. This can be accessed through the following link [AskSARA \(Self-Assessment Rapid Access\) - Hillingdon Council](#). This has been visited 1,598 times since March 2025.
46. The use of lifestyle monitoring apps like Intelligent Lilli have enhanced the Council's understanding of care needs at home and helped to inform the deployment of telecare equipment mentioned in paragraph 28.

Accelerated Reform Fund (ARF)

47. The Council is working with Carers Trust to use funding provided under the above, which is part of a government initiative to improve online access to services for carers. This will be developed further during Q4 2025/26.

Part Two: An Age Friendly Approach

48. This report proposes the development of an Age Friendly Plan that will contribute to the delivery of commitments to prevention and early intervention goals to maximise the independence of Hillingdon's older residents and reduce or delay the demand for health and care services. It is proposed that the Council and health and care partners take a system-wide approach to delivering agreed actions for 2026/27 across the eight domains in the WHO's Age Friendly Framework. It also proposed that consultation on a longer-term Age Friendly Plan be undertaken during 2026/27 and that Cabinet continue to receive an annual update report on delivery. It is suggested that in future reporting be aligned with financial years to reflect how the Council and its partners generally collect and report data.

Age Friendly Domains
Domain One: Outdoor Spaces and Building
Ambition: To build a community where everyone feels welcomed and supported in public spaces and older people feel motivated to lead active lives and fully engage with their community. Our vision includes well equipped parks, vibrant high streets, and accessible public spaces.
Domain Two: Transport
Ambition: Transport systems within the borough make it easier for older people to reach their destinations effortlessly. Every journey is simple and reliable, whether you're walking, wheeling, driving, or using public transport. Aiming for transport infrastructure which encourages active travel.
Domain Three: Housing
Ambition: Older People have access to quality housing. Affordable options are available for those who want to move house, and support is provided for those who wish to stay, and they can adapt their homes.
Domain Four: Social Participation
Ambition: Older people can build meaningful social connections. Diverse and accessible social opportunities are widely available, supported by community infrastructure that encourages participation.
Domain Five: Respect and Social Inclusion
Ambition: Older People are treated with respect and have a voice in the decisions that affect their lives. The contributions of older community members are recognised, fostering interactions between generations where a range of perspectives are shared.
Domain Six: Civic Participation and Employment
Ambition: Older People have roles that allow them to feel engaged in their communities that fit their needs, support their growth and keep them active. There are many ways to contribute to the community, both paid and unpaid, and these contributions are celebrated.
Domain Seven: Communication and Information
Ambition: Older people who are isolated can easily access relevant and timely information about services and opportunities. Information is accessible to everyone, regardless of disability

or internet access, allowing full engagement with the community and ensuring older people can make informed choices regarding their health.

Domain Eight: Community Support and Health Services

Ambition: Older people will be able to live healthier for longer and feel confident in engaging with services through whatever means they are happy to use. Older people can access the information they need in a timely manner and have access to a range of early intervention and prevention programmes.

Hillingdon Age Friendly Network

49. An Age Friendly Network has been established that has contributed to the intended objectives in the draft 2026/27 Hillingdon Age Friendly Delivery Framework attached as **Appendix 1**. Actions to deliver the objectives in 2026/27 within existing resources will be consulted on in Q4, subject to Cabinet approving recommendation 2. Cabinet is advised that many of the commissioned services and programmes to deliver the ambitions for domains four to eight shown below are already in place and funded from the Public Health Grant (PHG) and therefore represent Council funded support, e.g., Information, Advice, Guidance and Wellbeing Service for Adults Service, Carer Support Service, Better strength as we age programme.
50. Should Cabinet approve the recommendation the Network will be used to develop the longer-term plan. Existing forums such as the Older People's Assembly, the Assembly for People with Disabilities and the Carers Forum will also be used to develop the plan and provide feedback on delivery. Wider consultation with older residents through community groups will also be undertaken.

Hillingdon Age Friendly Network		
• Green Spaces • Transport • Adult Social Care • Public Health • Housing • Planning	• Primary care • CNWL • Older People's Mental Health Services • Hillingdon Hospital	• Age UK • 3ST • Carers Trust • Methodist Homes Association

Financial Implications

51. There are no direct financial implications in this report.

RESIDENT BENEFIT & CONSULTATION

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

52. The report reports activities across Council services and partner organisations that support older residents aligned to the commitments within the Council Strategy. The proposed approach to a new Age Well Plan aims to maximise the health, wellbeing and independence of Hillingdon's ageing residents.

Consultation & Engagement carried out (or required)

53. The Council's Strategy was widely consulted on before being adopted in 2022. Officers continue to consult with residents on emerging issues and concerns through routes such as the Older People's Assembly, the Assembly for People with Disabilities and the Carers Forum. Subject to recommendation 2 being agreed, the development of a longer-term Age Friendly Plan would require consultation that would be undertaken as described in paragraph 50.

CORPORATE CONSIDERATIONS

Corporate Finance

54. Corporate Finance have reviewed this report and concur with the Financial Implications set out above, noting there are no direct financial implications associated with the recommendations included in this report.
55. Furthermore, it is noted that the activities set out in the Older People's plan are existing services contained within various service areas approved budgets.

Legal

56. There are no legal impediments to the recommendations set out within this report.

BACKGROUND PAPERS

Nil

Appendix 1

Draft Hillingdon Age Friendly Delivery Plan / Framework, 2026/27

Domain One: Outdoor Spaces and Buildings

Ambition: To build a community where everyone feels welcomed and supported in public spaces and older people feel motivated to lead active lives and fully engage with their community. Our vision includes well equipped parks, vibrant high streets, and accessible public spaces.

What Hillingdon already does well:

- Provide assisted collections for people who cannot put their waste or Recycling at the boundary of their property.
- Offer a discount for the removal of bulky waste for people over the age of 65.
- Offer discounts on allotments for over 60's, and over 65's are free of charge.
- There are a range of outdoor gyms that are well maintained and offer a range of equipment for all ages.

Objectives:

- Improve accessibility of public buildings.
- Improve accessibility of public footpaths.
- Increase provision of age-friendly facilities in parks and green spaces.
- Ensure that the information needed for older people to be supported and active within public spaces is accessible to them.

Intended impact:

- More older people feel safe in parks and can enjoy outdoor spaces due to increased availability of seating, better paths and lighting.
- More older people have access to public buildings due to better signage and step free access.
- Outdoor spaces offer a range of opportunities for older people to be active.
- Positive benefits for mental and physical health and well-being and reducing frailty.

Domain Two: Transport

Ambition: Transport systems within the borough that make it easier for older people to reach their destinations effortlessly. Every journey is simple and reliable, whether you're walking, wheeling, driving, or using public transport. Aiming for transport infrastructure which encourages active travel. Everyone can move freely and comfortably.

What Hillingdon already does well:

- 98% of Bus Stops are accessible with dropped kerbs and level access to the bus.
- 3km of towpath have been upgraded including resurfacing. Access points are also being upgraded, with two being fully accessible.

Objectives:

- Improve walking and cycling routes within the Borough. Improve accessibility of public transport for older and disabled residents.
- Ensure resident concerns are considered in Council decision-making about transport.

Intended impact:

- More older people feel confident walking on local footpaths and roads due to improvements made.
- Older people can access public transport to engage with activities in Hillingdon
- There are a reduced number of falls occurring due to pavements and roads.
- Positive benefits for mental and physical health and well-being and reducing frailty.

Domain Three: Housing

Ambition: Older People have access to quality housing. Affordable options are available for those who want to move house, and support is provided for those who wish to stay, and they can adapt their homes. People of all ages can live comfortably.

What Hillingdon already does well:

- The Council is addressing housing shortages and has invested in extra care and supported living.

Objectives:

- Recognising housing as a key determinant of healthy ageing.
- Promote age-friendly housing design and access to extra care schemes.
- Improve safety in Care Homes through reducing falls risk.

What impact this will have:

- Older people have choice regarding where they want to live and have access to housing they can afford and the support they need to live safely and comfortably in an environment that meets their needs.
- Positive benefits for mental and physical health and well-being and reducing frailty.

Domain Four: Social Participation

Ambition: Older people can build meaningful social connections. Diverse and accessible social opportunities are widely available, supported by community infrastructure that encourages participation.

What Hillingdon already does well:

- Older residents in Hillingdon have access to a range of social opportunities through Age UK, Carers Trust, Libraries, Public Health, community groups and faith organisations.
- Housebound residents have access to social interaction through the home-visiting library service.
- Residents in sheltered housing have access to social opportunities through Age UK and the mobile library service.
- Care Home residents have access to social opportunities through the mobile library service and dementia activities.
- Residents living with dementia have access to a wide range of free activities on a weekly basis.
- Leisure centres offer a range of social opportunities for over 65s including club games.

Objectives:

- Ensure older people who are at risk due to factors including living alone, bereavement, retiring, being a carer, being frail or living with another long-term condition, have access to the support they need to build or maintain meaningful relationships.
- Continue to work in partnerships with VCSE organisations to deliver social opportunities for older people.
- Include community outreach and engagement as a core delivery method.
- Ensure social opportunities are culturally appropriate and offer language-accessible services.
- Ensure older people who are housebound have access to a range of opportunities for social interaction including those using digital solutions.
- Improve access to social opportunities for older people through introducing new activities, discounts and local offers.
- Develop more targeted opportunities for social interaction that respond to the needs and interests of older people

Intended impact:

- Older people who are housebound have better access to social opportunities
- Older people have access to meaningful social interaction that allows them to participate and engage with others in a way that suits them.
- Older people have access to culturally appropriate social opportunities.
- Positive benefits for mental and physical health and well-being and reducing frailty.

Domain Five: Respect and Social Inclusion

Ambition: Older People are treated with respect and have a voice in the decisions that affect their lives. The contributions of older community members are recognised, fostering interactions between generations where a range of perspectives are shared. If ageism arises, it is promptly reported and resolved.

What Hillingdon already does well:

- The Older People's Assembly and the Assembly for People with Physical and Sensory Disabilities offer older people a regular opportunity to express their views.

Objectives:

- Ensure older people have a voice in the decisions made about them.
- Create opportunities for older people's stories to be preserved, celebrated and valued.
- Work to reduce inequalities in access to services, particularly for ethnic minorities.
- LGBTQIA+ communities, and those with communication barriers.

Intended impact:

- Older people feel valued.
- Older people feel their voices are heard and action is taken.
- With the voice and views of older people being included, services are more likely to be designed and developed to meet need.
- Positive benefits for mental and physical health and well-being and reducing frailty.

Domain Six: Civic Participation and Employment

Ambition: Older People have roles that allow them to feel engaged in their communities that fit their needs, support their growth and keep them active. There are many ways to contribute to the community, both paid and unpaid, and these contributions are celebrated. Everyone is empowered to help shape their community.

What Hillingdon already does well:

- Older people working in libraries in flexible roles as casual library assistants.
- Older people are employed as casual duty officers in local heritage and theatres.
- Older people participate in a wide range of volunteering opportunities across the Council and voluntary sector in Hillingdon.

Objectives:

- Creating more volunteering opportunities for older people in libraries, theatres and local heritage sites.

Intended impact:

- Older people have opportunities to engage in their community and feel valued for their contributions.
- Communities, services, and organisations across the borough will be better able to draw on the breadth and depth of knowledge, skills, and resources held and offered by older people.
- Positive benefits for mental and physical health and well-being and reducing frailty.

Domain Seven: Communication and Information

Ambition: Older people who are isolated can easily access relevant and timely information about services and opportunities. Information is accessible to everyone, regardless of disability or internet access, allowing full engagement with the community and ensuring older people can make informed choices regarding their health.

What Hillingdon already does well:

- Face to face support is available in libraries
- Hillingdon People magazine is delivered to every household and provides information and guidance about local services and how to contact them
- Online information through the Care and Support Directory
- Hillingdon webpages

Objectives:

- Promoting a self-management approach to enable people to make informed choices by providing them with a range of advice and information
- Address digital poverty and digital skills to enable older people to access and benefit from the multitude of opportunities online.
- Continue to provide non digital communication opportunities for those older residents who are unable to engage digitally.

Intended impact:

- Older people will feel confident in engaging with services through whatever means they are happy to use.
- Older people can access the information they need in a timely manner.
- Improving timely access to services will improve the availability of proactive care and support and reduce the need for reactive care and support, often delivered in a crisis
- Positive benefits for mental and physical health and well-being and reducing frailty.

Domain Eight: Community Support and Health Services

Ambition: Older people will be able to live healthier for longer and feel confident in engaging with services through whatever means they are happy to use. Older people can access the information they need in a timely manner and have access to a range of early intervention and prevention programmes.

What Hillingdon already does well:

- Universal provision for older people's physical activity.
- Free swimming is available for the over 65s.
- Free chair-based exercise programmes.
- Free health education classes.
- Introduction of neighbourhood working.
- Prevention of long-term conditions through hypertension case finding.

Objectives:

- Deliver targeted prevention and early intervention action to help reduce demand for health and social care
- Introduce a range of programmes to reduce the risk factors for frailty and encourage people to take responsibility for their health.
- Proactively case find hypertension in residents to prevent the future risk of strokes and cardiovascular disease.
- Co-produce services with residents to ensure that we are meeting their needs
- Deliver new digital technologies to enable better health and independence.
- Collaborate with NHS and VCSE partners on targeted interventions to promote mental health and prevent crisis for older people.
- Offer a range of programmes to support residents in taking responsibility for their own health.

Intended impact:

- Older people live healthier for longer.
- More people are taking responsibility for their health as they get older and implementing lifestyle changes to enable healthier ageing.
- Positive benefits for mental and physical health and well-being and reducing frailty

CONSIDERATION OF SETTING A LICENSED DEFICIT BUDGET IN FY2025-26 FOR CERTAIN SCHOOLS IN THE BOROUGH

Cabinet Member & Portfolio	Cllr Susan O'Brien - Cabinet Member for Children, Families & Education Cllr Eddie Lavery - Cabinet Member for Finance & Transformation
Responsible Officer	Julie Kelly – Corporate Director of Children's Services Steve Muldoon – Corporate Director of Finance
Report Author & Directorate	Ndenko Asong, Strategic Lead, DSG
Papers with report	Appendix 1 – Schools Requiring Deficit Budgets in FY2025-26

HEADLINES

Summary	This report seeks Cabinet's approval for schools in Appendix 1 to set deficit budgets for FY2025-26
Putting our Residents First Delivering on the Council Strategy 2022-2026	This report supports our ambition for residents / the Council of: An efficient, well-run, digital-enabled council working with partners to deliver services to improve the lives of all our residents This report supports our commitments to residents of: Thriving, Healthy Households
Financial Cost	Funding for schools and school related expenditure is provided through the Dedicated Schools Grant (DSG) and the Pupil Premium and as such has no impact on the Council's budget requirement, although the Council will need to provide the schools with sufficient cash-flow by means of paying the schools DSG Budget in advance of receipt of the grant. It should be noted that schools cannot borrow money unless they have written permission of the Secretary of State.
Select Committee	Children, Families & Education
Ward(s)	All

RECOMMENDATION

That the Cabinet approves the application for a licensed deficit for all schools listed in Appendix 1 for 2025/26.

Reasons for recommendation

Cabinet is the decision-making body for school funding issues. By agreeing for these schools to set a licensed deficit budget, it will enable the schools to function with the certainty of funding whilst the schools take reasonable steps to manage their costs and return to a balanced budget position.

Alternative Options Considered

Cabinet could decide to take the following alternative action:

- (a) Write off the deficits, which would need to be agreed by Schools Forum, for the Schools Block funding of the DSG to fund any school deficit.
- (b) Withdraw the governor delegated powers over the schools' budgets if it is felt that the school has been given advice and support by the Local Authority but has not taken adequate action to address the financial position.

Select Committee comments

None at this stage.

SUPPORTING INFORMATION

The Scheme for Financing Schools determines that maintained schools are required to submit a balanced budget plan approved by the full school governing body by 31st May of the applicable financial year. In exceptional circumstances, where a governing body has explored all alternatives to the satisfaction of the local authority, it may be appropriate for the local authority to agree to license a deficit for a specific period. It would be expected that most deficits should be for one financial year. In particularly exceptional circumstances, however, school governing bodies may agree with the local authority to manage a deficit over/up to three financial years.

It is becoming increasingly evident that several schools are facing significant financial issues in the medium term. Schools Forum have been updated with the concerns regarding the future of schools' budgets and officers continue to engage with Schools Forum members to encourage that they consider ways that the situation could be addressed. Additionally, the local authority schools finance team continue to work with schools to closely monitor and support those that are a cause for concern in relation to their financial position.

In the event that a school is unable to set a balanced budget, the school is moved to a process of formal monthly monitoring in order that a more regular review of income and expenditure against budget can be carried out. In some instances, the local authority may also be required to attend financial monitoring meetings with the headteacher and governors in order to review progress against the financial recovery plan. If a school fails to take action to safeguard the financial position, then the local authority has the option to withdraw full delegation. A local authority policy on schools in financial difficulties supports this process.

Council officers continue to implement a more rigorous and stringent monitoring process for schools that are in financial difficulty. This will include all the schools applying for a licensed deficit as well as any schools showing early signs of financial difficulty.

Council officers from education improvement, finance and place planning teams, where appropriate, will meet with these schools' headteachers, chair of governors and business managers etc, to create an action plan with the school, monitor the position of these budgets termly and challenge their spending to close the gap as soon as possible.

Bishop Winnington-Ingram CE Primary School

The school closed the year with a £412k deficit, supported by a cash advance reprofile currently standing at £370k. This is a historical deficit that the school are working to reduce over the years, the deficit has reduced from £515k at March 2024. The FY2025–26 budget forecasts a deficit of £422k. Interest accrued on the cash advance reprofile remains unpaid to the Local Authority.

Oak Wood

The school has suffered from low pupil numbers making the budget setting challenging. The FY25-26 budget projects a deficit of £2.32m by year end. There is a £2.507m cash advance reprofile awarded to the school to support the deficit balance position.

There are significant overspends in a number of areas around staffing, which has increased the pressure on the school to be able to balance its budget.

Field End Infant

It is concerning that the balance of the school was wiped out in one year with the school posting a deficit balance position at the end of FY24-25 after carrying a surplus of £120k at the end of FY23-24. The overspends at the school are as a result of high staffing ratios particularly with support staff.

The LA has engaged with the school following the submission of a £29k deficit budget for FY25-26 and is actively working with the school to review expenditure.

Harlyn

Seeing a large year on year drop in pupil numbers has caused severe financial problems. This is particularly so as the drop in pupil numbers has not been matched by adjustments to the establishment. The school is setting a deficit budget for FY25-26 with a projection of a £248k balance by the end of March 2026.

St Swithun Wells

The budgeted deficit of £160k has arisen mainly from the school having to deal with staffing challenges over the last few years with significant legal costs. There are encouraging signs that the school is making good progress in addressing their position with better than expected third party income generation as well as targeted approaches to reducing overall cost. The school also benefits from a £192k cash advance reprofile to help with managing the deficit.

Oak Farm Primary School

The school plans to convert to academy status in April 2026 by joining Vanguard Learning Trust. The projected £74k deficit represents an optimistic outlook, given the significant costs anticipated from the planned restructuring of the staffing establishment. The primary financial challenges for the school stem from staffing pressures.

Grange Park Infant

School was projecting a deficit of -£84,07, however they have now merged with the Junior School to become Grange Park School. The LA is currently working to establish a new budget position of the newly amalgamated school.

Coteford Infant School

The school has faced declining pupil numbers for several years and, from September 2024, its PAN has reduced to 60 following a transition from three-form entry to two-form entry. It has already undergone two restructuring phases and is now entering a third.

Frithwood Primary School

The school's deficit position is as a result of a number of issues:

- The increased staffing cost
- Higher than expected energy cost due to terms in old energy contracts the school is still bound by
- A loss of income from extended school activities following changes in habits post COVID lockdown

Harmondsworth Primary School

The school had a fall in numbers when the previous Heathrow Airport expansion plans were announced and have not really recovered despite careful monitoring of their budget early implementation of cost-saving efforts. There are some unavoidable factors, such as:

- Experienced long serving teaching staff, that is 83% on M6 and above
- Energy cost increases
- Drop in pupil numbers

Lady Bankes Primary School

The school was formed in September 2021 with the amalgamation of Lady Bankes Infant & Junior Schools.

The school also has an increased numbers of pupils with complex medical needs and SEND. The school is now working in partnership with the Diabetic Team and a Clinical Officer to try and obtain funding directly from the NHS to help fund some of the support these pupils need.

Sacred Heart Catholic Primary School

School is facing significant pressures in its budget and struggling to meet its staffing cost obligations. Cost of staffing stands at 89% of its overall Budget. This school is also top heavy with a higher than average SLT costs as well as a high proportion of teachers paid upper scales levels as well as TLRs.

Whitehall Infant School

Whitehall Infant school remains a popular school, rated Good by Ofsted (2024). For many years, it had an excellent reputation and made a positive contribution to the local community.

Since the expansion from 3FE to 4FE, the school has not been at full capacity, and this has had a financial impact on the school. The school has faced significant financial pressure from having to cover for long term sickness and maternity leave absences from two members of the team.

Whiteheath Junior School

The School has experienced a drop in pupil numbers in recent years, combined with additional demand for SEND provision. The School is currently working with the Schools Improvement Team to review the staffing model and combine a more dynamic approach to SEND delivery. It is anticipated that the school will return to a balanced budget position in the medium term.

Heathrow Primary School

Following the appointment of an experienced School Business Manager, the school modelled a detailed budget based on current income and expenditure. Upon review, the school is reacting to its falling roll and strengthening the financial controls by scrutinising staffing costs, reducing headcount through attrition and eradicating agency costs, and further imposing strict financial discipline to manage cash flow. Other external factors aside i.e. Asylum Seeking Children housed locally and a third Heathrow Runway, the school expects to be in a more stable financial position in the medium term.

Financial Implications

Funding for schools and school related expenditure is provided mainly through the Dedicated Schools Grant (DSG) and as such there is currently no direct impact on the council's general fund budget requirement.

Currently, these deficit budgets are supported by cash advances paid to the schools. The interest cost of these advances is expected to be covered by the schools. The interest charges levied on these schools who are already facing challenges meeting their obligations increase the risk of default and therefore the authority's bad debt risk.

RESIDENT BENEFIT & CONSULTATION

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

By allowing the school to set a licensed deficit budget, it will enable the school to function with certainty of funding whilst the school takes reasonable steps to manage its costs back to a balanced budget position.

Consultation & Engagement carried out (or required)

No consultation is needed for this report.

CORPORATE CONSIDERATIONS

Corporate Finance

Corporate Finance have reviewed this report and concur with the Financial Implications set out above, noting that granting licensed deficits for Local Authority Schools does not have direct financial impact to the Council's General Fund, noting the Statutory Override protects the General Fund from any deficits within the DSG.

Furthermore, it is noted where licenced deficits are supported by cash advances from the Council, these represent an opportunity cost to the General Fund which is reflected within budgets held for interest and investment income.

Legal

The Council's Scheme for Financing Schools, required by section 48 of the School Standards and Framework Act 1998, authorises the Council to licence a deficit in respect of a maintained school where the governors have provided a satisfactory business plan for putting the school's financial position back into balance (see sections 4.5 & 4.9 of the Scheme). Provided the deficits to be licensed are within the parameters set out in the Scheme, there are no legal impediments to Cabinet agreeing the recommendation set out in the report.

BACKGROUND PAPERS

NIL.

Appendix 1 – Schools Requiring Deficit Budgets in FY2025-26

			FY2023-24			FY2024-25			FY2025-26			
			Actual			Actual			Budget			
LAESTAB	School Name	Phase	Closing Balance	Closing Balance as % of Income	R a g	Closing Balance	Closing Balance as % of Income	R a g	Budget Income	Budget In-year Movement	Budget Closing Balance	R a g
3123300	Bishop Winnington-Ingram CofE Primary School	Primary	-328,208.93	-15.75%		-411,549.37	-19.42%		1,864,935.16	-11,267.62	-422,816.99	
3122012	Coteford Infant School	Primary	-86,716.02	-4.59%		-176,354.17	-9.24%		1,850,986.45	16,188.58	-160,165.59	
3122019	Field End Infant School	Primary	120,311.10	5.07%		-186.23	-0.01%		2,321,392.10	-29,099.89	-29,286.12	
3122076	Frithwood Primary School	Primary	-46,009.06	-1.74%		-45,062.40	-1.64%		2,741,884.46	-131,653.63	-176,716.03	
3125203	Grange Park Infant and Nursery School	Primary	124,862.28	5.66%		34,742.63	1.53%		2,251,342.31	-118,814.60	-84,071.97	
3122025	Harlyn Primary School	Primary	302,360.09	10.24%		196,091.70	6.44%		2,810,860.83	-444,455.19	-248,363.49	
3122026	Harmondsworth Primary School	Primary	2,345.99	0.14%		-60,353.59	-3.62%		1,620,907.15	-119,182.51	-179,536.10	
3122029	Heathrow Primary School	Primary	209,318.98	7.20%		-48,513.34	-1.64%		2,982,867.81	-127,926.41	-176,439.75	
3122032	Lady Bankes Primary School	Primary	-16,689.24	-0.45%		-108,989.88	-2.77%		4,034,053.18	-78,881.04	-187,870.92	
3125200	Oak Farm Primary School	Primary	-142,428.27	-3.65%		-138,242.28	-3.45%		3,862,083.98	63,883.15	-74,359.13	
3123405	Sacred Heart Catholic Primary School	Primary	147,694.78	4.04%		75,113.26	1.91%		3,921,450.96	-173,719.85	-98,606.59	
3123400	St Swithun Wells Catholic Primary School	Primary	-92,981.31	-6.16%		-154,833.97	-9.49%		1,582,253.74	-5,228.22	-160,062.19	
3122069	Whitehall Infant School	Primary	86,756.97	3.58%		-160,346.11	-6.42%		2,487,546.62	1,328.30	-159,017.81	
3122054	Whiteheath Junior School	Primary	57,439.90	2.79%		-87,957.77	-4.23%		2,037,647.94	-77,598.65	-165,556.42	
3125409	Oak Wood School	Secondary	-1,939,675.49	-18.24%		-2,267,355.57	-20.59%		11,584,474.30	-55,136.00	-2,322,491.57	
			-1,601,618.23			-3,353,797.09			47,954,686.97	-1,291,563.58	-4,645,360.67	

FY2025-26

LAESTAB	School Name	Opening Balance	Budget Income	Budget In-year Movement	In-Year as % of Income	Budget Closing Balance	Cumulative Deficit as % of Income
3123300	Bishop Winnington-Ingram CofE Primary School	-411,549.37	1,864,935.16	-11,267.62	0.60%	-422,816.99	22.67%
3122012	Coteford Infant School	-176,354.17	1,850,986.45	16,188.58	0.87%	-160,165.59	8.65%
3122019	Field End Infant School	-186.23	2,321,392.10	-29,099.89	1.25%	-29,286.12	1.26%
3122076	Frithwood Primary School	-45,062.40	2,741,884.46	-131,653.63	4.80%	-176,716.03	6.45%
3125203	Grange Park Infant and Nursery School	34,742.63	2,251,342.31	-118,814.60	5.28%	-84,071.97	3.73%
3122025	Harlyn Primary School	196,091.70	2,810,860.83	-444,455.19	15.81%	-248,363.49	8.84%
3122026	Harmondsworth Primary School	-60,353.59	1,620,907.15	-119,182.51	7.35%	-179,536.10	11.08%
3122029	Heathrow Primary School	-48,513.34	2,982,867.81	-127,926.41	4.29%	-176,439.75	5.92%
3122032	Lady Bankes Primary School	-108,989.88	4,034,053.18	-78,881.04	1.96%	-187,870.92	4.66%
3125200	Oak Farm Primary School	-138,242.28	3,862,083.98	63,883.15	1.65%	-74,359.13	1.93%
3123405	Sacred Heart Catholic Primary School	75,113.26	3,921,450.96	-173,719.85	4.43%	-98,606.59	2.51%
3123400	St Swithun Wells Catholic Primary School	-154,833.97	1,582,253.74	-5,228.22	0.33%	-160,062.19	10.12%
3122069	Whitehall Infant School	-160,346.11	2,487,546.62	1,328.30	0.05%	-159,017.81	6.39%
3122054	Whiteheath Junior School	-87,957.77	2,037,647.94	-77,598.65	3.81%	-165,556.42	8.12%
3125409	Oak Wood School	-2,267,355.57	11,584,474.30	-55,136.00	0.48%	-2,322,491.57	20.05%

INFRASTRUCTURE FUNDING STATEMENT 2024/25

Cabinet Member & Portfolio	Cllr Steve Tuckwell, Cabinet Member for Planning, Housing and Growth
Responsible Officer	Daniel Kennedy - Corporate Director of Residents Services
Report Author & Directorate	Andrew Tebbutt, Planning and Sustainable Growth
Papers with report	2024-25 Infrastructure Funding Statement (IFS)

HEADLINES

Summary	The Infrastructure Funding Statement (IFS) reports information outlining how funding from developer contributions has been collected, allocated and spent to support infrastructure delivery across the borough in the previous financial year (2024/25). It confirms transparency and compliance with the relevant regulations.
Putting our Residents First Delivering on the Council Strategy 2022-2026	This report supports all the ambition for residents and our commitments to residents of: - Safe and Strong Communities - Thriving, Healthy Households - A Green and Sustainable Borough - A Thriving Economy - A Digital-Enabled, Modern, Well-Run Council
Financial Cost	The publication of the IFS itself does not have any financial implications. The IFS is only a record of how planning obligations have been collected and spent. It therefore contains a record of many decisions that were subject to the relevant democratic process and would have had financial implications assessed.
Select Committee	Residents' Services Select Committee
Ward(s)	N/A

RECOMMENDATION

That the Cabinet notes the select committee's comments and the Infrastructure Funding Statement (IFS) 2024/25, to be published on the Council's website by 31 December 2025.

Reasons for recommendation(s)

The Council is required under Regulation 121A and Schedule 2 to the Community Infrastructure Levy (CIL) Regulations 2010 (as amended in 2019) to publish on its website an Infrastructure Funding Statement no later than 31st December each year. Such a Statement includes CIL and S106 receipts, allocations and spend from 1st April to 31st March of the preceding financial year. This is reported to Cabinet for information and to receive the select committee's comments.

Alternative options considered / risk management

No alternative options were considered as the publication of the IFS is a legal requirement.

Democratic compliance / previous authority

Whilst the IFS is only a record of how planning obligations have been collected and spent, it contains a record of many decisions that were subject to their own relevant democratic process (e.g. via Planning Committee or Cabinet Member Approvals).

Select Committee comments

The Committee recognises the strong monitoring arrangements in place to secure developer contributions and prevent lapses and commends officers for maintaining a proactive approach to compliance and timely collection. Members note that no funds have lapsed recently, which reflects well on the processes currently in operation. However, the Committee remains concerned about the pace of progress in creating a definitive and transparent database for Section 106 contributions and associated expenditure. While acknowledging the resource challenges and the improvements already made, Members encourage Cabinet to prioritise this work so that it becomes easier for residents and stakeholders to see which developments generate funds and how these monies are reinvested locally.

The Committee also welcomes the clarity provided in the statutory report but believes that future presentations could go further in illustrating the link between contributions and visible local improvements, particularly in areas experiencing significant development. Demonstrating whether agreed improvements have been delivered would help strengthen public confidence and showcase the Council's achievements in reinvesting funds effectively.

SUPPORTING INFORMATION

1. Please see the following summarised explanatory regarding the Infrastructure Funding Statement (IFS) 2024/2025.

What is an Infrastructure Funding Statement?

2. An Infrastructure Funding Statement (IFS) outlines how developer contributions, via the Community Infrastructure Levy (CIL) and Section 106 (S106) agreements, have been collected, allocated, and spent to support infrastructure delivery across the London Borough of Hillingdon.
3. Local planning authorities in England are required to produce an Infrastructure Funding Statement (IFS) annually under Community Infrastructure Levy (CIL) Regulations. This legal obligation applies to any authority that issues CIL liability notices or receives contributions through Section 106 agreements. The IFS must be published by 31 December each year and must report on the previous financial year. Its purpose is to ensure transparency and accountability in how developer contributions are collected and spent, covering both CIL and Section 106 planning obligations.

What is the Community Infrastructure Levy

4. The Community Infrastructure Levy (CIL) is a mandatory charge applied per square metre to new developments in the London Borough of Hillingdon that create one or more new dwellings or over 100 square metres of floorspace. It is set through a Charging Schedule and is payable upon commencement of development. Unlike Section 106 obligations, CIL is non-negotiable and is used to fund infrastructure projects across the borough, with the spend split into strategic, neighbourhood and administrative expenditure.

What is Mayoral Community Infrastructure Levy

5. Mayoral CIL (MCIL) is a similar charge set by the Mayor of London and applied to most new developments across Greater London. It was introduced in 2012 to help finance the Elizabeth Line (Crossrail) and continues to be used to repay debt from that project. In Hillingdon, the Council acts only as the collecting authority, retaining a 4% administration fee, while the remaining funds are transferred to Transport for London (TfL).

What are Section 106 Planning Agreements

6. Section 106 (s106) planning agreements are legal agreements made between local authorities and developers as part of the planning permission process. They are used to mitigate the impact of new development on the local community and infrastructure. While CIL is a fixed charge, s106 agreements are negotiated and can include obligations such as affordable housing, local road improvements, or contributions to education and healthcare services. They are particularly used for site-specific mitigation that cannot be addressed through CIL alone.

Summary of Key Data

7. Please see the following summarised key data from the IFS 2024/2025. Further information and commentary are included within the IFS.

It has been split into the following three sections:

- Community Infrastructure Levy (CIL)
- Mayor Community Infrastructure Levy (MCIL)
- S106 Planning Obligations

For ease of navigation, a contents page has been provided to allow the reader to select the item they want to review. Equally, items can be hidden using the 'show/hide' button.

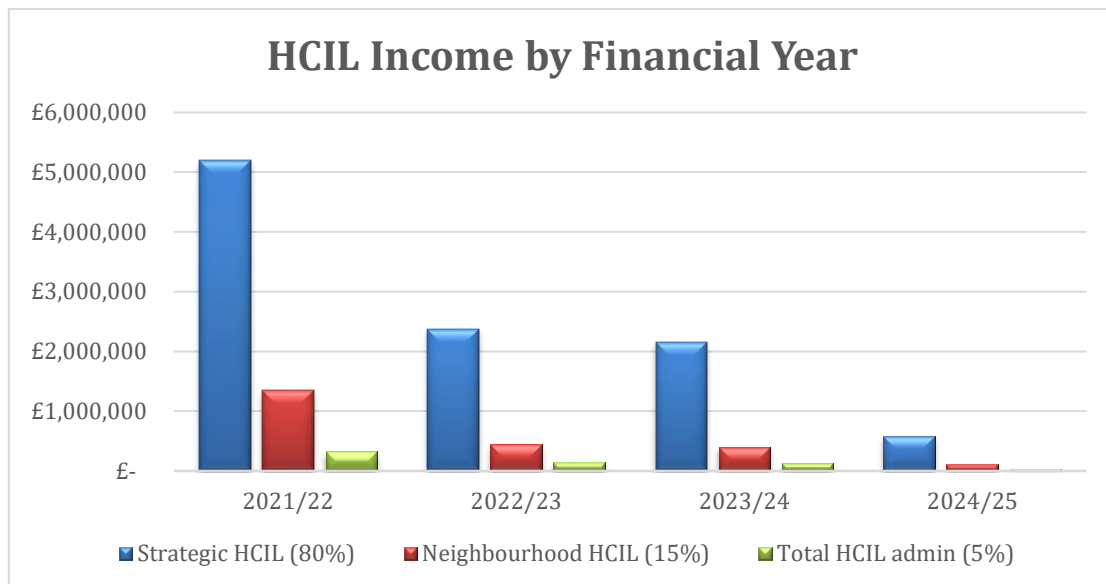
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Community Infrastructure Levy (CIL)

Item 1: Hillingdon CIL Receipts 2024/25

HCIL Income	2024/25 (£)
Strategic HCIL (80%)	589,108.07
Neighbourhood HCIL (15%)	110,457.76
Total HCIL admin (5%)	36,819.25
TOTAL HCIL	736,385.09

Item 2: Hillingdon CIL Receipts Previous Financial Years



Item 3: Total Hillingdon CIL Expenditure

Total Hillingdon CIL (HCIL) Expenditure	Total (£)
Strategic CIL (SCIL)	
Platinum Jubilee Leisure Centre	331,246.87
Chrysalis Programme	252,181.39
Total Strategic CIL Expenditure	583,428.26
Neighbourhood CIL (NCIL)	
Chrysalis Programme	110,457.76
Total Neighbourhood CIL Expenditure	110,457.76
Total HCIL Infrastructure Financing (SCIL + NCIL)	693,886.02
Administration Fee (5%)	36,819.24
Total Hillingdon CIL Expenditure 24/25	730,705.28
Total Hillingdon CIL Receipts 24/25	736,385.09
<i>HCIL not used & Retained (Carried forward to 2025/26)</i>	<i>5,679.81</i>

Mayor Community Infrastructure Levy (MCIL)

Item 4: Mayoral CIL Receipts and Retained Admin Fees

MCIL Receipts	Amount collected (£)	Amount Paid to TFL (£)	Admin 4% (£)
Q1	79,968.29	76,769.56	3,198.73
Q2	136,784.84	131,313.47	5,471.37
Q3	261,669.77	251,203.00	10,466.77
Q4	88,546.87	85,005.01	3,541.86
Totals	566,969.77	544,291.04	22,678.73

S106 Planning Obligations

Item 5: S106 Financial Balances

S106 Balances	
Outturn for the Year 2024/25:	(£)
Opening S106 Balance 1 st April 2024	28,959,000
Total income for the year 2024/25 ¹	5,095,000
Total Expenditure for the year 2024/25	5,029,000
Closing S106 Balance 31 st March 2025	29,025,000
Interest accrued in 2024/25	258,000
S106 Monitoring Fees	227,000

¹ For the purposes of establishing the balance the S106 monitoring fees and interest accrued are removed. Figures rounded to nearest 1,000.

It is important to note that the balance of £29,025,000 consists of £9,219,000 that is already allocated towards projects. This figure includes funds that are earmarked for projects that will be delivered by the NHS and security bonds in the event a legal obligation is unfulfilled. Noting the above, the amount available to be allocated towards new projects is £19,046,898 and work has commenced in the financial year 2025/26 to allocate these funds.

Item 6: Amount Secured via S106 Planning Agreements Signed in 24/25 by Category

S106 Financial Obligations Signed by Category	
S106 Category	(£) 24/25
Other	3,224,060.57
Affordable housing	2,883,578.00
Transport and travel	657,538.00
Open space and leisure	384,286.00
Health	309,551.00
Section 106 monitoring charges	90,830.38
Bonds (held or repaid to developers)	80,000.00
Highways	55,425.00
Grand Total	£7,685,268.95

Item 7: S106 Financial Contributions Received in 24/25 by Category

S106 Received by Category	Amount (£)
Affordable housing	287,682.26
Bonds (held or repaid to developers)	40,000.00
Community facilities	13,863.73
Digital infrastructure	0.00
Education	234,745.08
Flood and water management	0.00
Green infrastructure	16,260.14
Health	323,938.71
Highways	1,475,156.17
Land	0.00
Open space and leisure	621,086.59
Section 106 monitoring charges	227,391.46
Transport and travel	117,096.71
Other	1,964,281.24
Total	£5,321,502.09

Item 8: List of Infrastructure with S106 Financial Contributions Allocated in 24/25

Infrastructure	Allocated	Date Allocated	Unspent
St Andrew's Roundabout Subway Improvements: Initial Feasibility Works	£32,273.00	April 2024	0
Cycle Wayfinding in Yiewsley, West Drayton & Hayes	£16,732.00	April 2024	£4,849.33
Hillingdon Civic Centre Decarbonisation Project (Phase 1)	£2,620,910.31	April 2024	0
West London Alliance Energy Planning Partnership	£50,800.00	June 2024	0
Implementation of electric vehicle charging infrastructure in Hillingdon	£53,185.00	June 2024	0
Provision of a Health Hub in the Uxbridge Area (NHS)	£447,149.63	August 2024	£447,149.63
Carbon Reporting & Auditing of CO2 sequestration from woodlands	£40,550.00	September 2024	£32,850.00
Improvements to bus stop capacity and highway safety on Long Lane, Hillingdon	£55,605.00	September 2024	£34,571.06
Hillingdon Air Quality Action Plan – Expert determination	£210,000.00	January 2025	£142,012.36
Management of LBH Carbon Offset Fund	£150,000.00	January 2025	£100,000.00
Implementation of Hillingdon Air Quality Action Plan 2024-2029	£53,972.00	February 2025	£35,995.80
Coordination of Construction Training Work Placements Two Years (Regeneration and Economic Development Team)	£114,000.00	March 2025	£57,000.00
Total	£3,845,176.94		£854,428.18

Item 9: List of Infrastructure with S106 Financial Contributions Spent in 24/25

Infrastructure	Spent	Spend Description
Construction Training - BUILD Training NVQ Scheme	£18,600.00	Spend towards delivery of National Vocational Qualification (NVQ) construction training scheme by Hillingdon-based organisation, Build School of Construction Training
Provision of a Construction Training Coordination Service	£65,424.47	Annual spend from contract to provide a Construction Training Coordinator Service to monitor and enable on site construction Training in the Borough
Provision of an Air Quality Monitoring Service	£46,949.70	Annual spend from contract to monitor and report on air quality in the Borough
Management of Hales Field Park and Stockley Land parcels	£19,956.00	Annual spend towards management of Hales Field Park and Stockley Land parcels
Grand Union Canal Quiet Way between Rockingham Road and Oxford Road	£101,677.46	Spend towards improvements to the Grand Union Canal towpath to Quietway standard between Rockingham Road and Oxford Road, Uxbridge
Grand Union Canal Quiet Way between Cowley Mill Road & Rockingham Road	£1,957.12	Spend towards improvements to the Grand Union Canal towpath to Quietway standard between Rockingham Road and Cowley Mill Road, Uxbridge
Minet Country Park Improvements	£52,051.52	Annual spend towards recreational and ecological improvement project at Minet Country Park, Hayes
LBH Construction Training Apprenticeship Scheme	£42,187.26	Annual spend towards LBH Construction Training Apprenticeship scheme
Lake Farm Country Park footpath improvements	£2,769.60	Annual spend towards Footpath improvements at Lake Farm Country Park
North Hyde Road - Healthy Streets Scheme	£30,000.00	Second part of spend towards improvements to encourage walking and cycling in line with Health Streets Approach in North Hyde Road, Hayes

Infrastructure	Spent	Spend Description
Dawley Road Pedestrian & Cycle Improvements	£68,748.17	Spend towards improvements to benefit pedestrians and cyclists on Dawley Road and Botwell Common Road, Hayes
Carbon Reporting & Auditing of CO2 sequestration from woodlands	£7,700.00	Determining the carbon footprint of the extensive woodland and forests on the Council's landholdings. This constitutes a large-scale tree canopy that has significant carbon sequestration
Public realm improvements in Ruislip High Street	£24,302.33	Annual spend towards public realm improvements between Ickenham Road and Pembroke Road, Ruislip
Improved access onto the Grand Union Canal at Horton Road, West Drayton.	£10,572.10	Spend towards public realm improvements including provision of Legible London signage to encourage pedestrians/cyclists use of the canal towpath at Horton Road, West Drayton
Affordable Housing Fund	£1,585,744.80	Spend in 2024/25 towards the S106 Affordable Housing Fund to support the delivery of affordable housing in the Council's area
Hillingdon Civic Centre Decarbonisation Project (Phase 1)	£2,620,910.24	Spend towards a scheme to improve the energy efficiency of the Civic Centre including installation of Heat Pumps and secondary glazing (See Appendix 7)
Cycle wayfinding in Yiewsley, West Drayton & Hayes	£11,882.67	Spend towards the implementation of a cycle wayfinding scheme in Yiewsley, West Drayton & Hayes areas
Carbon offset Fund - West London Alliance Energy Planning Partnership	£50,800.00	Hillingdon's contribution towards the West London Alliance Energy Planning Partnership Net Zero Work Programme
Carbon Offset Fund - Implementation of Electric Vehicle Charging Infrastructure in Hillingdon (Phase 1)	£53,185.30	Spend towards first phase of installation of electric vehicle charging points at various locations in the Borough as part of Hillingdon's Electric Vehicle Charging Infrastructure Programme

Infrastructure	Spent	Spend Description
Improvements to bus stop capacity and highway safety on Long Lane, Hillingdon	£21,034.94	Spend towards works to improve capacity at bus stop on Long Lane and improve road safety for those accessing bus services from local schools
Hillingdon Air Quality Action Plan and S106 Carbon Offset Fund	£117,987.64	Spend towards expert determination of air quality issues and Management of the Council's Carbon Offset Fund
Implementation of Hillingdon's Air Quality Action Plan (2019-2024) and (2024-2029)	£17,976.20	Spend towards the implementation of measures contained in the Action Plan, including diffusion tube monitoring, AirText compliance and enforcing compliance on Non-Road Mobile Machinery (NRMM)
Coordination of Construction Training Work Placements Two Years (Regeneration and Economic Development Team)	£56,999.00	Spend towards the Regeneration and Economic Development Team to support the coordination of construction training work placements in the Borough.
Total	£5,029,416.52	

Item 10: Affordable Housing Secured via S106 Agreement signed in 2024/25

Reference	Site Name	Low-Cost Rent	Intermediate Housing
24843/APP/2022/2403	Tavistock Works (COMAG) Site, West Drayton	14	8
76795/APP/2023/2503	Land at Yiewsley Library and Former Yiewsley Pool, Falling Lane	95	
585/APP/2024/1558	Land off Thompson Road and St Luke's Road, Uxbridge	72	
12795/APP/2021/1584	Murray Engineering Site, Hayes	5	2
	Total	186	10

Item 11: Affordable Housing Delivered in 2024/25 from S106 Agreements

Reference	Site Name	Low-Cost Rent	Intermediate Housing
1331/APP/2019/2314	Former Nestle Factory Site, Hayes	5	109
585/APP/2024/1558	Land Off Thompson Road and St Luke's Road, Uxbridge	72	
43762/APP/2018/396	Former Maple and Poplar Site, Yeading	17	17
	Total	94	126

Financial Implications

There are no direct financial implications arising from the publication of the Infrastructure Funding Statement (IFS). It is a reporting requirement for the previous financial year and does not commit the Council to new expenditure.

Additionally, the IFS is only a record of how planning obligations have been collected and spent. It therefore contains a record of many decisions that were subject to the relevant democratic process and would have had financial implications assessed.

RESIDENT BENEFIT & CONSULTATION

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

CIL and S106 agreements are important tools for local authorities to use to help deliver the infrastructure needed to support development in its area. Ensuring that growth in the borough is supported by appropriate investment in local infrastructure is critical to enhancing the quality of life for residents. By directing funding from development contributions, it enables the delivery of facilities and services that meet community needs and improve access to essential amenities.

The publication of the IFS ensures these obligations can still be secured from developers and provides transparency to residents, service users and communities interested in knowing what was collected and delivered in the last financial year.

Equalities Implications

No adverse impacts identified. The IFS is a reporting tool and does not propose new policies or projects.

Consultation & Engagement carried out (or required)

The IFS is a statutory document required through the Community Infrastructure Levy (CIL) Regulations and does not require public consultation.

The report will be published in the public domain for residents and businesses to review, in addition to the other information published periodically on the Council's website.

CORPORATE CONSIDERATIONS

Corporate Finance

Corporate Finance have reviewed this report and concur with the Financial Implications set out above, noting there are not direct financial implications associated with the recommendations in this report. Furthermore, it is noted that the decisions contained within the statement have been subject to the relevant governance and democratic processes.

Legal

In accordance with Regulation 121A of the Community Infrastructure Levy Regulations 2010 ("CIL Regs") (as amended), as a contribution receiving authority (as defined in Regulation 121A (5) (a)), the Council must publish on its website by 31 December of each calendar year the annual infrastructure funding statement which comprises:

- a) a statement of the infrastructure projects or types of infrastructure which the charging authority intends will be, or may be, wholly or partly funded by CIL ("the infrastructure list");
- b) a report about CIL, in relation to the previous financial year ("the reported year"), to include matters listed in paragraph 1 of Schedule 2 of the CIL Regs; and
- c) a report about planning obligations, in relation to the reported year, to include matters listed in paragraph 3 of Schedule 2 of the CIL Regs and may include matters referred in paragraph 4 Schedule 2 ("the section 106 report").

The recommendation in this report seeks to fulfil the Council's statutory duty under the aforementioned CIL Regs.

BACKGROUND PAPERS

[Community Infrastructure Levy Regulations 2010 \(as amended\)](#)

INFRASTRUCTURE FUNDING STATEMENT 2024/25

London Borough of Hillingdon



PREFACE

This Infrastructure Funding Statement has been prepared in accordance with the detailed requirements set out in regulation 121A and schedule 2 of the Community Infrastructure Levy 2010 (as amended) including:

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

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SECTION 1: INTRODUCTION

- 1.1 Welcome to the London Borough of Hillingdon's Infrastructure Funding Statement for the 2024/25 financial year.
- 1.2 This Statement will provide information on Community Infrastructure Levy (CIL) and S106 Planning Obligation receipts for the 2024/2025 financial year and report on how they were allocated and spent. The report concludes with commentary on future spend priorities.
- 1.3 This report consists of the following sections:
- Section 2: Community Infrastructure Levy (CIL)
 - Section 3: Section 106 Planning Agreements (S106)
 - Section 4: Appendices including supporting data for the overall figures

SECTION 2: COMMUNITY INFRASTRUCTURE LEVY (CIL)

INTRODUCTION

- 2.1 CIL is a levy (chargeable per square metre) on developments which create one new dwelling or create over a 100 square metres of new floorspace. Any charging authority which wishes to charge CIL must produce a Charging Schedule which is subject to independent examination. The purpose of the Charging Schedule is to set out the charges which will apply to different use types. Unlike S106 planning obligations which are negotiated, the rate of CIL payable on a particular type of development is mandatory. CIL payment is due on the commencement of development works. Liabilities of over £250k are payable by instalments and can be paid across more than one financial year.
- 2.2 More information, including regular updates, about CIL in the London Borough of Hillingdon can be found here: [Community Infrastructure Levy - Hillingdon Council](#)
- 2.3 There are two types of CIL charged in Hillingdon
- London Borough of Hillingdon CIL (HCIL)
 - Mayoral CIL (MCIL).

TYPES OF CIL

HILLINGDON CIL CHARGING SCHEDULE (HCIL)

- 2.4 Hillingdon's CIL (HCIL) was introduced in August 2014. HCIL is a variable charge that applies to specific development types namely residential, offices, hotels, industrial storage and large format retail outside of town centres. In accordance with the CIL Regulation 121C, Hillingdon's CIL charges are subject to indexation which allows the rates to be adjusted to reflect inflation.
- 2.5 Table 1 provides the figures for the period 1 January 2025 until 31 December 2025. This will shortly be subject to change in line with the Annual CIL Rate Summary as published at the follow: [Community Infrastructure Levy - Hillingdon Council](#)

London Borough of Hillingdon CIL Charging rates until 31 December 2025

Table 1 Use Type	Charging Schedule Rate 2014 (per sq.m.)	Rate including Indexation 2026 (per sq.m.)
Large format retail development (A1) greater than 1,000 sq. m, outside of designated town centres	£215.00	$\text{£}215.00 \times 391 / 237 = \text{£}354.70$
Offices (B1)	£35.00	$\text{£}35.00 \times 391 / 237 = \text{£}57.74$
Hotels (C1)	£40.00	$\text{£}40.00 \times 391 / 237 = \text{£}65.99$
Residential Dwelling Houses (C3)	£95.00	$\text{£}95.00 \times 391 / 237 = \text{£}156.73$
Industrial (B8)	£5.00	$\text{£}5.00 \times 391 / 237 = \text{£}8.25$
All other uses	£0.00	$\text{£}0.00 \times 391 / 237 = \text{£}0.00$

N.B. Rates have been rounded to 2 decimal places so CIL liabilities may differ slightly when calculating using the formula as set out in the CIL Regulations 2010 (as amended).

MAYORAL CIL CHARGING SCHEDULE (MCIL)

- 2.6 Mayoral CIL (MCIL) is a standard charge that applies to most new development across Greater London. It was introduced in 2012 to help finance the Elizabeth Line (Crossrail) and will continue to repay its financing. The GLA has until 31 March 2043 to service this debt.

- 2.7 These charges are set by the Mayor of London and are published on the GLA's website. Hillingdon acts as the collecting authority only for MCIL and retains a 4% administration fee of all MCIL income collected. Therefore information on MCIL allocation and spend is not included within this IFS.
- 2.8 More information about MCIL can be found here: [Mayoral Community Infrastructure Levy - Transport for London](#)

HILLINGDON CIL INCOME 2024/25

- 2.9 A Demand Notice is a formal request for payment issued to a developer under the CIL regulations. The total value of Demand Notices for HCIL issued during the reported period is £2,531,362.55. This figure represents the value of notices issued within the reporting period that remain valid and have not been suspended or replaced by updated notices issued outside of the reporting period. This is the total value of demand notices that were issued during the reporting period and are still valid — meaning they haven't been cancelled, paused, or replaced by newer notices issued after the reporting period. These may contain surcharges and late payment interest where the Council have taken enforcement action in line with the CIL regulations.
- 2.10 The total amount of HCIL collected within the reported period totals £736,385.09. Table 2 provides a breakdown of the HCIL by its three spend categories. It also compares the total amount of HCIL collected in the last financial years for comparison.

Table 2 HCIL Income	2024/25 (£)	2023/24 (£)	2022/23 (£)	2021/22 (£)
Strategic HCIL (80%)	£589,108.07	£2,157,406.31	£2,373,680.94	£5,193,333.12
Neighbourhood HCIL (15%)	£110,457.76	£404,513.68	£443,168.75	£1,344,117.22
Total HCIL admin (5%*)	£36,819.25	£134,837.86	£148,255.27	£327,884.13
TOTAL HCIL	£736,385.09	£2,696,757.85	£2,965,104.96	£6,865,334.47

*Percentages are approximate in accordance with the CIL Regulations 2010 (as amended).

- 2.11 The amount of HCIL collected in 2024/25 has decreased compared to the previous year by over £1.5 million and almost £4.5 million less than in 2021/22. This downward trend reflects the wider downturn in the construction industry and fewer

commencements on CIL liable sites. There has also been a slight increase in the number of developments receiving a full affordable housing exemption as those schemes coming forward are largely those supported by affordable housing grants from the GLA. Figure 1 below demonstrates the current decline in HCIL revenue compared to the past four financial years.

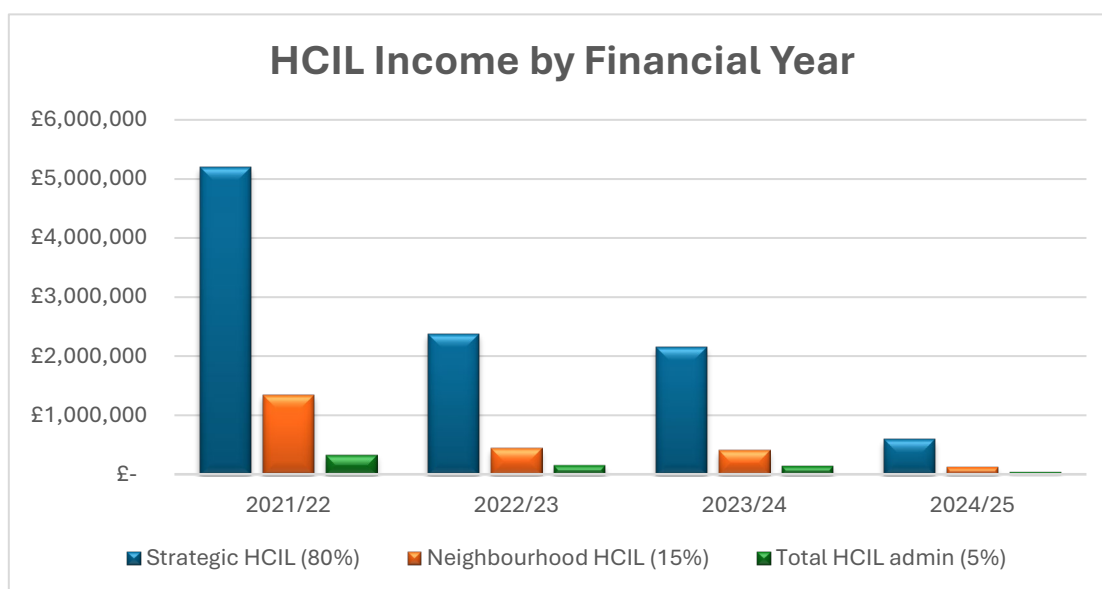


Figure 1 HCIL Receipts by Financial Year

2.12 The full list of developments that provided a HCIL receipt in 2024/25 are detailed in Appendix 1. The largest payments were received from the Northwood Commercial Sales/Autocentre redevelopment on Pinner Road, contributing £99,574.43, and 27 Dene Road in Northwood, which contributed £88,741.30. Other notable schemes included the land adjacent to Whiteheath Junior School in Ruislip (£48,909.06), residential development at 5 & 6 Firs Walk in Northwood (£36,083.90) and the Blackmore Way site in Uxbridge (£30,391.58). These developments consist of small and medium scale residential buildings and this is reflected in the smaller overall total received compared to previous financial years.



Figure 2 – The Blackmore Way site in Uxbridge

- 2.13 Hillingdon's Community Infrastructure Levy (CIL) monies are allocated to fund infrastructure needs across the borough. These funds are currently delivered through both the Council's Capital Programme and the Chrysalis Programme.
- 2.14 CIL is split into two main types:
- Neighbourhood CIL (NCIL): This portion (15%) is allocated to support local infrastructure projects that benefit the communities where development has taken place. In Hillingdon, NCIL is spent through the Chrysalis Programme, which focuses on community-led improvements such as parks, public spaces, and local facilities.
 - Strategic CIL (SCIL): This portion (80%) is used for larger, borough-wide infrastructure projects and is delivered through both the Council's Capital Programme and the Chrysalis Programme, depending on the nature of the project.
- 2.15 In line with the CIL Regulations, up to 5% of the total CIL monies collected is used to cover the collecting authority's costs of administering the levy.

2.16 A summary of CIL expenditure for the 2024/25 reporting year is provided in Table 3 below. It should be noted that no funds receipted in the previous financial year (2023/24) were carried forward.

Table 3 – Total Hillingdon CIL Expenditure		Total (£)
Strategic CIL		
Platinum Jubilee Leisure Centre		331,246.87
Chrysalis Programme		252,181.39
Total Strategic CIL Expenditure		583,428.26
Neighbourhood CIL		
Chrysalis Programme		110,457.76
Total Neighbourhood CIL Expenditure		110,457.76
Total HCIL Infrastructure Financing (SCIL + NCIL)		693,886.02
Administration Fee (5%)		36,819.24
Total Hillingdon CIL Expenditure 24/25		730,705.28
Total Hillingdon CIL Receipts 24/25		736,385.09
<i>HCIL not used & Retained (Carried forward to 2025/26)</i>		<i>5,679.81</i>

*Percentages are approximate in accordance with the CIL Regulations 2010 (as amended).

STRATEGIC CIL EXPENDITURE

2.17 The strategic portion of Hillingdon's CIL expenditure is currently put towards the delivery of the Platinum Jubilee Leisure Centre, a major infrastructure project being delivered through the Council's Capital Programme. This programme forms part of the Council's Medium-Term Financial Forecast (MTFF), which is approved by Cabinet and outlines capital expenditure, financing, and receipts over a five-year period.



Figure 3 - The Platinum Jubilee Leisure Centre under construction.

2.18 The leisure centre is one of several strategic infrastructure priorities identified by the Council to meet the needs of residents, improve access to high-quality community facilities, and support health and wellbeing across the borough. Its delivery reflects the Council's commitment to investing in projects that provide long-term benefits to the wider community.

2.19 Please note that a portion (£252,181.39) of the Strategic CIL expenditure has also been directed towards the Chrysalis Programme, which is covered below and in Appendix 2.

NEIGHBOURHOOD CIL (NCIL) EXPENDITURE

2.20 Neighbourhood CIL funded schemes across the borough are currently delivered through the Chrysalis Programme - local bids are submitted and reviewed to ensure that they meet the funding criteria. In 2024/25, £110,457.76 of NCIL collected was spent on the local schemes in the Chrysalis Programme. Please see Appendix 2 for a full breakdown of schemes funded by the Chrysalis Programme. It is important to note that the Chrysalis Programme is not



Figure 4 - Refurbished bandstand at Barra Hall Park example of project formerly undertaken by the Chrysalis

solely funded through Neighbourhood CIL. It is made up of various funding sources, including Strategic CIL (£252,181.39 in FY24/25).

- More Information on the Chrysalis Programme can be found here:

[Chrysalis projects - Hillingdon Council](#)

MAYORAL CIL INCOME (MCIL)

2.21 In 2024/25, £566,969.77 was collected in the London Borough of Hillingdon on behalf of Transport for London (TfL). These funds are transferred to the Mayor of London following the deduction of 4% administration charge which is retained by the Council. The total admin fee collected by the London Borough of Hillingdon in the financial year 2024/25 was £22,678.73. Appendix 3 provides the list of developments that have provided a MCIL receipt in the relevant period.

2.22 Please find a summary table of the Mayoral CIL for the 2024/25 financial year below:

Table 4 MCIL Receipts	Amount collected (£)	Amount Paid to TFL (£)	Admin 4% (£)
Q1	79,968.29	76,769.56	3,198.73
Q2	136,784.84	131,313.47	5,471.37
Q3	261,669.77	251,203.00	10,466.77
Q4	88,546.87	85,005.01	3,541.86
Totals	566,969.77	544,291.04	22,678.73

FUTURE CIL SPEND PRIORITIES

STRATEGIC CIL

- 2.23 As noted above, the Council's strategic CIL receipts have historically been used to fund the new West Drayton Leisure Centre. This was approved as part of the 2024/25 budget. The new West Drayton Leisure Centre is retained within the latest budget for 2025/2026 and will likely require further strategic CIL receipts.
- 2.24 For the period beyond this project, the Council is currently producing an Infrastructure Development Plan (IDP) related to growth targets within the Development Plan. This work is being undertaken in coordination with a review of both the Local Plan and Community Infrastructure Levy (CIL). Any spend will need to

be aligned with the definition of strategic infrastructure as set out in the CIL Regulations.

NEIGHBOURHOOD CIL

- 2.25 As noted above, the Council's neighbourhood CIL receipts have historically been used to part fund the Chrysalis Programme, which is also funded from other sources.
- 2.26 In the future, the Council will explore an option of funding dedicated Area Regeneration officers to support local community-focused projects and initiatives. The officers will identify local priorities, engage with local stakeholders and residents and will programme manage the delivery of projects and initiatives that support the infrastructure needs of the local area. Additional funding left from NCIL will go towards project delivery subject to sufficient receipts.

SECTION 3: SECTION 106 (S106)

INTRODUCTION

3.1 S106 agreements are used to mitigate the impact of development and to ensure that Hillingdon's planning policy requirements, as set out in the Development Plan and Planning Obligations Supplementary Planning Document are met. S106 obligations include:

- Site specific financial contributions for defined purposes such as air quality mitigation or carbon offset payments.
- The provision of on-site affordable housing.
- Other non-financial obligations including requirements such as construction training and travel plans.

More information about planning obligations can be found here:

[Planning obligations - Hillingdon Council](#)

SECTION 106 (S106) AGREEMENTS SIGNED

3.2 During the 2024/25 financial year, a total of 45 new legal agreements were signed to deliver specific financial and non-financial obligations as set out in the relevant planning legal agreements. Of these 45 legal agreements, 9 were variations to existing agreements secured through a Deed of Variation. The list of sites with legal agreements signed in 2024/25 is provided in Appendix 4.

3.3 The 45 legal agreements previously mentioned contained 219 non-financial covenants and 112 financial obligations. The list of non-financial and financial covenants secured in the 2024/25 financial year can be found in Appendix 5 and 6 respectively.

3.4 The total value of new financial planning obligations agreed during the reported year is £7,685,269.41. It should be noted that planning obligations are typically secured with indexation in the agreement, which is normally applied when the money becomes due. Therefore, these sums will change on payment. Some amounts will also be determined in line with a technical study to be reviewed or a trigger point at a future date and therefore are not included within this figure.

3.5 Table 5 below shows a breakdown of these contributions as categorised in accordance with the national standardised categories provided in National Planning Practice Guidance for Community Infrastructure Levy (Paragraph: 179). It is recognised that there is potential for a contribution or project to overlap between some of the categories. For the purpose of recording the intended purpose of the contribution or project, it has been recorded under the main intended purpose. Advice has also been followed in terms of categorisation based on guidance from the Planning Advisory Service (PAS): ([Infrastructure Funding Statements | Local Government Association](#)).

3.6 The largest category is 'Other' and includes contributions towards Air Quality improvements and Carbon Offsetting, which total £2,470,162 and £718,699 respectively.

Table 5 S106 Financial Obligations Agreed by Category	
S106 Category	(£)
Other	£3,224,060.57
Affordable housing	£2,883,578.00
Transport and travel	£657,538.00
Open space and leisure	£384,286.00
Health	£309,551.00
Section 106 monitoring charges	£90,830.38
Bonds (held or repaid to developers)	£80,000.00
Highways	£55,425.00
Grand Total	£7,685,268.95

SECTION 106 FINANCIAL BALANCES

3.7 Table 6 below outlines the Council's Section 106 (S106) financial position as at the end of the 2024/2025 financial year. During this period, the Council received just over £5 million in new S106 contributions and expended a similar amount on eligible projects. As such, the amount of S106 funds held by the Council has grown by a small amount only. Further detail on the contributions received, allocations made, and expenditure incurred is provided in the subsequent sections of this report.

Table 6
S106 Balances

Outturn for the Year 2024/25:	(£)
Opening S106 Balance 1st April 2024	28,959,000
Total income for the year 2024/25¹	5,095,000
Total Expenditure for the year 2024/25	5,029,000
Closing S106 Balance 31st March 2025	29,025,000
Interest accrued in 2024/25	258,000
S106 Monitoring Fees	227,000

¹ For the purposes of establishing the balance the S106 monitoring fees and interest accrued are removed. Figures rounded to nearest 1,000.

- 3.8 It is important to note that the balance of £29,025,000 consists of £9,219,000 that is already allocated towards projects. This figure includes funds that are earmarked for projects that will be delivered by the NHS and security bonds in the event a legal obligation is unfulfilled. Noting the above, the amount available to be allocated towards new projects is £19,046,898 and work has commenced in the financial year 2025/26 to allocate these funds.

SECTION 106 FINANCIAL CONTRIBUTIONS RECEIVED

- 3.9 In the 2024/25 financial year, the Council received a total of £5.32 million in Section 106 financial contributions (including S106 Monitoring Fees), representing an increase from the £4.8 million received in 2023/24. These contributions are again categorised in accordance with the national standardised categories provided in National Planning Practice Guidance for Community Infrastructure Levy (Paragraph: 179).
- 3.10 Table 7 below provides a summary of the financial contributions received by each infrastructure category:

Table 7

S106 Received by Category

Amount (£)

Affordable housing	287,682.26
Bonds (held or repaid to developers)	40,000.00
Community facilities	13,863.73
Digital infrastructure	0.00
Education	234,745.08
Flood and water management	0.00

Green infrastructure	16,260.14
Health	323,938.71
Highways	1,475,156.17
Land	0.00
Open space and leisure	621,086.59
Section 106 monitoring charges	227,391.46
Transport and travel	117,096.71
Other	1,964,281.24
Total	£5,321,502.09

3.11 The largest category is 'Other' and includes receipted contributions towards Air Quality improvements and Carbon Offsetting, which total £1,685,314.27 and £115,099.73

3.12 In addition, £258,421.77 of interest accrued from S106 receipts is being held in interest bearing accounts. A further list of all S106 receipts for the 2024/25 financial year by their relevant site be found in Appendix 7.

SECTION 106 FINANCIAL CONTRIBUTION ALLOCATIONS

3.13 The total amount of money from planning obligations allocated towards infrastructure during the reported year was £3,845,176.94. A full list of allocations made is provided below in Table 8. The largest allocation of £2,620,910.31 was made to the Hillingdon Civic Centre Decarbonisation Project. Other allocations were made to support improvements to the public realm including the cycle wayfinding in Yiewsley, West Drayton & Hayes. Other contributions included supporting the delivery of the Council's Air Quality Management Plan and Provision of a Health Hub in the Uxbridge Area.

Table 8 Infrastructure	Allocated	Date Allocated	Unspent
St Andrew's Roundabout Subway Improvements: Initial Feasibility Works	£32,273.00	April 2024	0

Table 8 Infrastructure	Allocated	Date Allocated	Unspent
Cycle Wayfinding in Yiewsley, West Drayton & Hayes	£16,732.00	April 2024	£4,849.33
Hillingdon Civic Centre Decarbonisation Project (Phase 1)	£2,620,910.31	April 2024	0
West London Alliance Energy Planning Partnership	£50,800.00	June 2024	0
Implementation of electric vehicle charging infrastructure in Hillingdon	£53,185.00	June 2024	0
Provision of a Health Hub in the Uxbridge Area (NHS)	£447,149.63	August 2024	£447,149.63
Carbon Reporting & Auditing of CO2 sequestration from woodlands	£40,550.00	September 2024	£32,850.00
Improvements to bus stop capacity and highway safety on Long Lane, Hillingdon	£55,605.00	September 2024	£34,571.06
Hillingdon Air Quality Action Plan – Expert determination	£210,000.00	January 2025	£142,012.36
Management of LBH Carbon Offset Fund	£150,000.00	January 2025	£100,000.00
Implementation of Hillingdon Air Quality Action Plan 2024-2029	£53,972.00	February 2025	£35,995.80
Coordination of Construction Training Work Placements Two Years (Regeneration and Economic Development Team)	£114,000.00	March 2025	£57,000.00
Total	£3,845,176.94		£854,428.18

SECTION 106 FINANCIAL CONTRIBUTION EXPENDITURE

- 3.14 The total amount of money from planning obligations spent during the reported year was £5,029,416.52. The specific items of infrastructure funded and the amounts spent are set out in full in Table 9 below.
- 3.15 The largest single item of expenditure this year was the decarbonisation of Hillingdon Civic Centre, which included the installation of heat pumps and secondary glazing to improve energy efficiency and reduce carbon emissions (See Appendix 8 for Case Study). Other notable items of expenditure included significant investment in the Council's Affordable Housing Delivery Programme and enhancements to Minet Country Park. A range of public realm and active travel improvements were also delivered across the Borough, including towpath upgrades along the Grand Union Canal (Figure 5), pedestrian and cycle infrastructure on Dawley Road and wayfinding schemes in Yiewsley, West Drayton and Hayes.



Figure 5 – Grand Union Canal Towpath Improvements

Table 9 Infrastructure	Spent	Spend Description
Construction Training - BUILD Training NVQ Scheme	£18,600.00	Spend towards delivery of National Vocational Qualification (NVQ) construction training scheme by Hillingdon-based organisation, Build School of Construction Training
Provision of a Construction Training Coordination Service	£65,424.47	Annual spend from contract to provide a Construction Training Coordinator Service to monitor and enable on site construction Training in the Borough
Provision of an Air Quality Monitoring Service	£46,949.70	Annual spend from contract to monitor and report on air quality in the Borough

Table 9 Infrastructure	Spent	Spend Description
Management of Hales Field Park and Stockley Land parcels	£19,956.00	Annual spend towards management of Hales Field Park and Stockley Land parcels
Grand Union Canal Quiet Way between Rockingham Road and Oxford Road	£101,677.46	Spend towards improvements to the Grand Union Canal towpath to Quietway standard between Rockingham Road and Oxford Road, Uxbridge
Grand Union Canal Quiet Way between Cowley Mill Road & Rockingham Road	£1,957.12	Spend towards improvements to the Grand Union Canal towpath to Quietway standard between Rockingham Road and Cowley Mill Road, Uxbridge
Minet Country Park Improvements	£52,051.52	Annual spend towards recreational and ecological improvement project at Minet Country Park, Hayes
LBH Construction Training Apprenticeship Scheme	£42,187.26	Annual spend towards LBH Construction Training Apprenticeship scheme
Lake Farm Country Park footpath improvements	£2,769.60	Annual spend towards Footpath improvements at Lake Farm Country Park
North Hyde Road - Healthy Streets Scheme	£30,000.00	Second part of spend towards improvements to encourage walking and cycling in line with Health Streets Approach in North Hyde Road, Hayes
Dawley Road Pedestrian & Cycle Improvements	£68,748.17	Spend towards improvements to benefit pedestrians and cyclists on Dawley Road and Botwell Common Road, Hayes
Carbon Reporting & Auditing of CO2 sequestration from woodlands	£7,700.00	Determining the carbon footprint of the extensive woodland and forests on the Council's landholdings. This constitutes a large-scale tree canopy that has significant carbon sequestration
Public realm improvements in Ruislip High Street	£24,302.33	Annual spend towards public realm improvements between Ickenham Road and Pembroke Road, Ruislip
Improved access onto the Grand Union Canal at Horton Road, West Drayton.	£10,572.10	Spend towards public realm improvements including provision of Legible London signage to encourage pedestrians/cyclists use of the canal towpath at Horton Road, West Drayton

Table 9		
Infrastructure	Spent	Spend Description
Affordable Housing Fund	£1,585,744.80	Spend in 2024/25 towards the S106 Affordable Housing Fund to support the delivery of affordable housing in the Council's area
Hillingdon Civic Centre Decarbonisation Project (Phase 1)	£2,620,910.24	Spend towards a scheme to improve the energy efficiency of the Civic Centre including installation of Heat Pumps and secondary glazing (See Appendix 7)
Cycle wayfinding in Yiewsley, West Drayton & Hayes	£11,882.67	Spend towards the implementation of a cycle wayfinding scheme in Yiewsley, West Drayton & Hayes areas
Carbon offset Fund - West London Alliance Energy Planning Partnership	£50,800.00	Hillingdon's contribution towards the West London Alliance Energy Planning Partnership Net Zero Work Programme
Carbon Offset Fund - Implementation of Electric Vehicle Charging Infrastructure in Hillingdon (Phase 1)	£53,185.30	Spend towards first phase of installation of electric vehicle charging points at various locations in the Borough as part of Hillingdon's Electric Vehicle Charging Infrastructure Programme
Improvements to bus stop capacity and highway safety on Long Lane, Hillingdon	£21,034.94	Spend towards works to improve capacity at bus stop on Long Lane and improve road safety for those accessing bus services from local schools
Hillingdon Air Quality Action Plan and S106 Carbon Offset Fund	£117,987.64	Spend towards expert determination of air quality issues and Management of the Council's Carbon Offset Fund
Implementation of Hillingdon's Air Quality Action Plan (2019-2024) and (2024-2029)	£17,976.20	Spend towards the implementation of measures contained in the Action Plan, including diffusion tube monitoring, AirText compliance and enforcing compliance on Non-Road Mobile Machinery (NRMM)
Coordination of Construction Training Work Placements Two Years (Regeneration and Economic Development Team)	£56,999.00	Spend towards the Regeneration and Economic Development Team to support the coordination of construction training work placements in the Borough.
Total	£5,029,416.52*	

*Figure subject to rounding as per the Council planning obligations system.



Figure 6 – Minet Country Park Improvements



Figure 7 - Hillingdon Civic Centre Decarbonisation Project

- 3.16 No planning obligation money was spent on repaying borrowed funds or interest during the reported year. This section is included in line with regulatory reporting requirements, which require authorities to disclose any use of planning obligation funds for loan repayments, even if no such expenditure has taken place.
- 3.17 The amount of planning obligation money spent in respect of administration of planning obligations and monitoring in relation to the delivery of planning obligations during the reported year was £227,391.46.
- 3.18 In the short term, future spending will be directed by the £9,219,000 of allocations that have already been agreed. This includes £3,845,000 that was allocated this year and is detailed in Table 8. The Council is also producing an Infrastructure Delivery Plan (IDP) which seeks to coordinate infrastructure delivery associated with the strategic growth policies in the Development. This will be published alongside the next public consultation of the Local Plan.

SECTION 106 NON-FINANCIAL OBLIGATIONS

3.19 Non-financial obligations refer to mitigation measures secured through Section 106 agreements that are typically delivered directly by the developer, either on-site or off-site. These obligations do not involve financial payments but instead contribute directly to the delivery of infrastructure, services, or community benefits as part of the planning process.

3.20 The types of non-financial obligations negotiated via S106 agreements by the Council include, but are not limited to:

- On-site delivery of affordable housing units
- Provision of construction training and apprenticeship opportunities
- Delivery of highways improvements and public realm enhancements (including specifying works to be carried out via highway agreements)
- Implementation of travel plans to promote sustainable transport
- Application of parking permit restrictions to manage local parking demand.



Figure 6 – Students from Uxbridge college visiting the Harlington School construction site.

3.21 These measures play a vital role in ensuring that development is sustainable, inclusive, and aligned with local priorities.

AFFORDABLE HOUSING

3.22 During the reporting year, affordable housing was secured through a S106 agreement on four schemes. The schemes are shown below:

Reference	Site Name	Low-Cost Rent	Intermediate Housing
24843/APP/2022/2403	Tavistock Works (COMAG) Site, West Drayton	14	8
76795/APP/2023/2503	Land at Yiewsley Library and Former Yiewsley Pool, Falling Lane	95	
585/APP/2024/1558	Land off Thompson Road and St Luke's Road, Uxbridge	72	
12795/APP/2021/1584	Murray Engineering Site, Hayes	5	2
	Total	186	10

3.23 During the reporting year, 220 affordable housing units were completed on four different schemes that were secured via S106 agreements. The schemes are shown below:

Reference	Site Name	Low-Cost Rent	Intermediate Housing
1331/APP/2019/2314	Former Nestle Factory Site, Hayes	5	109
585/APP/2024/1558	Land Off Thompson Road and St Luke's Road, Uxbridge	72	
43762/APP/2018/396	Former Maple and Poplar Site, Yeading	17	17
	Total	94	126

3.24 It should be noted that affordable housing units will also have been secured via other methods during this period that would not have been subject to S106 agreements (e.g. Right to Buy-back) and therefore total overall delivery as reported elsewhere will be higher or different. For example, the Former Maple and Poplar Site secures 17 intermediate rented units, but grant funding secured by the Council has ensured this is being delivered as London Affordable Rent (LAR), which has lower rents. As this report reflects S106 agreements only, this has been kept as 17 intermediate units.

SECTION 4: APPENDICES

APPENDIX 1: CIL RECEIPTS

Application No	Site Address	Date Received	LBH Amount
75552/APP/2023/1386	LAND ADJACENT TO 25A, NORFOLK ROAD, UXBRIDGE, UB8 1BL	19/04/2024	£ 21,249.32
71811/APP/2017/1563	177 LONG DRIVE, RUISLIP, HA4 OHS	19/04/2024	£ 18,318.00
23977/APP/2021/2040	182 THE FAIRWAY, RUISLIP	23/04/2024	£ 2,262.36
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	28/05/2024	£ 831.23
34796/APP/2023/255	27 BLOSSOM WAY, WEST DRAYTON	30/05/2024	£ 15,685.68
550/APP/2018/2262	376 BALMORAL DRIVE, HAYES	30/05/2024	£ 14,372.66
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	04/06/2024	£ 831.23
75146/APP/2023/1243	36 COLERIDGE WAY, WEST DRAYTON, UB7 9HR	04/06/2024	£ 14,087.66
73047/APP/2023/103	GARAGES OFF, GREEN WALK, RUISLIP, HA4 8NL	10/06/2024	£ 4,987.50
40335/APP/2023/2269	48 ALBERT ROAD, YIEWSLEY	16/06/2024	£ 9,847.13
30837/APP/2019/3096	5 & 6 FIRS WALK, NORTHWOOD	18/06/2024	£ 10,319.29
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	25/06/2024	£ 831.23
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	02/07/2024	£ 831.23
1788/APP/2022/2935	34 ACACIA AVENUE, EASTCOTE	23/05/2024	£ 26,083.71
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	11/06/2024	£ 831.23
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	18/06/2024	£ 831.23
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	09/07/2024	£ 831.23
70282/APP/2020/4133	60 LONG LANE, ICKENHAM, MIDDLESEX	12/07/2024	£ 6,879.53
40335/APP/2023/2269	48 ALBERT ROAD, YIEWSLEY	15/07/2024	£ 7,385.35
75240/APP/2021/4431	FORMER GARAGE SITE, BARTRAM CLOSE, HILLINGDON, UB8 3AX	22/07/2024	£ 7,719.54
30837/APP/2019/3096	5 & 6 FIRS WALK, NORTHWOOD	22/07/2024	£ 36,083.90
46479/APP/2021/2039	25 DENE ROAD, NORTHWOOD	22/07/2024	£ 43,427.17
321/APP/2022/2272	39 OAK AVENUE, ICKENHAM	01/08/2024	£ 7,585.57

40335/APP/2023/2269	48 ALBERT ROAD, YIEWSLEY	13/08/2024	£	7,385.35
77460/APP/2023/2671	Northwood Commercial Sales/Autocentre Northwood Ltd, PINNERS ROAD, NORTHWOOD, HA6 1DD	16/08/2024	£	99,574.43
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	16/07/2024	£	831.23
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	23/07/2024	£	831.23
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	30/07/2024	£	831.23
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	06/08/2024	£	831.23
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	13/08/2024	£	831.23
41627/APP/2022/2128	LAND AT REAR OF 21 AND 21A, HATHERLEIGH ROAD, RUISLIP	10/07/2024	£	4,492.59
75240/APP/2021/4431	FORMER GARAGE SITE, BARTRAM CLOSE, HILLINGDON, UB8 3AX	20/08/2024	£	5,789.65
78843/APP/2024/1566	312-312a, HIGH STREET, HARLINGTON, UB3 5BT	10/09/2024	£	8,644.04
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	20/08/2024	£	831.23
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	27/08/2024	£	831.23
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	03/09/2024	£	831.23
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	10/09/2024	£	831.23
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	17/09/2024	£	831.23
64510/APP/2023/550	LAND ADJACENT TO WHITEHEATH JUNIOR SCHOOL, WHITEHEATH AVENUE, RUISLIP	24/09/2024	£	48,909.06
70282/APP/2020/4133	60 LONG LANE, ICKENHAM, MIDDLESEX	26/09/2024	£	6,879.53
75175/APP/2020/2951	LAND AT 23-25, LITTLE ROAD, HAYES, UB3 3BT	02/10/2024	£	5,979.95
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	24/09/2024	£	831.23
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	01/10/2024	£	831.23
70282/APP/2020/4133	60 LONG LANE, ICKENHAM, MIDDLESEX	07/10/2024	£	6,879.53
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	08/10/2024	£	831.23
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	15/10/2024	£	831.23
20978/APP/2023/3002	LAND AT, BLACKMORE WAY, UXBRIDGE	29/10/2024	£	30,391.58

75175/APP/2020/2951	LAND AT 23-25, LITTLE ROAD, HAYES, UB3 3BT	06/11/2024	£	4,484.96
67335/APP/2018/3565	LAND ADJACENT TO, 30 HARVEY ROAD, NORTHOLT, UB5 6QT	11/11/2024	£	12,859.75
63099/APP/2023/1608	LAND AT AINSCOUGH CRANES, UNIT 84, HAYES INDUSTRIAL PARK, SWALLOWFIELD WAY, HAYES	29/11/2024	£	26,172.76
75175/APP/2020/2951	LAND AT 23-25, LITTLE ROAD, HAYES, UB3 3BT	02/12/2024	£	4,484.96
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	15/11/2024	£	831.23
75240/APP/2021/4431	FORMER GARAGE SITE, BARTRAM CLOSE, HILLINGDON, UB8 3AX	18/10/2024	£	5,789.65
75240/APP/2021/4431	FORMER GARAGE SITE, BARTRAM CLOSE, HILLINGDON, UB8 3AX	02/12/2024	£	289.48
70282/APP/2020/4133	60 LONG LANE, ICKENHAM, MIDDLESEX	05/12/2024	£	6,879.53
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	26/11/2024	£	831.07
75857/APP/2021/102	962 UXBRIDGE ROAD, HAYES, UB4 0RL	14/01/2025	£	4,805.32
1661/APP/2023/2883	63 HARLINGTON ROAD, HILLINGDON	17/01/2025	£	4,838.19
948/APP/2022/1150	28 ACACIA AVENUE, EASTCOTE	29/01/2025	£	19,030.46
57860/APP/2019/2722	970 UXBRIDGE ROAD, HILLINGDON, MIDDLESEX	29/01/2025	£	4,622.86
74604/APP/2023/3083	Land at Sidmouth Drive, SIDMOUTH DRIVE, RUISLIP, HA4 6LE	13/02/2025	£	14,372.26
3828/APP/2023/3361	142 CHURCH ROAD, HAYES	19/02/2025	£	9,865.81
75048/APP/2019/2779	958 UXBRIDGE ROAD, HAYES, UB4 0RL	24/02/2025	£	5,011.96
9043/APP/2022/2490	TORMEAD, 27 DENE ROAD, NORTHWOOD	04/03/2025	£	6,879.53
47416/APP/2018/3295	291B WEST END ROAD, RUISLIP	11/03/2025	£	3,248.14
5804/APP/2020/3794	97 CROMWELL ROAD, HAYES	12/03/2025	£	8,275.82
9043/APP/2022/2490	TORMEAD, 27 DENE ROAD, NORTHWOOD	17/03/2025	£	88,741.30
75048/APP/2019/2779	958 UXBRIDGE ROAD, HAYES, UB4 0RL	24/03/2025	£	966.79
53742/APP/2022/3079	GARAGE SITE ADJACENT TO 8, LAVENDER ROAD, HILLINGDON, UB8 3PY	28/03/2025	£	7,547.81
70282/APP/2020/4133	60 LONG LANE, ICKENHAM, MIDDLESEX	25/03/2025	£	6,879.51
Total				£736,385.09

*Amounts may have minor variations due to rounding within the Council Planning Obligations system.

APPENDIX 2: CHRYSALIS PROGRAMME CIL EXPENDITURE 2024/25

Chrysalis Programme Breakdown 2024/25		£
Community Facilities Refurbishment		
Hayes & Harlington Community Centre – upgrade to windows and doors		26,067.50
Barra Hall Park Car Park Refurbishment		169,652.67
Total		195,720.17
Outdoor Sports & Play Facilities		
Bessingby Park Improvements		61,170.00
Court Park Tennis Court Refurbishment		93,790.00
Total		154,960.00
Town Centre Improvements		
Ruislip High Street Public Realm Improvements		11,959.00
Total		11,959.00

APPENDIX 3: MCIL RECEIPTS

Application No	Site Address	Date Received	MCIL Amount
75552/APP/2023/1386	LAND ADJACENT TO 25A, NORFOLK ROAD, UXBRIDGE, UB8 1BL	19/04/2024	£ 9,638.45
71811/APP/2017/1563	177 LONG DRIVE, RUISLIP, HA4 0HS	19/04/2024	£ 7,172.41
23977/APP/2021/2040	182 THE FAIRWAY, RUISLIP	23/04/2024	£ 1,026.18
7932/APP/2021/4652	NORTHWOOD GOLF CLUB, RICKMANSWORTH ROAD, NORTHWOOD, HA6 2QW	13/05/2024	£ 16,975.45
1788/APP/2022/2935	34 ACACIA AVENUE, EASTCOTE	23/05/2024	£ 11,831.27
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	28/05/2024	£ 377.03
34796/APP/2023/255	27 BLOSSOM WAY, WEST DRAYTON	30/05/2024	£ 7,114.85
550/APP/2018/2262	376 BALMORAL DRIVE, HAYES	30/05/2024	£ 6,519.27
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	04/06/2024	£ 377.03
75146/APP/2023/1243	36 COLERIDGE WAY, WEST DRAYTON, UB7 9HR	04/06/2024	£ 6,390.00
73047/APP/2023/103	GARAGES OFF, GREEN WALK, RUISLIP, HA4 8NL	10/06/2024	£ 2,268.00
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	11/06/2024	£ 377.03
40335/APP/2023/2269	48 ALBERT ROAD, YIEWSLEY	16/06/2024	£ 4,466.55
30837/APP/2019/3096	5 & 6 FIRS WALK, NORTHWOOD	18/06/2024	£ 4,680.71
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	18/06/2024	£ 377.03
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	25/06/2024	£ 377.03
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	02/07/2024	£ 377.03
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	09/07/2024	£ 377.03
41627/APP/2022/2128	LAND AT REAR OF 21 AND 21A, HATHERLEIGH ROAD, RUISLIP	10/07/2024	£ 2,037.78
70282/APP/2020/4133	60 LONG LANE, ICKENHAM, MIDDLESEX	12/07/2024	£ 3,120.47
40335/APP/2023/2269	48 ALBERT ROAD, YIEWSLEY	15/07/2024	£ 3,349.91
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	16/07/2024	£ 377.03
75240/APP/2021/4431	FORMER GARAGE SITE, BARTRAM CLOSE, HILLINGDON, UB8 3AX	22/07/2024	£ 3,501.49
30837/APP/2019/3096	5 & 6 FIRS WALK, NORTHWOOD	22/07/2024	£ 16,367.24

46479/APP/2021/2039	25 DENE ROAD, NORTHWOOD	22/07/2024	£	19,698.09
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	23/07/2024	£	377.03
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	30/07/2024	£	377.03
321/APP/2022/2272	39 OAK AVENUE, ICKENHAM	01/08/2024	£	3,440.73
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	06/08/2024	£	377.03
40335/APP/2023/2269	48 ALBERT ROAD, YIEWSLEY	13/08/2024	£	3,349.90
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	13/08/2024	£	377.03
77460/APP/2023/2671	Northwood Commercial Sales/Autocentre Northwood Ltd, PINNER ROAD, NORTHWOOD, HA6 1DD	16/08/2024	£	45,165.82
75240/APP/2021/4431	FORMER GARAGE SITE, BARTRAM CLOSE, HILLINGDON, UB8 3AX	20/08/2024	£	2,626.12
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	20/08/2024	£	377.03
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	27/08/2024	£	377.03
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	03/09/2024	£	377.03
78843/APP/2024/1566	312-312a, HIGH STREET, HARLINGTON, UB3 5BT	10/09/2024	£	3,920.84
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	10/09/2024	£	377.03
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	17/09/2024	£	377.03
64510/APP/2023/550	LAND ADJACENT TO WHITEHEATH JUNIOR SCHOOL, WHITEHEATH AVENUE, RUISLIP	24/09/2024	£	22,184.59
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	24/09/2024	£	377.03
70282/APP/2020/4133	60 LONG LANE, ICKENHAM, MIDDLESEX	26/09/2024	£	3,120.47
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	01/10/2024	£	377.03
75175/APP/2020/2951	LAND AT 23-25, LITTLE ROAD, HAYES, UB3 3BT	02/10/2024	£	2,712.43
70282/APP/2020/4133	60 LONG LANE, ICKENHAM, MIDDLESEX	07/10/2024	£	3,120.47
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	08/10/2024	£	377.03
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	15/10/2024	£	377.03
75240/APP/2021/4431	FORMER GARAGE SITE, BARTRAM CLOSE, HILLINGDON, UB8 3AX	18/10/2024	£	2,626.12
20978/APP/2023/3002	LAND AT, BLACKMORE WAY, UXBRIDGE	29/10/2024	£	13,785.27

75175/APP/2020/2951	LAND AT 23-25, LITTLE ROAD, HAYES, UB3 3BT	06/11/2024	£	2,034.33
67335/APP/2018/3565	LAND ADJACENT TO, 30 HARVEY ROAD, NORTHOLT, UB5 6QT	11/11/2024	£	5,035.25
1919/APP/2020/4231	173-175, FIELD END ROAD, EASTCOTE PINNER	26/11/2024	£	377.10
63099/APP/2023/1608	LAND AT AINSCOUGH CRANES, UNIT 84, HAYES INDUSTRIAL PARK, SWALLOWFIELD WAY, HAYES	29/11/2024	£	225,561.60
75175/APP/2020/2951	LAND AT 23-25, LITTLE ROAD, HAYES, UB3 3BT	02/12/2024	£	2,034.33
75240/APP/2021/4431	FORMER GARAGE SITE, BARTRAM CLOSE, HILLINGDON, UB8 3AX	02/12/2024	£	131.31
70282/APP/2020/4133	60 LONG LANE, ICKENHAM, MIDDLESEX	05/12/2024	£	3,120.47
75857/APP/2021/102	962 UXBRIDGE ROAD, HAYES, UB4 0RL	14/01/2025	£	2,179.64
1661/APP/2023/2883	63 HARLINGTON ROAD, HILLINGDON	17/01/2025	£	2,194.55
64122/APP/2012/919	46 COWLEY MILL ROAD, UXBRIDGE	27/01/2025	£	4,795.00
948/APP/2022/1150	28 ACACIA AVENUE, EASTCOTE	29/01/2025	£	8,632.00
57860/APP/2019/2722	970 UXBRIDGE ROAD, HILLINGDON, MIDDLESEX	29/01/2025	£	2,097.45
74604/APP/2023/3083	Land at Sidmouth Drive, SIDMOUTH DRIVE, RUISLIP, HA4 6LE	13/02/2025	£	6,519.09
3828/APP/2023/3361	142 CHURCH ROAD, HAYES	19/02/2025	£	4,475.02
75048/APP/2019/2779	958 UXBRIDGE ROAD, HAYES, UB4 0RL	24/02/2025	£	2,273.37
9043/APP/2022/2490	TORMEAD, 27 DENE ROAD, NORTHWOOD	04/03/2025	£	3,120.47
47416/APP/2018/3295	291B WEST END ROAD, RUISLIP	11/03/2025	£	1,271.81
5804/APP/2020/3794	97 CROMWELL ROAD, HAYES	12/03/2025	£	3,753.82
9043/APP/2022/2490	TORMEAD, 27 DENE ROAD, NORTHWOOD	17/03/2025	£	40,252.04
75048/APP/2019/2779	958 UXBRIDGE ROAD, HAYES, UB4 0RL	24/03/2025	£	438.52
70282/APP/2020/4133	60 LONG LANE, ICKENHAM, MIDDLESEX	25/03/2025	£	3,120.49
53742/APP/2022/3079	GARAGE SITE ADJACENT TO 8, LAVENDER ROAD, HILLINGDON, UB8 3PY	28/03/2025	£	3,423.60
75552/APP/2023/1386	LAND ADJACENT TO 25A, NORFOLK ROAD, UXBRIDGE, UB8 1BL	19/04/2024	£	21,249.32

APPENDIX 4: LIST OF S106 AGREEMENTS SIGNED IN THE 2024/25 FY

Application	Deed Type	Deed Date
32928/APP/2023/753	Unilateral Undertaking	03/04/2024
72470/APP/2016/4648	Deed of Variation	05/04/2024
72470/APP/2023/747	Deed of Variation	05/04/2024
63099/APP/2023/1608	S106 Agreement	05/04/2024
75127/APP/2023/1646	Statement of Intent	05/04/2024
75127/APP/2019/3221	Statement of Intent - Variation	05/04/2024
75956/APP/2022/3181	Unilateral Undertaking	16/04/2024
19016/APP/2023/20	Deed of Variation	19/04/2024
35810/APP/2024/243	Unilateral Undertaking	30/04/2024
43794/APP/2021/3685	S106 Agreement	14/05/2024
68153/APP/2019/1319	Deed of Variation	17/05/2024
68153/APP/2023/1895	Deed of Variation	17/05/2024
64510/APP/2023/550	S106 Agreement	21/05/2024
2385/APP/2022/2952	S106 Agreement	21/05/2024
8915/APP/2023/2709	S106 Agreement	30/05/2024
24843/APP/2022/2403	S106 Agreement	06/06/2024
20978/APP/2023/3002	Unilateral Undertaking	26/06/2024
19156/APP/2023/485	Unilateral Undertaking	19/07/2024
73647/APP/2023/3109	Unilateral Undertaking	25/07/2024
12853/APP/2023/1492	S106 Agreement	09/08/2024
76795/APP/2023/2503	Statement of Intent	30/08/2024
55634/APP/2022/3372	S106 Agreement	11/09/2024
12795/APP/2021/1584	S106 Agreement	17/09/2024
72870/APP/2022/3126	S106 Agreement	18/09/2024
76655/APP/2021/3039	Deed of Variation	01/10/2024
76655/APP/2024/1152	Deed of Variation	01/10/2024
23658/APP/2021/1296	Deed of Variation	08/10/2024
23658/APP/2023/2980	Deed of Variation	08/10/2024
17969/APP/2024/845	Unilateral Undertaking	09/10/2024
2082/APP/2023/516	S106 Agreement	18/10/2024
73243/APP/2022/2535	S106 Agreement	19/11/2024
77811/APP/2024/442	Statement of Intent	19/11/2024
585/APP/2024/1558	S106 Agreement	29/11/2024
41186/APP/2022/3491	S106 Agreement	05/12/2024
16299/APP/2023/3691	Unilateral Undertaking	20/12/2024
16034/APP/2023/2812	S106 Agreement	24/12/2024
35810/APP/2024/1651	S106 Agreement	15/01/2025
77811/APP/2024/442	S106 Agreement	20/01/2025
45237/APP/2022/3398	S106 Agreement	21/01/2025
64428/APP/2024/1876	Unilateral Undertaking	20/02/2025

34059/APP/2023/3495	S106 Agreement	24/02/2025
2927/APP/2024/610	Unilateral Undertaking	27/02/2025
21755/APP/2024/2414	Unilateral Undertaking	03/03/2025
21755/APP/2024/3295	Unilateral Undertaking	03/03/2025
67666/APP/2023/3721	S106 Agreement	06/03/2025

APPENDIX 5: NON-FINANCIAL S106 OBLIGATIONS SECURED 2024/25

Summary details of all non-monetary obligations agreed within the reported year are as follows:

Planning Reference	Covenant Type	Site Address	Clause	Deed Date
75127/APP/2019/3221	Variation	Yiewsley & West Drayton Leisure Centre, Harmondsworth Road/, ROWLHEYS PLACE, WEST DRAYTON	Clause 3, 3.1-3.3	05/04/2024
75127/APP/2019/3221	Variation	Yiewsley & West Drayton Leisure Centre, Harmondsworth Road/, ROWLHEYS PLACE, WEST DRAYTON	Clause 3. 3-5-3.7	05/04/2024
75127/APP/2019/3221	Highways	Yiewsley & West Drayton Leisure Centre, Harmondsworth Road/, ROWLHEYS PLACE, WEST DRAYTON	S8, 3.8	05/04/2024
23658/APP/2021/1296	Variation	NORTHWOOD & PINNER COTTAGE HOSP & NORTHWOOD HEALTH CENTRE, PINNER ROAD, NORTHWOOD, HA6 1TH	Clause 3. 3.1-3.3	08/10/2024
23658/APP/2021/1296	Variation	NORTHWOOD & PINNER COTTAGE HOSP & NORTHWOOD HEALTH CENTRE, PINNER ROAD, NORTHWOOD, HA6 1TH	Clause 3. 3.4-3.5	08/10/2024
68153/APP/2019/1319	Variation	15 GREEN LANE, NORTHWOOD, HA6 2UZ	Clause 3	17/05/2024
72470/APP/2016/4648	Variation of Definitions	579-583, UXBRIDGE ROAD, HAYES	Clause 3	05/04/2024
76655/APP/2021/3039	Variation	HPH4, MILLINGTON ROAD, HAYES, UB3 4AZ	Clause 3. 3.1-3.3	01/10/2024
76655/APP/2021/3039	Variation of Definitions	HPH4, MILLINGTON ROAD, HAYES, UB3 4AZ	Clause 3. 3.4	01/10/2024
12795/APP/2021/1584	Owners Covenants	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	Clause 5	17/09/2024
12795/APP/2021/1584	Notice Submission	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	Clause 12	17/09/2024
12795/APP/2021/1584	AH - Specification/Scheme	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	S1.1	17/09/2024
12795/APP/2021/1584	AH - Specification/Scheme	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	S1.2 - 3	17/09/2024

12795/APP/2021/1584	AH - Transfer to RP	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	S1. 4 - 5	17/09/2024
12795/APP/2021/1584	AH - in Perpetuity	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	S1.6	17/09/2024
12795/APP/2021/1584	AH - Specification/Scheme	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	S1.7 - 8	17/09/2024
12795/APP/2021/1584	AH - Disposal of Units by Sale	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	S1.9	17/09/2024
12795/APP/2021/1584	AH - Review Mechanism	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	S1, Pt 2. 1.1.1- 1.2,1.8	17/09/2024
12795/APP/2021/1584	AH - Review Mechanism	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	S1, Pt 2. 2	17/09/2024
12795/APP/2021/1584	AH - Review Mechanism	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	S1, Pt 2. 3	17/09/2024
12795/APP/2021/1584	Local Emp - Scheme/Strategy/Report	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	S4, 1 - 3	17/09/2024
12795/APP/2021/1584	Travel Plan Com - Submission/Approval	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	S5, 1-2	17/09/2024
12795/APP/2021/1584	Travel Plan Com - Monitoring	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	S5, 3-4	17/09/2024
12795/APP/2021/1584	Travel Plan Com - Co- ordinator	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	S5, 5-7	17/09/2024
12795/APP/2021/1584	Travel Plan Com - Monitoring	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	S5, 8	17/09/2024
12795/APP/2021/1584	Highways - Works	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	S8	17/09/2024
12795/APP/2021/1584	Highways - S278/38 Agreement	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	S8, 2-5	17/09/2024
12795/APP/2021/1584	Parking Permits and Restrictions	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	S11	17/09/2024
12795/APP/2021/1584	Travel Plan Resi - Submission/Approval	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	S12, 1-3	17/09/2024
12795/APP/2021/1584	Travel Plan Resi - Monitoring	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	S12, 4	17/09/2024

12795/APP/2021/1584	Travel Plan Resi - Co-ordinator	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	S12, 5-7	17/09/2024
12795/APP/2021/1584	Travel Plan Resi - Monitoring	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	S12, 8	17/09/2024
12795/APP/2021/1584	Travel Plan Resi - Monitoring	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	S12, 11-12	17/09/2024
72870/APP/2022/3126	Notice Submission	Merck Sharpe Dohme (MSD) site off, BREAKSPEAR ROAD SOUTH, HAREFIELD, UB9 6LS	Clause 12	18/09/2024
72870/APP/2022/3126	Energy/Sustainability - Monitoring	Merck Sharpe Dohme (MSD) site off, BREAKSPEAR ROAD SOUTH, HAREFIELD, UB9 6LS	S2, 3-4	18/09/2024
72870/APP/2022/3126	Energy/Sustainability - Monitoring	Merck Sharpe Dohme (MSD) site off, BREAKSPEAR ROAD SOUTH, HAREFIELD, UB9 6LS	S2A, 1-3	18/09/2024
72870/APP/2022/3126	Travel Plan Com - Submission/Approval	Merck Sharpe Dohme (MSD) site off, BREAKSPEAR ROAD SOUTH, HAREFIELD, UB9 6LS	S3, 1-2	18/09/2024
72870/APP/2022/3126	Travel Plan Com - Monitoring	Merck Sharpe Dohme (MSD) site off, BREAKSPEAR ROAD SOUTH, HAREFIELD, UB9 6LS	S3, 3-4	18/09/2024
72870/APP/2022/3126	Travel Plan Com - Co-ordinator	Merck Sharpe Dohme (MSD) site off, BREAKSPEAR ROAD SOUTH, HAREFIELD, UB9 6LS	S3, 5	18/09/2024
72870/APP/2022/3126	Local Emp - Scheme/Strategy/Report	Merck Sharpe Dohme (MSD) site off, BREAKSPEAR ROAD SOUTH, HAREFIELD, UB9 6LS	S4, 1-3	18/09/2024
72870/APP/2022/3126	Local Emp - Con Training Contribution	Merck Sharpe Dohme (MSD) site off, BREAKSPEAR ROAD SOUTH, HAREFIELD, UB9 6LS	S4, 7-8	18/09/2024
72870/APP/2022/3126	Highways - Works	Merck Sharpe Dohme (MSD) site off, BREAKSPEAR ROAD SOUTH, HAREFIELD, UB9 6LS	S5, 1	18/09/2024

72870/APP/2022/3126	Highways - S278/38 Agreement	Merck Sharpe Dohme (MSD) site off, BREAKSPEAR ROAD SOUTH, HAREFIELD, UB9 6LS	S5, 2-6	18/09/2024
2385/APP/2022/2952	Travel Plan Com - Submission/Approval	HYATT PLACE, 27 UXBRIDGE ROAD, HAYES, UB4 0JN	S4, 1	21/05/2024
2385/APP/2022/2952	Travel Plan Com - Co-ordinator	HYATT PLACE, 27 UXBRIDGE ROAD, HAYES, UB4 0JN	S4, 2, 2.1	21/05/2024
2385/APP/2022/2952	Travel Plan Com - Monitoring	HYATT PLACE, 27 UXBRIDGE ROAD, HAYES, UB4 0JN	S4, 2, 2.2-2.5	21/05/2024
2385/APP/2022/2952	Travel Plan	HYATT PLACE, 27 UXBRIDGE ROAD, HAYES, UB4 0JN	S4, 3.2-3.4	21/05/2024
2385/APP/2022/2952	Local Emp - Construction Training	HYATT PLACE, 27 UXBRIDGE ROAD, HAYES, UB4 0JN	S5, 1-3	21/05/2024
2385/APP/2022/2952	Local Emp - Co-ordinator Contribution	HYATT PLACE, 27 UXBRIDGE ROAD, HAYES, UB4 0JN	S5, 4-6	21/05/2024
2385/APP/2022/2952	Local Emp - Scheme/Strategy/Report	HYATT PLACE, 27 UXBRIDGE ROAD, HAYES, UB4 0JN	S5, 7	21/05/2024
2385/APP/2022/2952	Local Emp - Con Training Contribution	HYATT PLACE, 27 UXBRIDGE ROAD, HAYES, UB4 0JN	S5, 8-9	21/05/2024
2385/APP/2022/2952	Highways - Works	HYATT PLACE, 27 UXBRIDGE ROAD, HAYES, UB4 0JN	S6, 1, 6	21/05/2024
2385/APP/2022/2952	Highways - S278/38 Agreement	HYATT PLACE, 27 UXBRIDGE ROAD, HAYES, UB4 0JN	S6, 2-5	21/05/2024
2385/APP/2022/2952	Hotel Management Strategy	HYATT PLACE, 27 UXBRIDGE ROAD, HAYES, UB4 0JN	S7, 1	21/05/2024
2385/APP/2022/2952	Hospitality Training Strategy	HYATT PLACE, 27 UXBRIDGE ROAD, HAYES, UB4 0JN	S8	21/05/2024
2385/APP/2022/2952	Community Investment Programme	HYATT PLACE, 27 UXBRIDGE ROAD, HAYES, UB4 0JN	S10	21/05/2024
43794/APP/2021/3685	Travel Plan Com - Implement/Comply	AXIS HOUSE, 242 BATH ROAD, SIPSON	S3.1-2	14/05/2024
43794/APP/2021/3685	Travel Plan Com - Co-ordinator	AXIS HOUSE, 242 BATH ROAD, SIPSON	S3.5	14/05/2024

43794/APP/2021/3685	Travel Plan Com – Monitoring	AXIS HOUSE, 242 BATH ROAD, SIPSON	S3.8	14/05/2024
43794/APP/2021/3685	Local Emp - Construction Training	AXIS HOUSE, 242 BATH ROAD, SIPSON	S4.1-3	14/05/2024
43794/APP/2021/3685	Hospitality Training Strategy	AXIS HOUSE, 242 BATH ROAD, SIPSON	S5, 1-4	14/05/2024
43794/APP/2021/3685	Public Realm - Maintenance	AXIS HOUSE, 242 BATH ROAD, SIPSON	S6	14/05/2024
24843/APP/2022/2403	AH - in Perpetuity	COMAG, TAVISTOCK ROAD, YIEWSLEY, UB7 7QE	S1, Pt 1, 1	06/06/2024
24843/APP/2022/2403	AH - Specification/Scheme	COMAG, TAVISTOCK ROAD, YIEWSLEY, UB7 7QE	S1, Pt 1, 2	06/06/2024
24843/APP/2022/2403	AH - in Perpetuity	COMAG, TAVISTOCK ROAD, YIEWSLEY, UB7 7QE	S1, Pt 1, 3-4	06/06/2024
24843/APP/2022/2403	AH - Review Mechanism	COMAG, TAVISTOCK ROAD, YIEWSLEY, UB7 7QE	S1, Pt12, 1	06/06/2024
24843/APP/2022/2403	AH - Review Mechanism	COMAG, TAVISTOCK ROAD, YIEWSLEY, UB7 7QE	S1, Pt 2, 2	06/06/2024
24843/APP/2022/2403	AH - Specification/Scheme	COMAG, TAVISTOCK ROAD, YIEWSLEY, UB7 7QE	S1, Pt 2, 4	06/06/2024
24843/APP/2022/2403	AH - Review Mechanism	COMAG, TAVISTOCK ROAD, YIEWSLEY, UB7 7QE	S1, P3, 1	06/06/2024
24843/APP/2022/2403	Local Emp - Con Training Contribution	COMAG, TAVISTOCK ROAD, YIEWSLEY, UB7 7QE	4, 1	06/06/2024
24843/APP/2022/2403	Local Emp - Scheme/Strategy/Report	COMAG, TAVISTOCK ROAD, YIEWSLEY, UB7 7QE	S4, 2	06/06/2024
24843/APP/2022/2403	Local Emp - Co-ordinator	COMAG, TAVISTOCK ROAD, YIEWSLEY, UB7 7QE	S4, 5-6	06/06/2024
24843/APP/2022/2403	Local Emp - Scheme/Strategy/Report	COMAG, TAVISTOCK ROAD, YIEWSLEY, UB7 7QE	S4, 8-9	06/06/2024
24843/APP/2022/2403	Local Emp - Con Training	COMAG, TAVISTOCK ROAD, YIEWSLEY, UB7 7QE	S4, 10	06/06/2024
24843/APP/2022/2403	Parking Permits and Restrictions	COMAG, TAVISTOCK ROAD, YIEWSLEY, UB7 7QE	S8, 1-2	06/06/2024

24843/APP/2022/2403	Travel Plan Resi - Implement/Comply	COMAG, TAVISTOCK ROAD, YIEWSLEY, UB7 7QE	S9, 1-2	06/06/2024
24843/APP/2022/2403	Travel Plan Resi - Monitoring	COMAG, TAVISTOCK ROAD, YIEWSLEY, UB7 7QE	S9, 3-4	06/06/2024
24843/APP/2022/2403	Travel Plan Resi - Co-ordinator	COMAG, TAVISTOCK ROAD, YIEWSLEY, UB7 7QE	S9, 5-8	06/06/2024
24843/APP/2022/2403	Highways - S278/38 Agreement	COMAG, TAVISTOCK ROAD, YIEWSLEY, UB7 7QE	S10	06/06/2024
32928/APP/2023/753	Owners Covenants	KIRK HOUSE, 97 HIGH STREET, YIEWSLEY, UB7 7JG	S1	03/04/2024
32928/APP/2023/753	Parking Permits and Restrictions	KIRK HOUSE, 97 HIGH STREET, YIEWSLEY, UB7 7JG	S3, 1-3	03/04/2024
64510/APP/2023/550	Highways - Works	LAND ADJACENT TO WHITEHEATH JUNIOR SCHOOL, WHITEHEATH AVENUE, RUISLIP	S1, 1	21/05/2024
64510/APP/2023/550	Highways - S278/38 Agreement	LAND ADJACENT TO WHITEHEATH JUNIOR SCHOOL, WHITEHEATH AVENUE, RUISLIP	S1, 2-4	21/05/2024
12853/APP/2023/1492	AH - in Perpetuity	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	S1, 1	09/08/2024
12853/APP/2023/1492	AH - Specification/Scheme	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	S1, 2	09/08/2024
12853/APP/2023/1492	AH - Nominations Agreement	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	S1, 3	09/08/2024
12853/APP/2023/1492	AH - Specification/Scheme	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	S1, 4	09/08/2024
12853/APP/2023/1492	AH - Specification/Scheme	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	S1, 7	09/08/2024
12853/APP/2023/1492	AH - Specification/Scheme	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	S1, 8.1-8.3	09/08/2024
12853/APP/2023/1492	AH - Review Mechanism	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	S1, 9	09/08/2024
12853/APP/2023/1492	AH - Review Mechanism	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	S2, 1.1-1.2	09/08/2024
12853/APP/2023/1492	AH - Review Mechanism	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	S2, 1.4-1.6	09/08/2024

12853/APP/2023/1492	AH - Specification/Scheme	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	S2, 4	09/08/2024
12853/APP/2023/1492	AH - Review Mechanism	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	S2, 7	09/08/2024
12853/APP/2023/1492	Energy/Sustainability - Monitoring	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	S5, 1	09/08/2024
12853/APP/2023/1492	Energy/Sustainability - Monitoring	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	S5, 2	09/08/2024
12853/APP/2023/1492	Energy/Sustainability - Monitoring	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	S5, 3	09/08/2024
12853/APP/2023/1492	Carbon Offset - Monitoring/Reporting	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	S6, 3-4	09/08/2024
12853/APP/2023/1492	Local Emp - Scheme/Strategy/Report	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	S7, 2-4	09/08/2024
12853/APP/2023/1492	Parking Permits and Restrictions	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	S10, 1-2	09/08/2024
12853/APP/2023/1492	Travel Plan Resi - Implement/Comply	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	S11, 1	09/08/2024
12853/APP/2023/1492	Travel Plan Resi - Co-ordinator	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	S11, 2-5	09/08/2024
12853/APP/2023/1492	Travel Plan Resi - Monitoring	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	S11, 8	09/08/2024
45237/APP/2022/3398	Notice Submission	BERRITE ESTATE, IRON BRIDGE ROAD, WEST DRAYTON	Clause 14.1	21/01/2025
45237/APP/2022/3398	Energy Strategy/Specification	BERRITE ESTATE, IRON BRIDGE ROAD, WEST DRAYTON	S1. 1.3-1.4	21/01/2025
45237/APP/2022/3398	Carbon Offset - Monitoring/Reporting	BERRITE ESTATE, IRON BRIDGE ROAD, WEST DRAYTON	S1. 2	21/01/2025
45237/APP/2022/3398	Local Emp - Construction Training	BERRITE ESTATE, IRON BRIDGE ROAD, WEST DRAYTON	S2. 1-3	21/01/2025
45237/APP/2022/3398	Local Emp - Co-ordinator Contribution	BERRITE ESTATE, IRON BRIDGE ROAD, WEST DRAYTON	S2. 4-6	21/01/2025
45237/APP/2022/3398	Local Emp - Con Training Contribution	BERRITE ESTATE, IRON BRIDGE ROAD, WEST DRAYTON	S2. 9-10	21/01/2025

45237/APP/2022/3398	Local Emp - Scheme/Strategy/Report	BERRITE ESTATE, IRON BRIDGE ROAD, WEST DRAYTON	S2. 7-8	21/01/2025
45237/APP/2022/3398	Travel Plan Com - Implement/Comply	BERRITE ESTATE, IRON BRIDGE ROAD, WEST DRAYTON	S3. 1-3	21/01/2025
45237/APP/2022/3398	Travel Plan Com - Monitoring	BERRITE ESTATE, IRON BRIDGE ROAD, WEST DRAYTON	S3. 4	21/01/2025
45237/APP/2022/3398	Travel Plan Com - Co-ordinator	BERRITE ESTATE, IRON BRIDGE ROAD, WEST DRAYTON	S3. 5-7	21/01/2025
63099/APP/2023/1608	Carbon Offset – Monitoring	LAND AT AINSCOUGH CRANES, UNIT 84, HAYES INDUSTRIAL PARK, SWALLOWFIELD WAY, HAYES	S3, 4	05/04/2024
63099/APP/2023/1608	Local Emp - Scheme/Strategy/Report	LAND AT AINSCOUGH CRANES, UNIT 84, HAYES INDUSTRIAL PARK, SWALLOWFIELD WAY, HAYES	S4, 1-3	05/04/2024
63099/APP/2023/1608	Local Emp - Construction Training	LAND AT AINSCOUGH CRANES, UNIT 84, HAYES INDUSTRIAL PARK, SWALLOWFIELD WAY, HAYES	S4, 7-8	05/04/2024
63099/APP/2023/1608	Local Emp - Con Training Contribution	LAND AT AINSCOUGH CRANES, UNIT 84, HAYES INDUSTRIAL PARK, SWALLOWFIELD WAY, HAYES	S4, 9 - 10	05/04/2024
63099/APP/2023/1608	Highways - Works	LAND AT AINSCOUGH CRANES, UNIT 84, HAYES INDUSTRIAL PARK, SWALLOWFIELD WAY, HAYES	S5, 1 - 4	05/04/2024
63099/APP/2023/1608	Highways - S278/38 Agreement	LAND AT AINSCOUGH CRANES, UNIT 84, HAYES INDUSTRIAL PARK, SWALLOWFIELD WAY, HAYES	S5, 5-6	05/04/2024
63099/APP/2023/1608	Travel Plan Com - Implement/Comply	LAND AT AINSCOUGH CRANES, UNIT 84, HAYES INDUSTRIAL PARK, SWALLOWFIELD WAY, HAYES	S6, 1 - 3	05/04/2024
63099/APP/2023/1608	Travel Plan Com – Monitoring	LAND AT AINSCOUGH CRANES, UNIT 84, HAYES INDUSTRIAL PARK, SWALLOWFIELD WAY, HAYES	S6, 4	05/04/2024

63099/APP/2023/1608	Travel Plan Com - Co-ordinator	LAND AT AINSCOUGH CRANES, UNIT 84, HAYES INDUSTRIAL PARK, SWALLOWFIELD WAY, HAYES	S6, 5 - 9	05/04/2024
63099/APP/2023/1608	Planning Misc	LAND AT AINSCOUGH CRANES, UNIT 84, HAYES INDUSTRIAL PARK, SWALLOWFIELD WAY, HAYES	Clause 20.1	05/04/2024
63099/APP/2023/1608	Notice Submission	LAND AT AINSCOUGH CRANES, UNIT 84, HAYES INDUSTRIAL PARK, SWALLOWFIELD WAY, HAYES	Clause 12	05/04/2024
8915/APP/2023/2709	Travel Plan Com - Implement/Comply	NORTHWOOD HILLS LIBRARY, POTTER STREET, NORTHWOOD	S2, 1-2	30/05/2024
8915/APP/2023/2709	Travel Plan Com – Monitoring	NORTHWOOD HILLS LIBRARY, POTTER STREET, NORTHWOOD	S2, 4	30/05/2024
8915/APP/2023/2709	Travel Plan Com - Co-ordinator	NORTHWOOD HILLS LIBRARY, POTTER STREET, NORTHWOOD	S2, 5&7	30/05/2024
8915/APP/2023/2709	Travel Plan Com – Monitoring	NORTHWOOD HILLS LIBRARY, POTTER STREET, NORTHWOOD	S2, 8-9	30/05/2024
8915/APP/2023/2709	Travel Plan Resi - Implement/Comply	NORTHWOOD HILLS LIBRARY, POTTER STREET, NORTHWOOD	S3	30/05/2024
76795/APP/2023/2503	Owners Covenants	LAND AT YIEWSLEY LIBRARY & FORMER YIEWSLEY POOL FALLING LANE, OTTERFIELD ROAD, YIEWSLEY, UB7 8AB	Clause 6	30/08/2024
76795/APP/2023/2503	Notice Submission	LAND AT YIEWSLEY LIBRARY & FORMER YIEWSLEY POOL FALLING LANE, OTTERFIELD ROAD, YIEWSLEY, UB7 8AB	Clause 15	30/08/2024
76795/APP/2023/2503	AH - Specification/Scheme	LAND AT YIEWSLEY LIBRARY & FORMER YIEWSLEY POOL FALLING LANE, OTTERFIELD ROAD, YIEWSLEY, UB7 8AB	S2, Part 1, 1-2	30/08/2024
76795/APP/2023/2503	AH - in Perpetuity	LAND AT YIEWSLEY LIBRARY & FORMER YIEWSLEY POOL FALLING LANE, OTTERFIELD ROAD, YIEWSLEY, UB7 8AB	S2, Part 1, 3-4	30/08/2024
76795/APP/2023/2503	AH - Nominations Agreement	LAND AT YIEWSLEY LIBRARY & FORMER YIEWSLEY POOL FALLING LANE, OTTERFIELD ROAD, YIEWSLEY, UB7 8AB	S2, Part 1, 5	30/08/2024

76795/APP/2023/2503	Highways - Works	LAND AT YIEWSLEY LIBRARY & FORMER YIEWSLEY POOL FALLING LANE, OTTERFIELD ROAD, YIEWSLEY, UB7 8AB	S3, 1	30/08/2024
76795/APP/2023/2503	Highways - S278/38 Agreement	LAND AT YIEWSLEY LIBRARY & FORMER YIEWSLEY POOL FALLING LANE, OTTERFIELD ROAD, YIEWSLEY, UB7 8AB	S3, 2 - 6	30/08/2024
76795/APP/2023/2503	Local Emp - Scheme/Strategy/Report	LAND AT YIEWSLEY LIBRARY & FORMER YIEWSLEY POOL FALLING LANE, OTTERFIELD ROAD, YIEWSLEY, UB7 8AB	S6, 1 - 3	30/08/2024
76795/APP/2023/2503	Local Emp - Con Training Contribution	LAND AT YIEWSLEY LIBRARY & FORMER YIEWSLEY POOL FALLING LANE, OTTERFIELD ROAD, YIEWSLEY, UB7 8AB	S6, 6-8	30/08/2024
76795/APP/2023/2503	Local Emp - Con Training Contribution	LAND AT YIEWSLEY LIBRARY & FORMER YIEWSLEY POOL FALLING LANE, OTTERFIELD ROAD, YIEWSLEY, UB7 8AB	S6, 9 - 10	30/08/2024
76795/APP/2023/2503	Travel Plan Com - Implement/Comply	LAND AT YIEWSLEY LIBRARY & FORMER YIEWSLEY POOL FALLING LANE, OTTERFIELD ROAD, YIEWSLEY, UB7 8AB	S7, 1 - 3	30/08/2024
76795/APP/2023/2503	Travel Plan Com – Monitoring	LAND AT YIEWSLEY LIBRARY & FORMER YIEWSLEY POOL FALLING LANE, OTTERFIELD ROAD, YIEWSLEY, UB7 8AB	S7, 4	30/08/2024
76795/APP/2023/2503	Travel Plan Com - Co-ordinator	LAND AT YIEWSLEY LIBRARY & FORMER YIEWSLEY POOL FALLING LANE, OTTERFIELD ROAD, YIEWSLEY, UB7 8AB	S7, 5	30/08/2024
76795/APP/2023/2503	Travel Plan Com - Implement/Comply	LAND AT YIEWSLEY LIBRARY & FORMER YIEWSLEY POOL FALLING LANE, OTTERFIELD ROAD, YIEWSLEY, UB7 8AB	S7, 6-7	30/08/2024
76795/APP/2023/2503	Travel Plan Com - Submission/Approval	LAND AT YIEWSLEY LIBRARY & FORMER YIEWSLEY POOL FALLING LANE, OTTERFIELD ROAD, YIEWSLEY, UB7 8AB	S7, 8 - 9	30/08/2024
76795/APP/2023/2503	Parks/POS - Scheme/Specification	LAND AT YIEWSLEY LIBRARY & FORMER YIEWSLEY POOL FALLING LANE, OTTERFIELD ROAD, YIEWSLEY, UB7 8AB	S11	30/08/2024

76795/APP/2023/2503	Parking Permits and Restrictions	LAND AT YIEWSLEY LIBRARY & FORMER YIEWSLEY POOL FALLING LANE, OTTERFIELD ROAD, YIEWSLEY, UB7 8AB	S13	30/08/2024
76795/APP/2023/2503	Parking - Provision	LAND AT YIEWSLEY LIBRARY & FORMER YIEWSLEY POOL FALLING LANE, OTTERFIELD ROAD, YIEWSLEY, UB7 8AB	S14	30/08/2024
19016/APP/2023/20	Variation	18 IVER LANE, COWLEY UXBRIDGE	Clause 3	19/04/2024
19016/APP/2023/20	Variation	18 IVER LANE, COWLEY UXBRIDGE	Clause 4	19/04/2024
2082/APP/2023/516	Owners Covenants	NORTHWOOD COLLEGE EDUCATIONAL FOUNDATION, MAXWELL ROAD, NORTHWOOD, HA6 2YE	Clause 5	18/10/2024
2082/APP/2023/516	Notice Submission	NORTHWOOD COLLEGE EDUCATIONAL FOUNDATION, MAXWELL ROAD, NORTHWOOD, HA6 2YE	Clause 12	18/10/2024
2082/APP/2023/516	Council Covenant(s)	NORTHWOOD COLLEGE EDUCATIONAL FOUNDATION, MAXWELL ROAD, NORTHWOOD, HA6 2YE	Clause 14, 14.3	18/10/2024
2082/APP/2023/516	Travel Plan Com - Submission/Approval	NORTHWOOD COLLEGE EDUCATIONAL FOUNDATION, MAXWELL ROAD, NORTHWOOD, HA6 2YE	S2, 1-3	18/10/2024
2082/APP/2023/516	Travel Plan Com – Monitoring	NORTHWOOD COLLEGE EDUCATIONAL FOUNDATION, MAXWELL ROAD, NORTHWOOD, HA6 2YE	S2, 5-6	18/10/2024
2082/APP/2023/516	Travel Plan Com - Co-ordinator	NORTHWOOD COLLEGE EDUCATIONAL FOUNDATION, MAXWELL ROAD, NORTHWOOD, HA6 2YE	S2, 7-9	18/10/2024
2082/APP/2023/516	Travel Plan Com – Monitoring	NORTHWOOD COLLEGE EDUCATIONAL FOUNDATION, MAXWELL ROAD, NORTHWOOD, HA6 2YE	S2, 10	18/10/2024
73243/APP/2022/2535	Notice Submission	LAND TO SOUTH OF GREENEND, 17 DENE ROAD, NORTHWOOD, HA6 2BS	Clause 12	19/11/2024
73243/APP/2022/2535	Highways - Works	LAND TO SOUTH OF GREENEND, 17 DENE ROAD, NORTHWOOD, HA6 2BS	s2, 1	19/11/2024

73243/APP/2022/2535	Highways - S278/38 Agreement	LAND TO SOUTH OF GREENEND, 17 DENE ROAD, NORTHWOOD, HA6 2BS	S2, 2-3	19/11/2024
55634/APP/2022/3372	Owners Covenants	1-3 COLDHARBOUR LANE, HAYES	Clause 5	11/09/2024
55634/APP/2022/3372	Monitoring Fees	1-3 COLDHARBOUR LANE, HAYES	Clause 6	11/09/2024
55634/APP/2022/3372	Parking Permits and Restrictions	1-3 COLDHARBOUR LANE, HAYES	S1	11/09/2024
55634/APP/2022/3372	Notice Submission	1-3 COLDHARBOUR LANE, HAYES	Clause 12	11/09/2024
67666/APP/2023/3721	Energy/Sustainability – Monitoring	FORMER SIPSON GARDEN CENTRE, SIPSON ROAD, SIPSON, UB7 OHW	S1.1-3	06/03/2025
67666/APP/2023/3721	Travel Plan Com - Submission/Approval	FORMER SIPSON GARDEN CENTRE, SIPSON ROAD, SIPSON, UB7 OHW	S3.1-2	06/03/2025
67666/APP/2023/3721	Travel Plan Com - Co-ordinator	FORMER SIPSON GARDEN CENTRE, SIPSON ROAD, SIPSON, UB7 OHW	S3.5-7	06/03/2025
67666/APP/2023/3721	Travel Plan Com – Monitoring	FORMER SIPSON GARDEN CENTRE, SIPSON ROAD, SIPSON, UB7 OHW	S3.8-9	06/03/2025
67666/APP/2023/3721	Highways - Works	FORMER SIPSON GARDEN CENTRE, SIPSON ROAD, SIPSON, UB7 OHW	S4.1	06/03/2025
67666/APP/2023/3721	Highways - S278/38 Agreement	FORMER SIPSON GARDEN CENTRE, SIPSON ROAD, SIPSON, UB7 OHW	S4.2-5	06/03/2025
67666/APP/2023/3721	Local Emp - Scheme/Strategy/Report	FORMER SIPSON GARDEN CENTRE, SIPSON ROAD, SIPSON, UB7 OHW	S5.1-3	06/03/2025
67666/APP/2023/3721	Local Emp - Construction Training	FORMER SIPSON GARDEN CENTRE, SIPSON ROAD, SIPSON, UB7 OHW	S5.8-9	06/03/2025
67666/APP/2023/3721	Energy Strategy/Specification	FORMER SIPSON GARDEN CENTRE, SIPSON ROAD, SIPSON, UB7 OHW	S6	06/03/2025
67666/APP/2023/3721	Notice Submission	FORMER SIPSON GARDEN CENTRE, SIPSON ROAD, SIPSON, UB7 OHW	Clause 12	06/03/2025
35810/APP/2024/243	Variation	TAVISTOCK WORKS, TAVISTOCK ROAD, YIEWSLEY	Clause 3-7	30/04/2024
75956/APP/2022/3181	Owners Covenants	Land Rear of, 800 UXBRIDGE ROAD, HAYES, UB4 0RS	Clause 5	16/04/2024
75956/APP/2022/3181	Owners Covenants	Land Rear of, 800 UXBRIDGE ROAD, HAYES, UB4 0RS	Clause 6	16/04/2024

75956/APP/2022/3181	Parking Permits and Restrictions	Land Rear of, 800 UXBRIDGE ROAD, HAYES, UB4 0RS	S2	16/04/2024
20978/APP/2023/3002	Parking Permits and Restrictions	LAND AT, BLACKMORE WAY, UXBRIDGE	S1, 1-2	26/06/2024
20978/APP/2023/3002	Owners Covenants	LAND AT, BLACKMORE WAY, UXBRIDGE	Clause 5	26/06/2024
20978/APP/2023/3002	Notice Submission	LAND AT, BLACKMORE WAY, UXBRIDGE	Clause 12	26/06/2024
77811/APP/2024/442	Notice Submission	GARAGE SITE, HILTON CLOSE, UXBRIDGE, UB8 2QL	Clause 12	20/01/2025
77811/APP/2024/442	Parking Permits and Restrictions	GARAGE SITE, HILTON CLOSE, UXBRIDGE, UB8 2QL	S2	20/01/2025
19156/APP/2023/485	Owners Covenants	33 DELLFIELD CRESCENT, COWLEY	Clause 5	19/07/2024
19156/APP/2023/485	Parking Permits and Restrictions	33 DELLFIELD CRESCENT, COWLEY	S1, 1-4	19/07/2024
19156/APP/2023/485	Parking Permits and Restrictions	33 DELLFIELD CRESCENT, COWLEY	S1, 6	19/07/2024
73647/APP/2023/3109	Owners Covenants	75A BRIDGE ROAD, UXBRIDGE	Clause 4	25/07/2024
73647/APP/2023/3109	Owners Covenants	75A BRIDGE ROAD, UXBRIDGE	Clause 5.8	25/07/2024
73647/APP/2023/3109	Parking Permits and Restrictions	75A BRIDGE ROAD, UXBRIDGE	S	25/07/2024
35810/APP/2024/1651	Notice Submission	TAVISTOCK WORKS, TAVISTOCK ROAD, YIEWSLEY	Clause 12	15/01/2025
35810/APP/2024/1651	AH - Review Mechanism	TAVISTOCK WORKS, TAVISTOCK ROAD, YIEWSLEY	S2.1	15/01/2025
35810/APP/2024/1651	AH - Review Mechanism	TAVISTOCK WORKS, TAVISTOCK ROAD, YIEWSLEY	S2. 2-3	15/01/2025
35810/APP/2024/1651	AH - Review Mechanism	TAVISTOCK WORKS, TAVISTOCK ROAD, YIEWSLEY	S2.4	15/01/2025
35810/APP/2024/1651	Highways - S278/38 Agreement	TAVISTOCK WORKS, TAVISTOCK ROAD, YIEWSLEY	S3. 1-2	15/01/2025
35810/APP/2024/1651	Highways - Works	TAVISTOCK WORKS, TAVISTOCK ROAD, YIEWSLEY	S3. 3-4	15/01/2025
35810/APP/2024/1651	Local Emp - Construction Training	TAVISTOCK WORKS, TAVISTOCK ROAD, YIEWSLEY	S6. 1	15/01/2025

35810/APP/2024/1651	Local Emp - Construction Training	TAVISTOCK WORKS, TAVISTOCK ROAD, YIEWSLEY	S6. 2	15/01/2025
35810/APP/2024/1651	Local Emp - Con Training Contribution	TAVISTOCK WORKS, TAVISTOCK ROAD, YIEWSLEY	S6. 3-6	15/01/2025
35810/APP/2024/1651	Parking Permits and Restrictions	TAVISTOCK WORKS, TAVISTOCK ROAD, YIEWSLEY	S8	15/01/2025
35810/APP/2024/1651	Car Club	TAVISTOCK WORKS, TAVISTOCK ROAD, YIEWSLEY	S9. 1	15/01/2025
35810/APP/2024/1651	Car Club	TAVISTOCK WORKS, TAVISTOCK ROAD, YIEWSLEY	S9. 2-5	15/01/2025
17969/APP/2024/845	Parking Permits and Restrictions	19 BEACON CLOSE, UXBRIDGE	S1	09/10/2024
16034/APP/2023/2812	Travel Plan Com - Implement/Comply	ROSEDALE COLLEGE, WOOD END GREEN ROAD, HAYES, UB3 2SE	S5.1	24/12/2024
16034/APP/2023/2812	Travel Plan Com – Monitoring	ROSEDALE COLLEGE, WOOD END GREEN ROAD, HAYES, UB3 2SE	S5.4	24/12/2024
16034/APP/2023/2812	Travel Plan Com - Co-ordinator	ROSEDALE COLLEGE, WOOD END GREEN ROAD, HAYES, UB3 2SE	S5.5	24/12/2024
16034/APP/2023/2812	Energy/Sustainability – Monitoring	ROSEDALE COLLEGE, WOOD END GREEN ROAD, HAYES, UB3 2SE	S4, 1	24/12/2024
16034/APP/2023/2812	Local Emp - Construction Training	ROSEDALE COLLEGE, WOOD END GREEN ROAD, HAYES, UB3 2SE	S3.1	24/12/2024
16034/APP/2023/2812	Local Emp - Con Training Contribution	ROSEDALE COLLEGE, WOOD END GREEN ROAD, HAYES, UB3 2SE	S3. 9-10	24/12/2024
16034/APP/2023/2812	Energy/Sustainability – Monitoring	ROSEDALE COLLEGE, WOOD END GREEN ROAD, HAYES, UB3 2SE	S2. 1-2	24/12/2024
16299/APP/2023/3691	Notice Submission	FORMER WICKES AND HALFORDS, LAND OFF HAREFIELD ROAD, HAREFIELD ROAD, UXBRIDGE	Clause 11	20/12/2024
2927/APP/2024/610	Parking Permits and Restrictions	Land adj to, 67 CHILTERN VIEW ROAD, UXBRIDGE, UB8 2PF	S1. 1-3	27/02/2025
34059/APP/2023/3495	Parking Permits and Restrictions	95 COWLEY MILL ROAD, UXBRIDGE	S1	24/02/2025

41186/APP/2022/3491	Notice Submission	UNITS 1-4 PETER JAMES BUSINESS CENTRE, PUMP LANE, HAYES	Clause 12	05/12/2024
585/APP/2024/1558	Notice Submission	Land off Thompson Road and St Luke's Road, ST ANDREW'S ROAD, UXBRIDGE	Clause 12	29/11/2024
585/APP/2024/1558	Highways - Works	Land off Thompson Road and St Luke's Road, ST ANDREW'S ROAD, UXBRIDGE	S2, 1	29/11/2024
585/APP/2024/1558	Highways - S278/38 Agreement	Land off Thompson Road and St Luke's Road, ST ANDREW'S ROAD, UXBRIDGE	S2, 2	29/11/2024
21755/APP/2024/2414	Parking Permits and Restrictions	WELLINGTON HOUSE, 4-10, COWLEY ROAD, UXBRIDGE, UB8 2XW	S1	03/03/2025
21755/APP/2024/2414	Owners Covenants	WELLINGTON HOUSE, 4-10, COWLEY ROAD, UXBRIDGE, UB8 2XW	Clause 5	03/03/2025
21755/APP/2024/2414	Notice Submission	WELLINGTON HOUSE, 4-10, COWLEY ROAD, UXBRIDGE, UB8 2XW	Clause 12	03/03/2025
21755/APP/2024/3295	Notice Submission	WELLINGTON HOUSE, 4-10, COWLEY ROAD, UXBRIDGE, UB8 2XW	12	03/03/2025
21755/APP/2024/3295	Parking Permits and Restrictions	WELLINGTON HOUSE, 4-10, COWLEY ROAD, UXBRIDGE, UB8 2XW	1.1	03/03/2025
21755/APP/2024/3295	Parking Permits and Restrictions	WELLINGTON HOUSE, 4-10, COWLEY ROAD, UXBRIDGE, UB8 2XW	1.5	03/03/2025
64428/APP/2024/1876	Parking Permits and Restrictions	11 WALFORD ROAD, UXBRIDGE, MIDDLESEX, UB8 2NF	S1	20/02/2025
64428/APP/2024/1876	Owners Covenants	11 WALFORD ROAD, UXBRIDGE, MIDDLESEX, UB8 2NF	Clause 12	20/02/2025

APPENDIX 6: FINANCIAL S106 OBLIGATIONS SECURED 2024/25

App No	Site Address	Deed Date	Covenant Type	Initial Amount
63099/APP/2023/1608	LAND AT AINSCOUGH CRANES, UNIT 84, HAYES INDUSTRIAL PARK, SWALLOWFIELD WAY, HAYES	05/04/2024	Monitoring Fees	£ 18,713.06
63099/APP/2023/1608	LAND AT AINSCOUGH CRANES, UNIT 84, HAYES INDUSTRIAL PARK, SWALLOWFIELD WAY, HAYES	05/04/2024	Public Realm - Healthy Streets Contribution	£ 70,800.00
63099/APP/2023/1608	LAND AT AINSCOUGH CRANES, UNIT 84, HAYES INDUSTRIAL PARK, SWALLOWFIELD WAY, HAYES	05/04/2024	Air Quality - Contribution	£ 299,265.50
63099/APP/2023/1608	LAND AT AINSCOUGH CRANES, UNIT 84, HAYES INDUSTRIAL PARK, SWALLOWFIELD WAY, HAYES	05/04/2024	Carbon Offset - Contribution	Sum to be calculated at trigger point
63099/APP/2023/1608	LAND AT AINSCOUGH CRANES, UNIT 84, HAYES INDUSTRIAL PARK, SWALLOWFIELD WAY, HAYES	05/04/2024	Local Emp - Co-ordinator Contribution	£ 2,000.00
63099/APP/2023/1608	LAND AT AINSCOUGH CRANES, UNIT 84, HAYES INDUSTRIAL PARK, SWALLOWFIELD WAY, HAYES	05/04/2024	Monitoring Fees	Sum to be calculated at trigger point
63099/APP/2023/1608	LAND AT AINSCOUGH CRANES, UNIT 84, HAYES INDUSTRIAL PARK, SWALLOWFIELD WAY, HAYES	05/04/2024	Air Quality - Contribution	£ 299,265.50
64510/APP/2023/550	LAND ADJACENT TO WHITEHEATH JUNIOR SCHOOL, WHITEHEATH AVENUE, RUISLIP	21/05/2024	Monitoring Fees	Sum to be calculated at trigger point
2385/APP/2022/2952	HYATT PLACE, 27 UXBRIDGE ROAD, HAYES, UB4 0JN	21/05/2024	Parking Management - Contribution	£ 10,000.00
2385/APP/2022/2952	HYATT PLACE, 27 UXBRIDGE ROAD, HAYES, UB4 0JN	21/05/2024	Carbon Offset - Contribution	Sum to be calculated at trigger point

2385/APP/2022/2952	HYATT PLACE, 27 UXBRIDGE ROAD, HAYES, UB4 0JN	21/05/2024	Air Quality - Contribution	£ 134,349.00
2385/APP/2022/2952	HYATT PLACE, 27 UXBRIDGE ROAD, HAYES, UB4 0JN	21/05/2024	Air Quality - Contribution	£ 134,349.00
2385/APP/2022/2952	HYATT PLACE, 27 UXBRIDGE ROAD, HAYES, UB4 0JN	21/05/2024	Travel Plan Com - Sum / Bond	£ 20,000.00
2385/APP/2022/2952	HYATT PLACE, 27 UXBRIDGE ROAD, HAYES, UB4 0JN	21/05/2024	Hotel Management Strategy Contribution	£ 20,000.00
2385/APP/2022/2952	HYATT PLACE, 27 UXBRIDGE ROAD, HAYES, UB4 0JN	21/05/2024	Public Realm - Healthy Streets Contribution	£ 160,000.00
8915/APP/2023/2709	NORTHWOOD HILLS LIBRARY, POTTER STREET, NORTHWOOD	30/05/2024	Air Quality - Contribution	£ 28,017.00
8915/APP/2023/2709	NORTHWOOD HILLS LIBRARY, POTTER STREET, NORTHWOOD	30/05/2024	Monitoring Fees	Sum to be calculated at trigger point
24843/APP/2022/2403	COMAG, TAVISTOCK ROAD, YIEWSLEY, UB7 7QE	06/06/2024	Monitoring Fees	Sum to be calculated at trigger point
24843/APP/2022/2403	COMAG, TAVISTOCK ROAD, YIEWSLEY, UB7 7QE	06/06/2024	Monitoring Fees	Sum to be calculated at trigger point
24843/APP/2022/2403	COMAG, TAVISTOCK ROAD, YIEWSLEY, UB7 7QE	06/06/2024	AH - Review Mechanism	Sum to be calculated at trigger point
24843/APP/2022/2403	COMAG, TAVISTOCK ROAD, YIEWSLEY, UB7 7QE	06/06/2024	Air Quality - Contribution	£ 95,008.00
24843/APP/2022/2403	COMAG, TAVISTOCK ROAD, YIEWSLEY, UB7 7QE	06/06/2024	Carbon Offset - Contribution	£ 202,209.00
24843/APP/2022/2403	COMAG, TAVISTOCK ROAD, YIEWSLEY, UB7 7QE	06/06/2024	Healthcare - Contribution	£ 33,518.00
24843/APP/2022/2403	COMAG, TAVISTOCK ROAD, YIEWSLEY, UB7 7QE	06/06/2024	Highways - Contribution	£ 55,425.00

24843/APP/2022/2403	COMAG, TAVISTOCK ROAD, YIEWSLEY, UB7 7QE	06/06/2024	Parks/POS - Contribution	£ 140,175.00
24843/APP/2022/2403	COMAG, TAVISTOCK ROAD, YIEWSLEY, UB7 7QE	06/06/2024	Travel Plan Resi - Sum / Bond	£ 20,000.00
12853/APP/2023/1492	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	09/08/2024	Monitoring Fees	Sum to be calculated at trigger point
12853/APP/2023/1492	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	09/08/2024	AH - Review Mechanism	Sum to be calculated at trigger point
12853/APP/2023/1492	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	09/08/2024	AH - Review Mechanism	Sum to be calculated at trigger point
12853/APP/2023/1492	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	09/08/2024	AH - Payment in Lieu	£ 2,515,661.00
12853/APP/2023/1492	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	09/08/2024	Active Travel Zone Contribution	£ 247,040.00
12853/APP/2023/1492	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	09/08/2024	Air Quality - Contribution	£ 363,583.00
12853/APP/2023/1492	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	09/08/2024	Carbon Offset - Contribution	£ 137,527.00
12853/APP/2023/1492	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	09/08/2024	Carbon Offset - Monitoring/Reporting	Sum to be calculated at trigger point
12853/APP/2023/1492	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	09/08/2024	Parks/POS - Contribution	£ 165,500.00
12853/APP/2023/1492	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	09/08/2024	London Healthy Urban Development Unit Contribution	£ 7,409.00
12853/APP/2023/1492	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	09/08/2024	Local Emp - Con Training Contribution	Sum to be calculated at trigger point

12853/APP/2023/1492	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	09/08/2024	Local Emp - Co-ordinator Contribution	Sum to be calculated at trigger point
12853/APP/2023/1492	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	09/08/2024	Local Emp - Scheme/Strategy/Report	Sum to be calculated at trigger point
12853/APP/2023/1492	HAYES PARK CENTRAL AND SOUTH, HAYES PARK, HAYES END ROAD, HAYES	09/08/2024	Local Emp - Co-ordinator Contribution	Sum to be calculated at trigger point
76795/APP/2023/2503	LAND AT YIEWSLEY LIBRARY & FORMER YIEWSLEY POOL FALLING LANE, OTTERFIELD ROAD, YIEWSLEY, UB7 8AB	30/08/2024	Monitoring Fees	£ 18,279.65
76795/APP/2023/2503	LAND AT YIEWSLEY LIBRARY & FORMER YIEWSLEY POOL FALLING LANE, OTTERFIELD ROAD, YIEWSLEY, UB7 8AB	30/08/2024	Air Quality - Contribution	£ 39,623.00
76795/APP/2023/2503	LAND AT YIEWSLEY LIBRARY & FORMER YIEWSLEY POOL FALLING LANE, OTTERFIELD ROAD, YIEWSLEY, UB7 8AB	30/08/2024	Carbon Offset - Contribution	Sum to be calculated at trigger point
76795/APP/2023/2503	LAND AT YIEWSLEY LIBRARY & FORMER YIEWSLEY POOL FALLING LANE, OTTERFIELD ROAD, YIEWSLEY, UB7 8AB	30/08/2024	Local Emp - Co-ordinator Contribution	Sum to be calculated at trigger point
76795/APP/2023/2503	LAND AT YIEWSLEY LIBRARY & FORMER YIEWSLEY POOL FALLING LANE, OTTERFIELD ROAD, YIEWSLEY, UB7 8AB	30/08/2024	London Healthy Urban Development Unit Contribution	£ 231,385.00
76795/APP/2023/2503	LAND AT YIEWSLEY LIBRARY & FORMER YIEWSLEY POOL FALLING LANE, OTTERFIELD ROAD, YIEWSLEY, UB7 8AB	30/08/2024	Active Travel Zone Contribution	£ 90,018.00
76795/APP/2023/2503	LAND AT YIEWSLEY LIBRARY & FORMER YIEWSLEY POOL FALLING LANE, OTTERFIELD ROAD, YIEWSLEY, UB7 8AB	30/08/2024	Engineering Consultancy Services Contribution	£ 1,200.00
76795/APP/2023/2503	LAND AT YIEWSLEY LIBRARY & FORMER YIEWSLEY POOL FALLING LANE, OTTERFIELD ROAD, YIEWSLEY, UB7 8AB	30/08/2024	Monitoring Fees	Sum to be calculated at trigger point

12795/APP/2021/1584	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	17/09/2024	Monitoring Fees	Sum to be calculated at trigger point
12795/APP/2021/1584	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	17/09/2024	Air Quality - Contribution	£ 13,578.00
12795/APP/2021/1584	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	17/09/2024	Carbon Offset - Contribution	Sum to be calculated at trigger point
12795/APP/2021/1584	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	17/09/2024	Local Emp - Co-ordinator Contribution	Sum to be calculated at trigger point
12795/APP/2021/1584	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	17/09/2024	Local Emp - Con Training Contribution	Sum to be calculated at trigger point
12795/APP/2021/1584	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	17/09/2024	Local Emp - Con Training Contribution	Sum to be calculated at trigger point
12795/APP/2021/1584	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	17/09/2024	Travel Plan Com - Sum / Bond	£ 20,000.00
12795/APP/2021/1584	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	17/09/2024	Cycling - Contribution	£ 7,500.00
12795/APP/2021/1584	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	17/09/2024	Healthcare - Contribution	£ 37,239.00
12795/APP/2021/1584	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	17/09/2024	Parks/POS - Contribution	£ 26,500.00
12795/APP/2021/1584	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	17/09/2024	Parking Management - Contribution	£ 15,000.00
12795/APP/2021/1584	MURRAY ENGINEERING (HAYES) LTD, SILVERDALE ROAD, HAYES, UB3 3BN	17/09/2024	Travel Plan Resi - Sum / Bond	£ 20,000.00
72470/APP/2016/4648	579-583, UXBRIDGE ROAD, HAYES	05/04/2024	Parks/POS - Contribution	£ 1,111.00

72870/APP/2022/3126	Merck Sharpe Dohme (MSD) site off, BREAKSPEAR ROAD SOUTH, HAREFIELD, UB9 6LS	18/09/2024	Monitoring Fees	Sum to be calculated at trigger point
72870/APP/2022/3126	Merck Sharpe Dohme (MSD) site off, BREAKSPEAR ROAD SOUTH, HAREFIELD, UB9 6LS	18/09/2024	Air Quality - Contribution	£ 314,189.57
72870/APP/2022/3126	Merck Sharpe Dohme (MSD) site off, BREAKSPEAR ROAD SOUTH, HAREFIELD, UB9 6LS	18/09/2024	Carbon Offset - Monitoring/Reporting	Sum to be calculated at trigger point
72870/APP/2022/3126	Merck Sharpe Dohme (MSD) site off, BREAKSPEAR ROAD SOUTH, HAREFIELD, UB9 6LS	18/09/2024	Local Emp - Co-ordinator Contribution	Sum to be calculated at trigger point
72870/APP/2022/3126	Merck Sharpe Dohme (MSD) site off, BREAKSPEAR ROAD SOUTH, HAREFIELD, UB9 6LS	18/09/2024	Local Emp - Con Training Contribution	Sum to be calculated at trigger point
72870/APP/2022/3126	Merck Sharpe Dohme (MSD) site off, BREAKSPEAR ROAD SOUTH, HAREFIELD, UB9 6LS	18/09/2024	Public Realm - Healthy Streets Contribution	£ 5,000.00
72870/APP/2022/3126	Merck Sharpe Dohme (MSD) site off, BREAKSPEAR ROAD SOUTH, HAREFIELD, UB9 6LS	18/09/2024	Monitoring Fees	£ 16,227.18
2082/APP/2023/516	NORTHWOOD COLLEGE EDUCATIONAL FOUNDATION, MAXWELL ROAD, NORTHWOOD, HA6 2YE	18/10/2024	Monitoring Fees	Sum to be calculated at trigger point
2082/APP/2023/516	NORTHWOOD COLLEGE EDUCATIONAL FOUNDATION, MAXWELL ROAD, NORTHWOOD, HA6 2YE	18/10/2024	Air Quality - Contribution	£ 12,222.00
73243/APP/2022/2535	LAND TO SOUTH OF GREENEND, 17 DENE ROAD, NORTHWOOD, HA6 2BS	19/11/2024	Monitoring Fees	£ 6,874.45
73243/APP/2022/2535	LAND TO SOUTH OF GREENEND, 17 DENE ROAD, NORTHWOOD, HA6 2BS	19/11/2024	AH - Payment in Lieu	£ 136,750.00

585/APP/2024/1558	Land off Thompson Road and St Luke's Road, ST ANDREW'S ROAD, UXBRIDGE	29/11/2024	Monitoring Fees	Sum to be calculated at trigger point
585/APP/2024/1558	Land off Thompson Road and St Luke's Road, ST ANDREW'S ROAD, UXBRIDGE	29/11/2024	AH - Payment in Lieu	£ 136,750.00
41186/APP/2022/3491	UNITS 1-4 PETER JAMES BUSINESS CENTRE, PUMP LANE, HAYES	05/12/2024	Monitoring Fees	Sum to be calculated at trigger point
41186/APP/2022/3491	UNITS 1-4 PETER JAMES BUSINESS CENTRE, PUMP LANE, HAYES	05/12/2024	Air Quality - Contribution	£ 18,546.00
16299/APP/2023/3691	FORMER WICKES AND HALFORDS, LAND OFF HAREFIELD ROAD, HAREFIELD ROAD, UXBRIDGE	20/12/2024	Air Quality - Contribution	£ 453,449.00
16299/APP/2023/3691	FORMER WICKES AND HALFORDS, LAND OFF HAREFIELD ROAD, HAREFIELD ROAD, UXBRIDGE	20/12/2024	Active Travel Zone Contribution	£ 26,600.00
16299/APP/2023/3691	FORMER WICKES AND HALFORDS, LAND OFF HAREFIELD ROAD, HAREFIELD ROAD, UXBRIDGE	20/12/2024	Monitoring Fees	£ 24,285.04
16034/APP/2023/2812	ROSEDALE COLLEGE, WOOD END GREEN ROAD, HAYES, UB3 2SE	24/12/2024	Local Emp - Co-ordinator Contribution	£ 12,000.00
16034/APP/2023/2812	ROSEDALE COLLEGE, WOOD END GREEN ROAD, HAYES, UB3 2SE	24/12/2024	Local Emp - Con Training Contribution	Sum to be calculated at trigger point
16034/APP/2023/2812	ROSEDALE COLLEGE, WOOD END GREEN ROAD, HAYES, UB3 2SE	24/12/2024	Carbon Offset - Contribution	Sum to be calculated at trigger point
16034/APP/2023/2812	ROSEDALE COLLEGE, WOOD END GREEN ROAD, HAYES, UB3 2SE	24/12/2024	Monitoring Fees	Sum to be calculated at trigger point
16034/APP/2023/2812	ROSEDALE COLLEGE, WOOD END GREEN ROAD, HAYES, UB3 2SE	24/12/2024	Active Travel Zone Contribution	£ 17,080.00

16034/APP/2023/2812	ROSEDALE COLLEGE, WOOD END GREEN ROAD, HAYES, UB3 2SE	24/12/2024	Monitoring Fees	Sum to be calculated at trigger point
35810/APP/2024/1651	TAVISTOCK WORKS, TAVISTOCK ROAD, YIEWSLEY	15/01/2025	Monitoring Fees	£ 6,451.00
35810/APP/2024/1651	TAVISTOCK WORKS, TAVISTOCK ROAD, YIEWSLEY	15/01/2025	AH - Payment in Lieu	£ 94,417.00
35810/APP/2024/1651	TAVISTOCK WORKS, TAVISTOCK ROAD, YIEWSLEY	15/01/2025	Air Quality - Contribution	£ 20,541.00
35810/APP/2024/1651	TAVISTOCK WORKS, TAVISTOCK ROAD, YIEWSLEY	15/01/2025	Carbon Offset - Contribution	£ 36,000.00
35810/APP/2024/1651	TAVISTOCK WORKS, TAVISTOCK ROAD, YIEWSLEY	15/01/2025	Parks/POS - Maintenance Contribution	£ 51,000.00
35810/APP/2024/1651	TAVISTOCK WORKS, TAVISTOCK ROAD, YIEWSLEY	15/01/2025	Car Club	£ 1,500.00
77811/APP/2024/442	GARAGE SITE, HILTON CLOSE, UXBRIDGE, UB8 2QL	20/01/2025	Monitoring Fees	Sum to be calculated at trigger point
77811/APP/2024/442	GARAGE SITE, HILTON CLOSE, UXBRIDGE, UB8 2QL	20/01/2025	Parking Management - Contribution	£ 7,000.00
45237/APP/2022/3398	BERRITE ESTATE, IRON BRIDGE ROAD, WEST DRAYTON	21/01/2025	Monitoring Fees	Sum to be calculated at trigger point
45237/APP/2022/3398	BERRITE ESTATE, IRON BRIDGE ROAD, WEST DRAYTON	21/01/2025	Carbon Offset - Contribution	£ 1,710.00
45237/APP/2022/3398	BERRITE ESTATE, IRON BRIDGE ROAD, WEST DRAYTON	21/01/2025	Air Quality - Contribution	£ 114,147.00
67666/APP/2023/3721	FORMER SIPSON GARDEN CENTRE, SIPSON ROAD, SIPSON, UB7 OHW	06/03/2025	Monitoring Fees	Sum to be calculated at trigger point
67666/APP/2023/3721	FORMER SIPSON GARDEN CENTRE, SIPSON ROAD, SIPSON, UB7 OHW	06/03/2025	Carbon Offset - Contribution	Sum to be calculated at trigger point

67666/APP/2023/3721	FORMER SIPSON GARDEN CENTRE, SIPSON ROAD, SIPSON, UB7 OHW	06/03/2025	Air Quality - Contribution	£ 32,092.00
67666/APP/2023/3721	FORMER SIPSON GARDEN CENTRE, SIPSON ROAD, SIPSON, UB7 OHW	06/03/2025	Local Emp - Co-ordinator Contribution	Sum to be calculated at trigger point
67666/APP/2023/3721	FORMER SIPSON GARDEN CENTRE, SIPSON ROAD, SIPSON, UB7 OHW	06/03/2025	Local Emp - Con Training Contribution	Sum to be calculated at trigger point
43794/APP/2021/3685	AXIS HOUSE, 242 BATH ROAD, SIPSON	14/05/2024	Carbon Offset - Contribution	£ 341,253.00
43794/APP/2021/3685	AXIS HOUSE, 242 BATH ROAD, SIPSON	14/05/2024	Monitoring Fees	Sum to be calculated at trigger point
43794/APP/2021/3685	AXIS HOUSE, 242 BATH ROAD, SIPSON	14/05/2024	Air Quality - Contribution	£ 97,937.00
43794/APP/2021/3685	AXIS HOUSE, 242 BATH ROAD, SIPSON	14/05/2024	Local Emp - Co-ordinator Contribution	Sum to be calculated at trigger point
43794/APP/2021/3685	AXIS HOUSE, 242 BATH ROAD, SIPSON	14/05/2024	Local Emp - Con Training Contribution	Sum to be calculated at trigger point
43794/APP/2021/3685	AXIS HOUSE, 242 BATH ROAD, SIPSON	14/05/2024	Local Emp - Con Training Contribution	Sum to be calculated at trigger point
43794/APP/2021/3685	AXIS HOUSE, 242 BATH ROAD, SIPSON	14/05/2024	Hotel Management Strategy Contribution	Sum to be calculated at trigger point
			Total	£ 7,685,269.41

APPENDIX 7: S106 RECEIPTS 2024/25

Covenant	Exacom Category	Application No	Clause	Site Address	Amount Received
Affordable housing	AH payment in lieu	19365/APP/2017/3088	S1	AUDIT HOUSE, 260, FIELD END ROAD, RUISLIP	£ 287,682.26
Bonds (held or repaid to developers)		35755/APP/2021/4136	S6, 2	RIVER HOUSE, RIVERSIDE WAY, UXBRIDGE	£ 20,000.00
	Travel Plan Com - Sum / Bond	8294/APP/2022/2576	S2, 10-12	FORMER EMI SITE, DAWLEY ROAD, HAYES, UB3 1HH	£ 20,000.00
	Travel Plan Resi - Sum / Bond				
	Travel Plan Sch - Sum / Bond				
	Bonds / escrow				
Community facilities	Community facilities contribution				
	Community safety / CCTV contribution				
		59872/APP/2013/3775	S7,1.1 (Phase 3B)	THE OLD VINYL FACTORY SITE, BLYTH ROAD, HAYES	£ 12,273.12
	Libraries - Contribution	67080/APP/2012/2973	S4	SOUTH RUISLIP LIBRARY, PLOT B, VICTORIA ROAD, RUISLIP	£ 1,590.61
Digital infrastructure					
Education		67080/APP/2012/2973	S2	SOUTH RUISLIP LIBRARY, PLOT B, VICTORIA ROAD, RUISLIP	£ 77,550.81
	Education - General - Contribution	59872/APP/2013/3775	S5,1.1-1.2 (Phase 3B)	THE OLD VINYL FACTORY SITE, BLYTH ROAD, HAYES	£ 157,194.27
	Education - Primary - Contribution				

Flood and water management					
	Flood and Water Management - Contribution				
Green infrastructure	Biodiversity Net Gain				
	Ecology/Wildlife - Contribution	550/APP/2018/2262	S1	376 BALMORAL DRIVE, HAYES	£ 16,260.14
Health		67080/APP/2012/2973	S3	SOUTH RUISLIP LIBRARY, PLOT B, VICTORIA ROAD, RUISLIP	£ 14,984.28
	Healthcare - Contribution	59872/APP/2013/3775	S6,1.1 (Phase 3B)	THE OLD VINYL FACTORY SITE, BLYTH ROAD, HAYES	£ 74,701.76
	London Healthy Urban Development Unit Contribution	76795/APP/2023/2503	S9,	LAND AT YIEWSLEY LIBRARY & FORMER YIEWSLEY POOL FALLING LANE, OTTERFIELD ROAD, YIEWSLEY, UB7 8AB	£ 234,252.67
Highways		4450/APP/2020/515	Schedule 5	LAND ADJOINING GURU NANAK SIKH ACADEMY, SPRINGFIELD ROAD, HAYES, UB4 0LT	£ 187,707.45
		1331/APP/2017/1883	S3,P1,4.1.3	FORMER NESTLE FACTORY, NESTLES AVENUE, HAYES	£ 594,504.81
	Highways - Contribution	1331/APP/2017/1883	5.2.5 (part 2)	FORMER NESTLE FACTORY, NESTLES AVENUE, HAYES	£ 692,943.91
Land					
Open space and leisure	Parks/POS - Maintenance Contribution	72470/APP/2016/4648	Clause 3, 3.3.1	579-583, UXBRIDGE ROAD, HAYES	£ 1,496.30
	Social and Environmental Contribution				

	Public Art and Heritage - Provision				
	Public Realm - Contribution	8294/APP/2022/2576	S3	FORMER EMI SITE, DAWLEY ROAD, HAYES, UB3 1HH	£ 15,843.62
		23658/APP/2021/1296	S14	NORTHWOOD & PINNER COTTAGE HOSP & NORTHWOOD HEALTH CENTRE, PINNER ROAD, NORTHWOOD, HA6 1TH	£ 76,030.26
	Public Realm - Healthy Streets Contribution	63099/APP/2023/1608	S1	LAND AT AINSCOUGH CRANES, UNIT 84, HAYES INDUSTRIAL PARK, SWALLOWFIELD WAY, HAYES	£ 71,602.72
	Town Centre Improvements - Contribution				
Section 106 monitoring charges	Canal and waterways contribution	1331/APP/2017/1883	S10,1	FORMER NESTLE FACTORY, NESTLES AVENUE, HAYES	£ 456,113.69
	Sports Facilities - Contribution				
	Monitoring Fees	5564/APP/2020/847	7.2	53-55 THE BROADWAY, JOEL STREET, NORTHWOOD, HA6 1NZ	£ 202.18
		10795/APP/2018/149	6.2	ST JOHNS SCHOOL, POTTER STREET HILL, NORTHWOOD	£ 764.68
		67622/APP/2013/2532	9.3	FORMER CONTRACTOR'S COMPOUND, SOUTH OF, SWINDON ROAD, HEATHROW AIRPORT	£ 10,014.68
		10112/APP/2019/1244	6.2	LAND TO THE EAST OF LONDON SCHOOL OF THEOLOGY, GREEN LANE, NORTHWOOD, HA6 2UW	£ 1,857.81
		43016/APP/2016/2840	S8,1-2	WATERLOO WHARF, WATERLOO ROAD, UXBRIDGE	£ 3,138.22
		45222/APP/2015/4692	6.2	33-37, BELMONT ROAD, UXBRIDGE, UB8 1QT	£ 1,018.17
		35755/APP/2021/4136	Clause 4	RIVER HOUSE, RIVERSIDE WAY, UXBRIDGE	£ 8,443.89
		1331/APP/2017/1883	S16,1d	FORMER NESTLE FACTORY, NESTLES AVENUE, HAYES	£ 57,452.88

		8294/APP/2022/2576	Clause 6	FORMER EMI SITE, DAWLEY ROAD, HAYES, UB3 1HH	£	11,371.92
		49467/APP/2022/2801	Clause 6	SHURGARD HOUSE, WESTMOUNT CENTRE, UXBRIDGE ROAD, HAYES, UB4 0HD	£	2,996.34
		77241/APP/2022/1407	S2, 3, 3.2	Unit 3, Clayfield Way, West Drayton, UB11 1FH	£	21,258.65
		59872/APP/2013/3775	S16,1-2 (Phase 3B)	THE OLD VINYL FACTORY SITE, BLYTH ROAD, HAYES	£	13,489.99
		23658/APP/2021/1296	Clause 6	NORTHWOOD & PINNER COTTAGE HOSP & NORTHWOOD HEALTH CENTRE, PINNER ROAD, NORTHWOOD, HA6 1TH	£	24,821.08
		12019/APP/2021/2298	Clause 6	CEDAR HOUSE, VINE LANE, HILLINGDON	£	309.55
		2145/APP/2022/3534	S5 (Carbon monitoring)	GRANGEWOOD SCHOOL, FORE STREET, EASTCOTE PINNER	£	1,567.46
		2621/APP/2022/3293	Clause 6	Elystan Business Centre, Pets At Home, SPRINGFIELD ROAD, HAYES, UB4 0UP	£	8,458.50
		63099/APP/2023/1608	Clause 6 (Commencement)	LAND AT AINSCOUGH CRANES, UNIT 84, HAYES INDUSTRIAL PARK, SWALLOWFIELD WAY, HAYES	£	18,713.06
		77241/APP/2022/1407	Clause 6 (occupation)	Unit 3, Clayfield Way, West Drayton, UB11 1FH	£	7,175.48
		76795/APP/2023/2503	S8	LAND AT YIEWSLEY LIBRARY & FORMER YIEWSLEY POOL FALLING LANE, OTTERFIELD ROAD, YIEWSLEY, UB7 8AB	£	18,279.65
		4450/APP/2020/515	Clause 6.2	LAND ADJOINING GURU NANAK SIKH ACADEMY, SPRINGFIELD ROAD, HAYES, UB4 0LT	£	9,385.37
		67080/APP/2012/2973	Clause 4.2	SOUTH RUISLIP LIBRARY, PLOT B, VICTORIA ROAD, RUISLIP	£	6,671.90
	Travel Plan Resi - Monitoring Fee					
	Travel Plan Com - Monitoring Fee					
	Travel Plan Sch - Monitoring Fee					

Transport and travel	Active Travel Zone Contribution	76795/APP/2023/2503	S10	LAND AT YIEWSLEY LIBRARY & FORMER YIEWSLEY POOL FALLING LANE, OTTERFIELD ROAD, YIEWSLEY, UB7 8AB	£ 91,133.64
	Bus Servies Contribution				
	Bus Stops Contribution				
	Crossrail contribution				
	Cycling contribution				
	Linkages Contribution				
	Public Transport Infrastructure - Contribution				
	Parking Management - Contribution	23658/APP/2021/1296	S13	NORTHWOOD & PINNER COTTAGE HOSP & NORTHWOOD HEALTH CENTRE, PINNER ROAD, NORTHWOOD, HA6 1TH	£ 25,963.07
	Travel Plan Com - Co-ordinator				
	Legible London - Contribution				
Other	Additional Late Payment interest				
	Engineering Consultancy Services Contribution	76795/APP/2023/2503	S12	LAND AT YIEWSLEY LIBRARY & FORMER YIEWSLEY POOL FALLING LANE, OTTERFIELD ROAD, YIEWSLEY, UB7 8AB	£ 1,214.87
	Architect retention costs				
	Allowable Solutions Contribution				
	Hotel Management Strategy Contribution				
	Noise - Contribution				
	Local Emp - Con Training Contribution	67080/APP/2012/2973	S5, 1-2	SOUTH RUISLIP LIBRARY, PLOT B, VICTORIA ROAD, RUISLIP	£ 39,312.26
		23658/APP/2021/1296	S12, 11 (Training)	NORTHWOOD & PINNER COTTAGE HOSP & NORTHWOOD HEALTH CENTRE, PINNER ROAD, NORTHWOOD, HA6 1TH	£ 49,329.84

	Local Emp - Construction Training				
	Local Emp - Co-ordinator Contribution	45222/APP/2015/4692	S4,3	33-37, BELMONT ROAD, UXBRIDGE, UB8 1QT	£ 9,432.99
		23658/APP/2021/1296	S12, 11 (coordinator)	NORTHWOOD & PINNER COTTAGE HOSP & NORTHWOOD HEALTH CENTRE, PINNER ROAD, NORTHWOOD, HA6 1TH	£ 47,452.19
		63099/APP/2023/1608	S4, 4-6	LAND AT AINSCOUGH CRANES, UNIT 84, HAYES INDUSTRIAL PARK, SWALLOWFIELD WAY, HAYES	£ 2,022.68
	Local Emp - Emp Training Contribution				
	Local Emp - Training Costs	45222/APP/2015/4692	S4,6-7	33-37, BELMONT ROAD, UXBRIDGE, UB8 1QT	£ 10,930.41
	Air Quality Contribution	35755/APP/2021/4136	S4, 3	RIVER HOUSE, RIVERSIDE WAY, UXBRIDGE	£ 148,877.82
		8294/APP/2022/2576	S1	FORMER EMI SITE, DAWLEY ROAD, HAYES, UB3 1HH	£ 191,594.80
		49467/APP/2022/2801	S2	SHURGARD HOUSE, WESTMOUNT CENTRE, UXBRIDGE ROAD, HAYES, UB4 0HD	£ 57,912.65
		77241/APP/2022/1407	S2, 3, 3.1	Unit 3, Clayfield Way, West Drayton, UB11 1FH	£ 122,250.93
		23658/APP/2021/1296	S5	NORTHWOOD & PINNER COTTAGE HOSP & NORTHWOOD HEALTH CENTRE, PINNER ROAD, NORTHWOOD, HA6 1TH	£ 216,059.49
		12019/APP/2021/2298	S1	CEDAR HOUSE, VINE LANE, HILLINGDON	£ 6,191.00
		2621/APP/2022/3293	S1	Elystan Business Centre, Pets At Home, SPRINGFIELD ROAD, HAYES, UB4 0UP	£ 163,404.00
		63099/APP/2023/1608	S2 (Commencement)	LAND AT AINSCOUGH CRANES, UNIT 84, HAYES INDUSTRIAL PARK, SWALLOWFIELD WAY, HAYES	£ 302,658.53
		76795/APP/2023/2503	S4	LAND AT YIEWSLEY LIBRARY & FORMER YIEWSLEY POOL FALLING LANE, OTTERFIELD ROAD, YIEWSLEY, UB7 8AB	£ 40,114.07
		72906/APP/2022/2555	S1, 2, 4 - Unit 7	Unit 6 & 7 Orbital Industrial Estate, HORTON ROAD, YIEWSLEY	£ 4,380.62
		1331/APP/2017/1883	S8,P1,1.4	FORMER NESTLE FACTORY, NESTLES AVENUE, HAYES	£ 431,870.36
	Rent Charge Agreement	41706/C/91/0904	S6	FORMING PART OF AND INCL. OLD MILL HOUSE THORNEY MILL ROAD	£4,172.00
	EMRRP Contribution				
	Carbon Offset contribution	2145/APP/2022/3534	S2	GRANGEWOOD SCHOOL, FORE STREET, EASTCOTE PINNER	£ 31,349.23
		49467/APP/2022/2801	S1	SHURGARD HOUSE, WESTMOUNT CENTRE, UXBRIDGE ROAD, HAYES, UB4 0HD	£ 2,014.08

		23658/APP/2021/1296	S4, 1	NORTHWOOD & PINNER COTTAGE HOSP & NORTHWOOD HEALTH CENTRE, PINNER ROAD, NORTHWOOD, HA6 1TH	£ 79,485.42
		72470/APP/2016/4648	Condition 8	579-583, UXBRIDGE ROAD, HAYES	£ 2,251.00
				Total	£ 5,321,502.09
				Interest Accrued 2024/25	£258,421.77

HILLINGDON CIVIC CENTRE DECARBONISATION PROJECT

Project Summary

Hillingdon Council is implementing a major energy efficiency upgrade to the Grade II listed Civic Centre in Uxbridge. The project involves the installation of 30 air source heat pumps, secondary glazing, and a roof retrofit to support the new infrastructure. These upgrades were carefully designed to preserve the building’s heritage while significantly improving its energy performance. In addition to government's Public Sector Decarbonisation Scheme, this phase of the project is supported by S106 contributions.

S106 Spend 2024/25 - £2,620,910.24

Key Upgrades

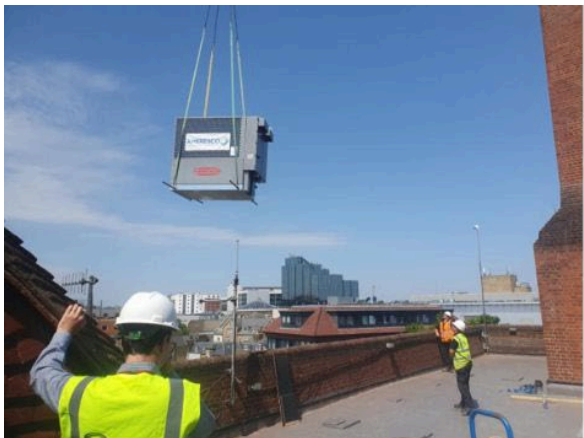
- Installation of 30 air source heat pumps
- Secondary glazing to improve insulation.
- Roof retrofit to support new infrastructure.

Expected Outcomes

- £190,000 in annual energy savings
- 1,000 tonnes of CO₂ reductions per year
- Improved temperature control and reduced reliance on gas heating

Alignment with Net Zero Goals

This decarbonization scheme supports Hillingdon Council’s broader ambition to achieve net zero carbon emissions by 2030. The project demonstrates a commitment to sustainability and innovation in public infrastructure.



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HILLINGDON DIGITAL STRATEGY - ANNUAL REPORT

Cabinet Member & Portfolio	Cllr Eddie Lavery, Cabinet Member for Finance & Transformation
Responsible Officer	Matthew Wallbridge, Chief Operating Officer
Report Author & Directorate	Darren Persaud – Head of Digital
Papers with report	None

HEADLINES

Summary	In approving the Council's Digital Strategy 2024-2027 in October 2024, Cabinet also agreed to receive an annual report setting out progress delivering the Strategy, the delivery of associated savings targets and to make any further decisions on programmes and projects or further delegated authority required to implement such activity. This report also sets out the Council's approach to Technology Enabled Care to seamlessly integrate technology into care services to help residents live happier, more independent lives at home and in their communities.
Putting our Residents First Delivering on the Council Strategy 2022-2026	This report supports our ambition for residents / the Council of: An efficient, well-run, digital-enabled council working with partners to deliver services to improve the lives of all our residents This report supports our commitments to residents of: A Digital-Enabled, Modern, Well-Run Council
Financial Cost	Approval of the Digital Strategy 2024-27 update, as outlined in this report, does not in itself result in any immediate or direct financial commitment or expenditure. Any future financial implications arising from the implementation of specific programmes or projects under the strategy will be subject to separate approval processes and will be reported accordingly.
Select Committee	Corporate Resources & Infrastructure Select Committee
Ward(s)	All

RECOMMENDATIONS

That Cabinet:

- 1) Notes the annual update, as set out in the report;
- 2) Agrees to continue delivery of the Digital Strategy 2024-27, and endorses the next steps set out in paragraphs 59 - 62;
- 3) Agrees to extend the existing delegated authority from Cabinet on 10 October 2024 into 2026/2027, which provides for the Chief Operating Officer to implement the Digital Strategy, agree project variations, incur capital expenditure within approved budget and make all necessary procurement decisions, in consultation with the Corporate Director of Finance and Cabinet Member for Finance & Transformation;
- 4) Agrees to a further annual report in a year's time, setting out progress on the Strategy and delivery of savings targets, seeking agreement to the programmes and projects for the upcoming financial year and seeking further delegated authority if required.

Reasons for recommendation

Cabinet is requested to acknowledge the progress of Hillingdon's Digital Strategy over the past year, which set out a clear vision for the Borough and the Council. The report seeks Cabinet acknowledgement and update of the programmes and projects delivered in 2025/26.

Alternative options considered / risk management

No alternative options had been considered, as the delivery of the Digital Strategy was previously agreed at Cabinet in October 2024.

Risk management

Risk management within the Digital Strategy has been closely monitored to ensure alignment with the Strategy's objectives. Programme and project governance boards for each of the five programmes are meeting monthly to monitor progress, spend and flag any risks to the Senior Responsible Officer. Any 'red' rated risks were reported back into the Corporate Operating Officer and the Corporate Management Team to own and mitigate. This process has worked well over the past year but has shown us the depth of the current digital work, as well as the pressure on resources for additional support.

Any variations to specific projects will be subject to three key conditions:

- i) They must be within the Strategy's objectives;
- ii) They must be within the approved budget for the financial year and associated aggregate savings for the financial year and;
- iii) They must have the agreement of the Chief Operating Officer and Corporate Director of Finance (s151), in consultation with the relevant Cabinet Member.

Democratic compliance / previous authority

Cabinet approved the initial digital strategy and may extend its special delegated authority to the relevant Chief Officer to efficiently make further procurement and spend decisions within the overall strategy and budget approved, subject to consultation with the Chief Finance Officer and Cabinet Member. These are recorded as Chief Officer Decisions.

Select Committee comments

This annual report will be presented to the Corporate Resources and Infrastructure Select Committee in early 2026.

SUPPORTING INFORMATION

1. In October 2024, Cabinet approved Hillingdon's new Digital Strategy, setting out a clear vision for the Borough and the Council over the next three years. This strategy represents a significant step toward modernising and transforming the way the Council operates, ensuring services remain efficient, accessible, and sustainable.
2. The agreed programme includes a series of ambitious projects designed to re-engineer outdated processes, deliver substantial savings, and protect vital frontline services. A key focus is on harnessing the wealth of data held by the authority, making it more accessible and actionable for staff to support informed decision-making. The strategy also commits to improving the Council's digital presence by revamping its website for a better user experience and investing in staff training to maximise the benefits of new technologies.
3. This forward-thinking approach is underpinned by a multi-million pound investment, reflecting the Council's commitment to achieving a high return and delivering a robust digital foundation for a modern local authority. The delegated authority granted by Cabinet ensures the effective delivery of this programme, driving innovation and efficiency across all areas of service.
4. This annual update report provides an overview of the progress made since the strategy's adoption, highlights key achievements, and sets out the next steps to ensure we remain on track to deliver the vision agreed by Cabinet.
5. Hillingdon's digital, technology, and data transformation continues to be guided by four core principles:
 - a) Prioritising customer needs: Placing residents and service users at the heart of every digital initiative, ensuring that solutions are designed to meet real needs and deliver tangible benefits.
 - b) Agile delivery: Embracing flexible, iterative approaches that allow us to adapt quickly, learn from feedback, and continuously improve our services.
 - c) Data-driven business models: Leveraging the Council's rich data assets to inform decision-making, drive innovation, and deliver more effective, efficient services.
 - d) One Council approach: Fostering collaboration across departments and teams, breaking down silos to deliver seamless, joined-up digital experiences for residents and staff.
6. To deliver on our vision, five strategic priorities were agreed by Cabinet in October 2024 and over the past year that have been used to prioritise and deliver change:

- a) Building services online by default: Ensuring residents can access services anytime, anywhere, on any device, with seamless digital journeys and improved customer experiences.
- b) Better data, better decisions: Unlocking the value of our data to make smarter, more responsive decisions for residents and the organisation.
- c) Modernising infrastructure and systems: Investing in reliable, integrated, and future-proof technology platforms that support innovation and resilience.
- d) Building digital capability and inclusion: Upskilling staff and supporting residents to access and benefit from digital services, with a strong focus on digital inclusion.
- e) Delivering a digital place: Using digital technology to enhance the borough's infrastructure, address challenges such as population growth and climate change, and improve quality of life for all.

7. These priorities are being delivered through five key programmes:

- a) Automations and Integrations: Streamlining processes and integrating systems, including the introduction of AI and a single front door for high-demand services.
- b) Business Intelligence: Driving evidence-based decision-making with a single view of the customer and advanced analytics.
- c) Customer Experience: Transforming the resident journey through a new website, digital inclusion initiatives, and proactive service updates.
- d) Consolidating and Improving Systems: Replacing and upgrading legacy systems to enhance efficiency and reliability.
- e) Enabling: Equipping staff and Members with modern devices and comprehensive learning and development to maximise the benefits of digital transformation.

8. Together, these principles, priorities, and programmes provide the foundation for Hillingdon's ongoing digital transformation, ensuring we continue to deliver modern, efficient, and inclusive services for all residents. This report provides Cabinet and senior stakeholders with a comprehensive update on the progress made against the Digital Strategy 2024–27 since its approval in October 2024, an update of our key achievements is provided below.

Building services online by default

9. The council's digital transformation has been anchored by the successful implementation of our single platform that underpins the new council website. The My Account portal has over 200 online forms and includes case management back-office workflows. This project has been one of the most complex and wide-reaching digital initiatives undertaken by the authority, involving extensive collaboration across service areas, technical teams, external and internal stakeholders and partners and residents.
10. The new website was launched in November 2025 and was designed with a resident-first approach, focusing on accessibility, mobile responsiveness, and seamless navigation. The My Account feature now provides a single, secure hub for residents to access a wide range of council services, including council tax, housing, libraries, etc. with more to be added over the next year. This integration has enabled residents to manage their interactions with the council in one place, track the status of requests, and will soon be able to receive proactive updates—such as alerts for missed bins or service disruptions—directly through their account and or email, with work ongoing to implement this and SMS updates.

11. The implementation of this new platform replaced multiple legacy systems, consolidating online forms, case management, complaints, and member enquiries into a unified digital platform. This has streamlined internal processes, reduced manual workarounds, and improved the council's ability to respond to resident needs efficiently, fully putting residents at the heart of what we do. The project included extensive user acceptance testing, design workshops, and integration with back-office systems, ensuring that the platform is robust, scalable, and future-proof.
12. A key aspect of the rollout was the migration of forms from our legacy platforms into the new platform, with a focus on automating form processing, clarifying ownership, validation, and routing. This has been particularly impactful in areas, where new digital forms are replacing paper-based processes, improving both efficiency and data quality. The transition required close engagement with heads of service to ensure alignment on ownership, validation, and routing of forms, as well as comprehensive testing and feedback loops.
13. The implementation also addressed the needs of specific service areas, such as Resident Services (housing, waste and recycling, green spaces, etc.), where priority forms for digitisation were identified and built in in the new platform, replacing legacy paper forms and streamlining processes.
14. Training and support were central to the success of the rollout. The project team provided walkthroughs, recordings, and support materials to end users, with a particular focus on supporting Members and teams less confident with digital tools. The scale and pace of delivery—rolling out to over 150 users—required careful change management, with risks around adoption and support mitigated through targeted training and ongoing engagement.
15. The new platform's flexibility has also enabled the council to respond to emerging needs, such as the integration of new mobile app based (which also works on desktop, laptop, table and mobile) for environmental reporting (such as missed collections, missed bins, etc.) and process flows for specific services.
16. A major milestone in the early part of the next calendar year will be the implementation of a new 'report it' platform, which allows residents and visitors to report issues such as graffiti, potholes, and litter directly through a dedicated, branded mobile app, as well as the website. The system uses data to automatically allocate reports to the appropriate council service or external body. The project has involved complex integrations with key back-office systems, enabling seamless case management and real-time updates for residents and members. The phased rollout has included onboarding, training, and the development of "Report it" and "Request it" functions, with additional integrations and enhancements scheduled through early 2026.
17. The project has also focused on ensuring that residents and members can access and track their reports. The platform is now positioned as a core component of the council's digital offer, supporting both operational efficiency and resident satisfaction.
18. The platform's open architecture supports further innovation, including the integration of AI-powered search and case triage in future phases. For example, through image recognition and then the automation of work to route to the correct team (using the data we hold on public and non-public land), with all of the detail required to ensure the job / tasks are completed in an efficient manner, which the operative will then be able to update in the field, ultimately sending an immediate update to the resident / interested stakeholders. This is set to go live in the new calendar year and will represent a significant change for Hillingdon and a vast improvement for residents.

Better data, better decisions

19. Business intelligence (BI) has become a cornerstone of the council's approach to evidence-based decision making. The BI team has developed over 140 dashboards across all service areas, with an additional 40 expected by year-end. These dashboards provide real-time insights into service performance, demand, cost and outcomes, enabling managers and leaders to make informed decisions and allocate resources effectively.
20. The BI function supports a wide range of use cases, from operational reporting to strategic planning. The team has also developed ward-level demand maps, overlaying performance data with geographic insights to support transformation projects and asset management.
21. Collaboration between BI, service leads, digital and technology teams has been critical to the success of these initiatives. The BI team works closely with service areas to define requirements, validate data, and ensure that dashboards meet operational needs. This collaborative approach has enabled the council to respond quickly to emerging challenges, such as the need for enhanced reporting in Adult Social Care, HR, and asset management.
22. The council has also invested in data modelling and warehousing, leveraging Power BI and other platforms to build robust data models and support advanced analytics. This has enabled the development of custom dashboards, star/snowflake schema modelling, and integration with other key systems, to provide a holistic view of service performance.
23. A significant strand of work this year has focused on strengthening data quality across the organisation, now a core workstream within the Consolidating & Improving transformation programme. The council has consolidated legacy systems, introduced improved validation and mandatory fields, and procured platforms that reduce duplication and improve data linkage. Data quality indicators are now embedded into everyday reporting, supported by new dashboards that highlight gaps, errors, and duplicates, enabling earlier conversations about ownership and corrective action. Alongside this, data enablement sessions are supporting cultural change by helping services understand how inaccuracies in their records impact statutory returns, operational reporting, and decision-making. A formal Data Quality Assessment (DQA) approach—aligned to the Government Data Quality Framework—has been introduced to assess datasets against the six national data quality dimensions and review controls across the full data lifecycle. This structured approach establishes clear accountability, supports long-term culture change, and forms a risk-based delivery plan prioritising statutory, high-risk, and cross-cutting datasets. Progress is reported quarterly through corporate governance mechanisms, underpinning a more accurate, timely, and reliable data environment for the Council.
24. The Council's commitment to evidence-based decision-making was reaffirmed in September 2025, when the Cabinet received the Annual Performance Report for 2024/25. The Cabinet Member for Finance and Transformation highlighted that the Council is now beginning to realise the tangible benefits of its sustained investment in digital technology and business intelligence.
25. This investment has enabled the development of a powerful suite of data tools, allowing the Council to measure, monitor, and analyse performance and cost across a wide range of services. Cabinet Members now have access to up-to-date information through user-friendly dashboards, supporting more responsive and informed decision-making at every level.
26. The Annual Performance Report provided a clear and comprehensive overview of the Council's achievements over the past year, demonstrating a continued commitment to putting residents first, even in the face of rising demand and evolving community needs. These advances have been underpinned by a robust performance management ensuring

that decisions are grounded in reliable data and focused on delivering the best outcomes for residents.

27. The Leader of the Council welcomed the report as a valuable reminder of the breadth and quality of services provided, and the achievements of Council staff. The Leader supported the recommendation for the report to be presented to full Council, reinforcing the Council's commitment to transparency and high service standards. Additionally, the Leader requested that future reports include more information on value for money, with comparative cost data from other authorities, and expressed confidence that this would be addressed as the performance reporting framework continues to evolve. This is covered in the half yearly performance report on this agenda.

Modernising infrastructure and systems

28. Modernising the council's technology infrastructure has been a central pillar of the Digital Strategy. The migration to a new Teams telephony system has been completed, resulting in the decommissioning of the legacy Cisco environment and delivering a more integrated and flexible communications platform for staff. The rollout of new devices is nearly complete, equipping staff with the tools needed to work efficiently in a modern, hybrid environment. Additionally, the migration of remote users from Citrix to Azure Virtual Desktop is progressing well, further enhancing the council's digital resilience and flexibility. All of these projects are critical in creating a more modern and efficient workforce, with the ultimate aim freeing up staff to deliver better outcomes for residents.
29. Cyber security remains a top priority, with the implementation of new firewall devices significantly strengthening the council's defences against emerging threats. These investments ensure that the council's digital infrastructure is resilient, robust, secure, and capable of supporting ongoing transformation.
30. The Local Government Association conducted a Cyber 360 review of the council earlier this year and found strong leadership backing and a solid foundation of policies and processes in place. The commitment to improving security was evident through investments in digital strategy, proactive risk management, and the establishment of clear governance structures. Progress is continuing to foster a positive security culture, supported by robust communication channels, and increasing staff awareness via new phishing and cyber awareness training, improved reporting of cyber performance data via governance channels, and engagement with directorate service leadership teams to raise awareness.
31. The council's digital strategy places technology (e.g. artificial intelligence (AI), robotic process automation (RPA), etc.) at the centre of its efforts to modernise public services, streamline operations, and deliver improved outcomes for both residents and staff. These technologies are being embedded into the council's infrastructure and operating models, driving a fundamental shift towards automation, intelligent decision-making, and data-driven service delivery.
32. The automation and integration programme is focused on developing a variety of solutions internally using secure and scalable platforms. By automating repetitive, rule-based tasks, RPA is freeing up staff to concentrate on higher-value work such as resident engagement, complex casework, and service innovation. This approach has enabled significant reductions in manual intervention across finance, HR, and frontline services. Automated workflows have improved accuracy, reduced processing times, and minimised errors. The financial benefits of automation are measurable, supporting Medium Term Financial Forecast objectives and enabling the council to reinvest savings into priority areas. At the

same time, the resident experience has been enhanced, as staff are able to respond more quickly to enquiries, leading to higher satisfaction and the aim to reduce complaints. RPA also underpins new self-service channels, empowering residents to access information and complete transactions independently at any time. Solutions are co-designed with stakeholders across the organisation, ensuring alignment with strategic goals and long-term sustainability.

33. AI is being harnessed to deliver smarter, more responsive services. Generative AI tools are integrated into both resident-facing and staff-facing systems, enabling intelligent triage, workflow automation, and enhanced information retrieval. AI-powered assistants are being designed and developed to assist with managing resident enquiries across multiple channels, providing instant and accurate responses while reducing wait times. These systems use advanced language models to understand context and deliver personalised support. AI also automates the classification and routing of enquiries, proactively updating residents and reducing duplication. This supports both early intervention and reactive care, improving outcomes and efficiency. For staff, AI tools are embedded into workflows to support information retrieval, decision-making, and process automation, resulting in faster access to relevant data, improved productivity, and reduced cognitive load. The council continues to explore further use cases for agentic AI, including smart notes for Social Care and advanced analytics to support service planning and delivery.
34. The council's approach to AI and RPA is underpinned by robust governance and a commitment to responsible innovation. The Data Protection Impact Assessment (DPIA) for AI sets out clear principles and controls to safeguard personal data and ensure compliance. All data accessed by AI and RPA tools is encrypted in transit and at rest, with permissions managed centrally and usage logged for audit purposes. Risks such as inappropriate data access, inaccurate AI outputs, and uncontrolled data flows are mitigated through technical controls, ongoing reviews of access permissions, and comprehensive staff training. While generative AI tools can access most data a user is permitted to view, governance frameworks and technical controls are in place to minimise exposure and guide responsible use. Staff are trained to verify AI outputs, and privacy notices are regularly updated to reflect new use cases. The DPIA is reviewed quarterly to ensure continued alignment with best practice and regulatory requirements. Supplier contracts require adherence to GDPR and ISO standards, and the council blocks unauthorised third-party AI tools to maintain control over data flows.
35. Success is measured not only in terms of cost savings and operational efficiency, but also through improvements in resident satisfaction, reduction in complaints, and increased adoption of digital self-service. The council's commitment to continuous improvement is reflected in regular reviews of technology, processes, and governance, ensuring that digital transformation delivers sustainable, long-term benefits. In summary, the council's investment in AI and RPA is modernising infrastructure and systems, enabling smarter, more efficient, and more secure public services. By combining technical innovation with strong governance and a focus on outcomes, the council is building a resilient digital foundation for the future.

Building digital capability and inclusion

36. The Council has played a pivotal role in engaging residents through the facilitation of resident panels and the design of a new resident feedback survey. These panels have provided a forum for direct resident input on digital services, accessibility, and the user experience of the new website and My Account portal. The resident survey—available

online, with support, or as a paper option—has been used to gather feedback from a diverse cross-section of residents, including those with complex needs and vulnerabilities. The web team and customer engagement team have also attended carers and disability forums to gather face-to-face feedback, ensuring the needs of vulnerable and digitally excluded residents are prioritised in service design. This feedback is being used to shape the ongoing development of the Resident Hub and digital services, with a commitment to repeat the process every 6 to 12 months to measure improvement.

37. Digital inclusion remains a core principle underpinning the council's digital strategy. Since October 2024, the council has taken concrete steps to ensure that all residents can access and benefit from digital services, regardless of their circumstances.
38. A key achievement has been the distribution of nearly 200 laptops and over 2,000 data SIMs to residents most at risk of digital exclusion. This initiative, delivered in partnership with Libraries, Adult Education and Tenants Engagement teams, has provided vital connectivity and devices to vulnerable individuals and families, enabling them to access online services, education, and support.
39. These efforts are complemented by targeted digital skills support, ongoing engagement with community groups, and the design of all new digital platforms (including the website and My Account) to meet accessibility standards. The council's borough-wide fibre and mobile connectivity programme further addresses digital exclusion by improving infrastructure in "not spot" areas and ensuring that all residents have the opportunity to get online.
40. Digital inclusion is also embedded in service transformation projects such as Love Clean Streets, Technology Enabled Care (TEC), and the Digital Excellence Academy, ensuring that both residents and staff are equipped to participate fully in a digital society.
41. To further support digital inclusion, the council has implemented a vulnerable resident's line. This ensures that those who struggle with digital channels or automated systems receive a personalised, accessible, and quicker experience. Calls from vulnerable residents are routed based on a maintained list of telephone numbers, and the Customer Experience Team captures data on those needing ongoing or permanent assistance. This approach is being rolled out in phases, with ongoing evaluation to ensure it meets the needs of the most vulnerable and supports the council's digital inclusion goals.
42. Upskilling staff and supporting residents to access and benefit from digital services, with a strong focus on digital inclusion.
43. The council has invested in apprenticeships for staff through partnerships with providers such as Multiverse and Henley Business School. Staff are enrolled in programmes including the Level 7 MSc Digital and Technology Solutions, Level 5 Transformative Leadership, Level 4 Data Fellowship and Level 3 Data & Insights for Business Decisions, supporting both digital leadership and data literacy. Multiverse apprenticeships are being used to upskill staff in digital, data, and technology roles, with regular progress reviews and support from dedicated coaches. Eighty active learners are participating in the Digital Excellence Academy, and a further 50 are due to start in January. The council is also exploring fully funded Masters-level apprenticeships to further develop digital leadership to future-proof the organisation.
44. The council's longer-term learning and development (L&D) strategy includes a mix of formal courses (e.g., Council Connects), digital skills training, and on-the-job learning. Staff are encouraged to attend webinars, drop-in sessions, and bespoke training aligned to their roles. There is a commitment to ongoing investment in digital apprenticeships, partnerships with providers, and the development of a permanent digital, data, and technology workforce.

Delivering a digital place

45. The council's commitment to delivering a digital place is evidenced by ongoing improvements in connectivity and the embedding of digital innovation in planning and asset management. The borough-wide fibre and mobile connectivity program continues to deliver significant improvements in bandwidth for both council sites and residents, supporting economic growth and digital inclusion. Smart City initiatives are being advanced, with a focus on using data to drive energy management and sustainable operations, positioning Hillingdon as a leader in digital innovation within local government.
46. A key enabler of Hillingdon's ambition to deliver a truly digital place has been the successful management and strategic deployment of SIP (Strategic Investment Pot) funding, in collaboration with the West London Alliance. Over the past year, the council has worked to secure the transfer of remaining WLA SIP-1 funds—approximately £792,000—directly to Hillingdon, enabling the borough to pursue its own digital connectivity projects.
47. Over the past five years, access to full fibre broadband for residents has increased from 5% of the Hillingdon population to over 79%. This is one of the fastest growing rates in London and has been enabled through successful working with the private sector.
48. Over the past year improvements have been made to internal processes and legal documents to simplify and speed up operator Multi Site Visits and Wayleave agreements to ensure the borough remains investor ready for telecoms providers.
49. We have participated in a pan-London trial of damp and mould sensors in ten council house properties, gaining useful insight into the operation and effectiveness of the technology.
50. We have been an active participant in the feasibility study for a West London Borough owned Long Range Wireless Area Network (LoRaWAN) network to support a community based sensor network supplying environmental data for use in our data platform to better inform service and policy planning. We have been an active participant in the West London Alliance feasibility work.

Partnership Working

51. The council's digital transformation has been strengthened through strategic partnerships. Collaboration with Microsoft (and a number of other key partners / suppliers) has supported the deployment of various new technology; Copilot and advanced AI solutions, with regular sync meetings to align technical and business objectives. Joint working opportunities with the Ministry of Housing, Communities and Local Government (MHCLG), the Department of Health and Social Care (DHSC), and the Local Government Association (LGA) have enabled the council to collaborate on best practice, secure support / or be part of early adopter groups and contribute to national innovation agendas.
52. In January 2025 the Government launched 'A blueprint for modern digital government' citing Hillingdon as a good practice example:

Hillingdon Council became the first UK local authority to use voice automation and AI at scale, creating an AI-driven citizen contact system that reduces cost per call by 5% and immediately provided the capacity of 25-30 full time employees, successfully delivering a cost saving of £5 for every pound spent and allowing citizens to phone the council 24 hours a day.

53. In addition, the Prime Minister referenced the work we are doing in test trails to automate the extraction of key data in Planning applications:

Today we're announcing a new government-built AI tool called Extract that can process these documents in minutes, freeing up thousands of hours for planning officers to focus on decision-making to speed up housebuilding.

In test trials across Hillingdon, Nuneaton & Bedworth, and Exeter councils, Extract digitised planning records in just three minutes each — compared to the 1 to 2 hours it typically takes manually. That means processing a 100 planning records a day, significantly speeding up the process.

Adult Social Care Technology Enabled Care (TEC) – Progress and Future Vision

54. Following a positive outcome from the Adult Social Care Quality Commission (CQC) inspection, which highlighted good practice in promoting independence, well-being, and proactive intervention, Hillingdon has identified further opportunities to strengthen its Technology Enabled Care (TEC) offer. This forms a key part of the ongoing improvement plan for Adult Social Care and reflects our ambition to embed technology seamlessly into care and support services, enabling residents to live happy, fulfilled lives in their homes and communities.
55. The vision for TEC is to build on the progress already made in transforming Adult Social Care services by using digital technologies as enablers to deliver high-quality, efficient, and integrated care. Our approach focuses on early intervention, promoting independent living, and supporting carers, ensuring that technology is considered at every stage of care planning and review.
56. Significant progress has already been achieved. Initiatives such as AskSARA, an online self-help tool launched in March 2025, and lifestyle monitoring apps like Intelligent Lilli have enhanced our understanding of care needs at home. These tools allow us to tailor ongoing support and prevent or delay admissions to long-term residential care, particularly for people living with dementia. Night-time sensors have reduced the need for one-to-one support, delivering staff efficiencies and cost savings without compromising care quality. TEC also supports medical monitoring by providing accurate data on seizures, potential falls, and other health indicators. Through Disabled Facilities Grant funding, we have introduced a range of devices including movement sensors, smart watches, wearables, falls prevention tools, smart home devices, and robotics. These innovations help residents stay at home longer, manage risks more effectively, and reduce reliance on traditional care services.
57. Looking ahead, our plans include embedding TEC as a first consideration in care planning, using tools such as Just Checking to support social work assessments, and ensuring all analogue TEC systems are fully transitioned to digital by January 2027. We will continue to expand the use of “plug and play” TEC kits for hospital discharge and community use, develop online platforms offering guidance and support, and provide training for professionals on data tools and insights. Future developments will also include smart home assistants, fall detection and seizure monitoring technologies, and virtual reality learning tools to support independent living and transitions for children with disabilities into adulthood. Carers will benefit from remote monitoring systems, training, peer support networks, and dedicated TEC Champions, while safety will be enhanced through sensors, GPS tracking, and real-time monitoring supported by staff training for emergency response.
58. Technology Enabled Care remains central to delivering high-quality, person-centred adult social care in Hillingdon. These initiatives align with the CQC assurance framework by

empowering residents to remain independent and resilient, enhancing care delivery through early intervention and smart devices, and ensuring safety through proactive risk management. Our commitment to digital transformation, staff training, and cross-system collaboration reflects strong leadership and a culture of continuous improvement. While we recognise that not everyone will want to use technology in their care or daily life, TEC will remain a cornerstone of our improvement journey, ensuring that residents, carers, and professionals have the tools and data they need to deliver outstanding care.

Next Steps

59. **Accelerate Digital Transformation and Service Integration** - Continue to prioritise the migration of council services to online platforms, consolidating legacy systems into unified digital solutions. This will streamline resident interactions, improve efficiency, and enhance data quality across service areas.
60. **Strengthen Digital Inclusion Initiatives** (where resource allow) - Expand the distribution of devices and connectivity support (laptops, data SIMs and training) to vulnerable residents, ensuring equitable access to digital services.
61. **Embed technology into care and support services for adults, aiming to maximize independence and safety for residents.** Define clear objectives for the rollout of TEC solutions (e.g., sensors, wearables, remote monitoring) and regularly assess their impact on resident outcomes. Ensure digital solutions are considered as a first option in care planning.
62. **Strengthen collaboration with technology partners** (such as Microsoft) and government bodies (including MHCLG and DHSC) to share best practices, secure funding, and contribute to national digital agendas. Formalise partnership objectives and governance arrangements and report regularly on progress and outcomes.

Financial Implications

Approval of the Digital Strategy 2024-27 update, as outlined in this report, does not in itself result in any immediate or direct financial commitment or expenditure. Any future financial implications arising from the implementation of specific programmes or projects under the strategy will be subject to separate approval processes and will be reported accordingly.

The approved Corporate Innovation and Technology investment for the period 2024/25 to 2025/26 is £9,779k. For 2025/26, the total capital budget is £6,446k of which £1,703k has been released to date. This released sum includes £1,012k that has been rephased and carried forward from the 2024/25 budget into 2025/26.

	2024/25	2025/26	Total
	£'000	£'000	£'000
Total Capital D&I Programme Budget	3,333	6,446	9,779
Expenditure to Date	2,728	510	3,238
Released to Date	4,943	1,703	6,646
Remaining Unreleased Budget	0	4,743	4,743

The Council's capital investment, allocated via the Corporate Innovation and Technology budget under the Digital Strategy, has played a key role in delivering Medium-Term Financial Strategy (MTFS) savings. This funding has supported with the delivery of specific savings proposals, including the Reshaping Customer Experience and Business Support savings, as well as the Digital and Technology Contracts savings. Additionally, the digital investment in projects has supported a range of other savings across different directorates, with these benefits being tracked and reported as part of individual projects within the MTFS. These investments are considered enabling costs essential for the successful delivery of the associated projects and subsequent savings.

The Adult's Finance Business Partnering team reports that digital investment has enabled delivery of £300k in savings for 2025/26, with £150k from Technology Enabled Care and £150k from AskSARA, the latter expected by year-end.

RESIDENT BENEFIT & CONSULTATION

The benefit or impact upon residents, service users and communities

The past year has seen Hillingdon's Digital Strategy move from vision to tangible delivery, with a clear focus on making digital services more accessible, responsive, and inclusive for all residents. Residents now benefit from a streamlined online experience, with the website offering a single, secure place to access over 200 council services. This "digital by default" approach means residents can complete transactions quickly and easily, track requests, and soon receive proactive updates thus reducing the need for repeat contact and ensuring a more joined-up, user-friendly journey. There is still ongoing work with the services to ensure we have a fully complete end-to-end resident journey, i.e. not only an easy way to report / track requests, but also ensure the job is completed.

Our commitment to understanding and meeting residents' needs has deepened through smarter use of data and ongoing engagement. The council's investment in business intelligence and data quality has enabled more informed decision-making, while resident panels and feedback surveys have shaped the design and continuous improvement of digital services. Special attention has been given to digital inclusion, with targeted support for vulnerable residents including the distribution of devices and connectivity, accessible service design, and a dedicated line for those who need extra help.

Looking ahead, the strategy remains rooted in co-design and consultation, ensuring that as technology evolves, so too does our understanding of what resident's value most. By embedding feedback loops, supporting digital skills, and maintaining a strong focus on accessibility, Hillingdon continues to deliver a modern, efficient, and resident-centred council, one that listens, adapts, and strives to improve outcomes for all.

CORPORATE CONSIDERATIONS

Corporate Finance

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

Furthermore, it is noted any future impacts arising from subsequent programmes within the strategy will be subject to separate approval processes. The associated costs and any savings delivered will be monitored through the regular monthly monitoring cycle and as part of the wider MTFS.

Additionally, it is noted that an annual report will be submitted to Cabinet that sets out the progress against this Strategy.

Legal

There are no specific legal implications arising from this report and the approval of the recommendations will allow for improved processes, analytics and focus service requirements more effectively resulting in positive productivity and assist with modernising Council services and for services to be continued to be delivered using the latest technology reliably and consistently in line with the Council's Digital Strategy. Although any Contract entered into must comply with the Council's standing orders.

BACKGROUND PAPERS

- [08 - REPORT Digital Strategy Cabinet ReportFinal 1.pdf](#)
- [Digital Strategy 2024-2027.pdf](#)
- [London Borough of Hillingdon - Agenda for CABINET on Thursday, 10th October, 2024, 7.00 pm](#)

STATEMENT OF LICENSING POLICY

Cabinet Member & Portfolio	Councillor Wayne Bridges, Cabinet Member for Community and Environment
Responsible Officer	Dan Kennedy, Corporate Director of Residents Services
Report Author & Directorate	Daniel Ferrer, Licensing Team Manager Residents Services
Papers with report	Appendix A – Final Statement of Licensing Policy Appendix B – Equalities Impact Assessment Appendix C – Responses Overview

HEADLINES

Summary	The Council is required by Section 5 of the Licensing Act 2003 to review the Statement of Licensing Policy every five years. The policy has been reviewed following consultation and in line with the Council's objectives. This report seeks a recommendation to be made to full Council for the adoption of the updated Statement of Licensing Policy for 2026-2031, which is a Policy Framework document.
Putting our Residents First Delivering on the Council Strategy 2022-2026	This report supports our ambition for residents/the Council of: An efficient, well-run, digital-enabled council working with partners to deliver services to improve the lives of all our residents This report supports our commitments to residents of: Modern, Well-Run Council
Financial Cost	There are no financial implications anticipated in relation to the recommendation to this report.
Select Committee	Residents' Services Select Committee.
Ward(s)	All

RECOMMENDATION

That Cabinet, following due consideration of the consultation outcomes and committee comments, recommends to Full Council the adoption of the updated Statement of Licensing Policy 2026-2031.

Reasons for recommendation

To ensure the Council has an up-to-date Licensing Policy, which has been subject to public consultation and has been commented on by relevant stakeholders.

The revised Statement of Licensing Policy has been drafted to include updates in legislation, Government guidance and to reflect current working practices. This will provide residents and service users with an up to date and fit for purpose policy document.

Alternative options considered / risk management

To not make a recommendation for adoption of the Statement of Licensing Policy would mean the Council would not be able to meet its statutory obligations and legal challenges may follow.

Democratic compliance / previous authority

This matter has been undertaken in accordance with the Constitution's Budget and Policy Framework Procedure Rules. On 18th September 2025, Cabinet set out a timetable for consideration of this policy framework document and agreed to a 6-week public consultation to take place from 22nd September 2025 to 3rd November 2025, including seeking comments from the relevant select committee and, due to its important role in this matter, the Licensing Committee.

SUPPORTING INFORMATION

The Council is required to review its Statement of Licensing Policy every 5 years to ensure that it is carrying out licensing functions in accordance with current legislation. During this review, consideration has been given to how changes might improve the way in which services are being delivered and to make them more efficient and resident friendly.

In the intervening time, since January 2021, there have been only minor changes to legislation and guidance and as such there are very few changes proposed to this policy. Relevant changes in legislation and guidance have been incorporated into the revised policy.

In summary, the changes relate to:

- Amendments to relevant dates, team names and original typographical errors and statistics.
- New paragraphs and sections added, such as Environmental Best Practice, Agent of Change Principle, Counter Terrorism, Spiking, 'Ask For Angela' and Pavement Licensing.
- Further details and clarity being provided in existing sections relating to Integration with other Strategies, Representations, Planning, Remote and Internet Sales and Protection of Children from Harm.
- Amendments and updates to legislation, technical standards and examples of measures detailed in Appendices.

The Statement of Licensing Policy is a Policy Framework document and, therefore, under the Council's Constitution, it requires final approval by full Council.

The proposed Statement of Licensing Policy being recommended for approval is attached in **Appendix A**.

Financial Implications

Any costs associated with the proposed adoption of the Statement of Licensing Policy will be funded from licence fees and therefore contained within existing revenue budgets. There have been no legislative changes to the set licensing fees for licence applications. The fees remain statutory and have not been amended since the Licensing Act was brought into force in November 2005.

RESIDENT BENEFIT & CONSULTATION

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

The effect of the updated Statement of Licensing Policy will be that firstly residents will have further clarity regarding how they are able to submit valid representations to applications that they are concerned with. Further, service users can be confident that additional safeguarding measures such as 'Ask Angela' and those in relation to spiking and internet and remote sales will be followed by businesses. Finally, communities, can be reassured that the Licensing Authority is committed to integrating with other Council initiatives and strategies such as the Public Spaces Protection Order and also focusing on wider issues such as Counter Terrorism and Martyn's Law.

An Equalities Impact Assessment was completed on 7th November 2025 and is attached at **Appendix B**.

Consultation Carried Out

A six-week consultation period took place from 22nd September 2025 to 3rd November 2025. The Licensing Authority consulted with the Responsible Authorities under the Licensing Act 2003, residents' associations, trade representatives, all Elected Members and neighbouring Licensing Authorities.

The Licensing Authority received **10** submissions during the consultation. These included 3 from Responsible Authorities: Home Office – Immigration, Food Health & Safety and the Anti-Social-Behaviour Team.

Home Office - Immigration Enforcement comments

The Home Office – Immigration Enforcement stated that they did not currently have a response but wanted to ensure that their contact details were correct as they had changed their name and moved offices last year. Their up-to-date contact details have now been inserted at Appendix F, page 47 of the Policy.

Food, Health & Safety Team comments

The Food, Health & Safety Team gave feedback suggesting that section 14.5 of the draft Policy should be more cautious over and above the current advice “shelters to be situated as far as possible from neighbouring premises.” Therefore, section 14.15 has been amended to now read:

“Where an application includes provision of a smoking shelter then the Licensing Authority strongly advises that the applicant includes measures in their operating to fully address any potential disturbance to neighbouring residential premises. The shelter shall be fully compliant with Smoke Free legislation.”

In addition, Food Health & Safety gave their updated contact E-mail address. This have been amended at Appendix F, page 46 of the Policy.

Anti-Social Behaviour Team comments

The Anti-Social Behaviour Team stated “Consideration for the restriction of the sale of alcoholic drink at the request of the Police or Licencing Authority at specific locations and within a specific timeline prior to or during a period of potential public unrest, demonstration or large public event. Supporting the licensing objectives of the prevention of crime and disorder, the prevention of public nuisance and promotion of public safety. Although not specifically enforceable, should advice be offered and evidence comes to light that such sales have fuelled public disorder, this could be highlighted in any future licence application or variation.”

In these situations, the Licensing Authority advises that these circumstances are specifically dealt with by Section 160 of the Licensing Act 2003 - Orders to close premises in area experiencing disorder. This provision allows police officers of the rank of superintendent or above to apply to a magistrate’s court for the closure of all licensed premises in an area experiencing disorder or anticipated disorder for a period not exceeding 24 hours.

Other submitted comments

The remaining comments were submitted online through the Council’s website page where a short survey was completed. 8 submissions were received by this method which included the Anti-Social Behaviour Team’s comments.

The main themes from these submissions were, firstly, that the wording of the Policy should be clearer and for there to be regular checks of licenced premises. The Licensing Authority appreciates that parts of the draft Policy use complex and often legalistic language. However, it maintains the formal professional tone of the previous Policy and caters for a range of parties to refer to. If residents have any queries regarding meanings and interpretations, the Licensing Authority would be happy to assist further by providing clarity. Secondly, in relation to checks, the Licensing Authority can confirm that the Enforcement section (Section 23) of the Policy remains unchanged and the Licensing Authority endeavours to carry out risk rated inspections and licensing visits initiated by complaints or referrals.

The ‘Responses Overview’ document is attached at **Appendix C**.

Committee comments

Licensing Committee comments

The Licensing Committee met on 8th October 2025, and the Licensing Team Manager outlined the changes.

In response to Member questions, the Licensing Manager confirmed that the 'Ask for Angela' initiative had been incorporated into the draft Statement of Licensing Policy as a key safeguarding measure. On improving operational efficiency, it was noted that collaborative working across internal teams and with responsible authorities was essential. The Licensing Manager advised the Committee that the consultation had been underway for approximately two and a half weeks, with 7 responses received and no substantive concerns raised.

The Committee enquired about the number of premises currently participating in the 'Ask for Angela' initiative and noted that men could also be victims of the associated safeguarding concerns. It was confirmed that relevant statistics were held by Police Licensing, and the Committee expressed support for including the male-focused aspect within the initiative.

The Committee noted that Temporary Event Notices (TENs) were not referenced in the report and queried whether the process had been reviewed. The Licensing Manager advised that TENs were processed by the Licensing Team and governed by legislation, and these had not been changed. Each case was assessed on their own merits.

A Member queried why the proposed wording of the 'Ask For Angela' section wasn't stronger to ensure the Licensing Authority were serious about the issue. Therefore, the Licensing Manager agreed to amend Section 12.15 to add the words "shall", so it now reads:

"The Licensing Authority shall encourage relevant licenced premises to..."

In regard to the 'Integration of Strategies' section, a Member queried why the Licensing Authority had not included other Town Centre Visions or Plans in addition to the Uxbridge Vision. Therefore, the Licensing Manager agreed to amend this section. Section 5.2, bullet point 1, now reads:

"Uxbridge Town Centre Vision and other town centre plans – detailing a long-term plan for more opportunities for local residents and businesses to ensure that local town centres continue to thrive."

Residents' Services Select Committee comments

The draft Policy was considered by the Residents' Services Select Committee on 6th November 2025. Members were complimentary about the Report and the proposed changes, particular the new sections regarding the 'Agent of Change' principle, 'Ask For Angela' and spiking. Members asked questions about submissions and engagement during the consultation period and whether the Licensing Authority worked closely with the Council's Community Safety Team. In response, the Licensing Manager advised that they had received a total of 10 submissions during consultation of which 3 were from Responsible Authorities. In addition, the Licensing Manager confirmed that the Licensing Team were part of the Community Safety directorate and that the Policy integrated with other Council strategies. Furthermore, the Licensing Manager advised that

the proposed changes took in to account future considerations as the Government were looking at reforming the Licensing Act. The Committee agreed to the proposals and had no further changes to make.

CORPORATE CONSIDERATIONS

Corporate Finance

Corporate Finance have reviewed this report and concurs with the Financial Implications set out above, noting there are no direct financial implications associated with the recommendation within this report. If the proposed Statement of Licensing Policy is adopted any costs associated with implementation will be funded through licence fees.

Legal

Legal Services confirm that the main points from the relevant legal framework are already included in the body of the report. Section 5 of the Licensing Act 2003 requires the Council to determine its policy with respect to the exercise of its licensing functions and publish a statement of that policy every 5 years.

Section 5 also outlines the requirement to consult before determining its policy for a 5-year period, listing mandatory consultees. In addition to these statutory requirements, the consultation must fulfil established public law principles on consultation, namely fairness and adequacy. This report outlines the level of consultation that was carried out. The consultation responses are included within this report and at Appendix C. Under the established public law principles, the decision maker, when deciding whether to approve the recommendation to adopt the updated Statement of Licensing Policy, must ensure that conscientious consideration has been given to the consultation responses. Within this report, the comments received in the consultation have been addressed and the action, or lack thereof, in light of them has been explained.

The Council must also be mindful of its public sector equality duty under section 149 of the Equality Act 2010. To this end, an equalities impact assessment has been carried out and is included as Appendix B. Also, there is reference within the final Statement of Policy itself to the public sector equality duty (see Appendix A, section 8). Notwithstanding, the public sector equality duty is an ongoing duty, and the Council should continue to review compliance and act accordingly, which may, if circumstances necessitate it, entail an early review of the Statement of Licensing Policy.

If the Council proceeds to adopt the Statement of Licensing Policy, it must adhere to it and apply it in a consistent manner.

BACKGROUND PAPERS

Current Statement of Licensing Policy:

<https://www.hillingdon.gov.uk/alcohol-premises-licence>

Revised Section 182 of the Licensing Act 2003 (February 2025):

<https://www.gov.uk/government/publications/explanatory-memorandum-revised-guidance-issued-under-s-182-of-licensing-act-2003/revised-guidance-issued-under-section-182-of-the-licensing-act-2003-december-2023-accessible-version>

Fact and Statistics about Hillingdon:

[Facts and statistics about the borough of Hillingdon - Hillingdon Council](#)

Hillingdon Population stats from Total population, January 2025:

[Hillingdon Population \(2025\) - Total Population](#)

Case study from Manchester relating to use of licensing conditions (Counter Terrorism, April 2023):

<https://www.local.gov.uk/case-studies/manchester-city-council-security-and-licensing>

Home Office Guidance, Spiking Fact Sheet (December 2023):

<https://www.gov.uk/government/publications/spiking-factsheet/spiking-factsheet>

Metropolitan Police Website information – ‘Ask For Angela’:

<https://www.met.police.uk/police-forces/metropolitan-police/areas/about-us/about-the-met/campaigns/ask-for-angela/>

Safer Sounds Partnership – Welfare & Vulnerability Engagement information:

<https://www.safersounds.org.uk/a4a-resources>

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HILLINGDON

LONDON

Statement of Licensing Policy The Licensing Act 2003

Effective – January 2026 to January 2031

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1. Introduction & Background

- 1.1. **Hillingdon is the second largest of London's 33 Boroughs. More than half of Hillingdon's 42 square miles is made up of countryside, including canals, rivers, parks and woodland. It shares its borders with Hertfordshire, Buckinghamshire, Hounslow, Ealing, and Harrow. In addition to Heathrow Airport, Hillingdon is also home to the RAF airport at RAF Northolt.**
- 1.2. **As of 2025, the London Borough of Hillingdon has an approximate population of 304,800 residents. The Borough is made up of a total of 21 Wards which is shown in Appendix H of this Policy.**
- 1.3. The London Borough of Hillingdon is the Licensing Authority under the Licensing Act 2003 and is responsible for the administration and enforcement of the provisions relating to:
 - Alcohol sales/supplies
 - Regulated Entertainment
 - Late Night Refreshment
- 1.4. The London Borough of Hillingdon currently has approximately **900** premises authorisations in force and **5200** personal licences held by individuals.

2. Policy Statement

- 2.1. The Licensing Authority exercises a range of responsibilities, including helping to develop a thriving food, drink and entertainment economy whilst safeguarding the local community against issues which may arise from licensed premises.
- 2.2. The London Borough of Hillingdon is required by Section 5 of the Licensing Act 2003 ("the 2003 Act") to determine and publish a statement of licensing policy at least once every five years. The Licensing Policy will provide the Licensing Authority with the fundamental principles in respect of carrying out its licensing functions.
- 2.3. The Policy is also intended to inform applicants, residents and other stakeholders about the way in which the Licensing Authority will make decisions and the operating standards expected from licensed premises in accordance with the licensing objectives.
- 2.4. In determining its policy, the Council will take into account the Secretary of State's Guidance issued under Section 182 of the Licensing Act 2003 (last updated on **27th February 2025**).
- 2.5. In respect of all licensing functions and determination of any licensing policy, the Council has a duty to promote the four licensing objectives:

- The prevention of crime and disorder;
- The protection of children from harm;
- The prevention of public nuisance; and
- Public safety.

Each objective is of equal importance.

- 2.6. Determining and publishing a statement of its policy is a licensing function and so the Licensing Authority must have regard to the Guidance issued under Section 182 of the 2003 Act. The Licensing Authority may depart from this policy if the individual circumstances of any case merit such a decision in the interests of the promotion of the licensing objectives. However, if this is done then the Licensing Authority shall give full reasons for departing from its policy.

3. Consultation

- 3.1. In reviewing the Council's Statement of Licensing Policy, the Council sought observations and comments from the following persons, organisations and groups and their comments have been incorporated into this policy where relevant:

- Chief Officer of Police for Hillingdon
- London Fire Brigade
- Chief Planning Officer
- Hillingdon Safeguarding Children Board
- Health and Safety Executive and Hillingdon's Health and Safety Enforcement Team
- Public Health
- Trading Standards
- Enforcing Authority for Public Nuisance (**Environmental Protection Team**)
- Bodies representing holders of current authorisations
- Resident's Associations
- Ward Members
- Hillingdon's Anti-Social Behaviour Investigations Team
- Transport for London (TfL)
- The London boroughs of Hounslow, Harrow, Ealing
- The borough councils of South Bucks, Three Rivers, Spelthorne, Slough
- Hillingdon Arts Council
- Individuals who have requested a copy of the draft policy
- Home Office - Immigration

4. General Principles and the Role of the Licensing Authority

- 4.1. The role of the Licensing Authority is to ensure control of the licensable activities at licensed premises, qualifying clubs, temporary events and the conduct of the personnel involved with the licensable activities as required under the 2003 Act.
- 4.2. Conditions attached to the Premises Licences and Club Premises Certificates granted by the Licensing Authority will relate to the licensing objectives and matters over which the Premises Licence Holder or Club Management Committees have direct control.
- 4.3. The focus will be on the licensed premises and the activities in the vicinity of those premises. Those activities, on licensed premises, that have a direct impact on members of the public living, working or engaged in normal activities in the area, fall within the scope of the licensing regime.
- 4.4. Anti-social behaviour of patrons in and around a licensed premises and disturbance or nuisance which can be proved to be emanating from particular premises will be a consideration for the Licensing Authority in its enforcement and decision-making role.

5. Integration of Strategies

- 5.1. Many people and organisations are involved with, or affected by, the ways in which licensed premises are operated. Most are involved, directly or indirectly, in the promotion of the licensing objectives, particularly those relating to the prevention of crime and disorder and public nuisance. Amongst the various stakeholders there will be a wide range of strategies that relate to, or are influenced by, the exercise of the Council's licensing function.
- 5.2. **The Licensing Authority recognises that this Policy does not operate in isolation. The Licensing Authority will seek to integrate its approach with a range of local strategies and initiatives that support the promotion of the licensing objectives and the wider public interest.**

These include, but are not limited to:

- **Uxbridge Town Centre Vision and other town centre plans – [detailing a long term plan for more opportunities for local residents and businesses to ensure that local town centres continue to thrive.](#)**
- **Public Spaces Protection Order 2025, May 2025 (PSPO) – addressing anti-social behaviour in designated areas.**
- **Public Health Strategies – reducing alcohol-related harm and promoting community wellbeing.**

- **Community Safety and Policing Strategies – tackling crime, disorder, and safeguarding concerns.**
- **Local Planning and Regeneration Frameworks – ensuring consistency between licensing and land use planning.**
- **Youth and Vulnerability Strategies – protecting children and vulnerable adults from harm.**

The Licensing Authority will work collaboratively with responsible authorities, local partnerships, and community stakeholders to ensure that licensing decisions contribute positively to these wider aims.

- 5.3. The Licensing Authority recognises the need to avoid, so far as possible, duplication with other regulatory regimes. Some regulations, however, do not cover the unique circumstances of some licensable activities. The Licensing Authority will consider attaching conditions to Premises Licences and Club Premises Certificates where: these are appropriate, reasonable and proportionate for the promotion of the licensing objectives; these are not already provided for in any other legislation; these are not contained within the applicant's operating schedule; and if there are relevant representations
- 5.4. The Licensing Committee will be prepared to accept reports from other relevant departments of the Council regarding the state of the borough. These reports may include contributions from those responsible for the promotion of tourism, cultural development, planning, transport, reduction of crime or anti-social behaviour, community safety, social, and health and community development. This should enable the various agencies or departments with their own strategies, aims and objectives to keep the Licensing Committee aware of the wider picture in pursuance of the licensing objectives.
- 5.5. Planning and public nuisance legislation carry the highest risk of duplication within the Licensing regime. While licence conditions should not duplicate other statutory provisions, licensing authorities and licensees should be mindful of requirements and responsibilities placed on them by other legislation. Relevant legislation may include the following:
 - The Gambling Act 2005
 - The Environmental Protection Act 1990
 - The Noise Act 1996
 - The Clean Neighbourhoods and Environmental Act 2005
 - The Regulatory Reform (Fire Safety) Order 2005
 - The Health and Safety at Work etc. Act 1974
 - The Equality Act 2010
 - The Immigration Act 2016
 - Regulators' Code under the Legislative and Regulatory Reform Act 2006

Planning

- 5.6. The licensing function is and should remain distinct from the Planning process. It will be for the planning process to determine land/building use decisions and the marketplace to determine need for particular types of premises/activities. Licensing decisions will be made with regard to the furtherance of the Licensing Objectives with regard to the particular use sought. However, it is strongly recommended that applicants ensure that:
- The proposed licensable activities do not contravene planning legislation; and
 - The hours sought are within the limits authorised by any planning permission.
- 5.7. **Whilst licensing and planning functions are distinct and operate under separate legislative frameworks, licensing committees are not bound by decisions made by planning committees, and vice versa. Nevertheless, in accordance with Government guidance and best practice, the Licensing Authority will seek to engage in constructive dialogue with planning counterparts. This collaborative approach aims to promote consistency in decision-making, particularly in relation to the design of licensed premises and operating hours.**
- 5.8. **The Licensing Authority recognises the ‘Agent of Change’ principle.**

This principle places the responsibility for mitigating the impact of new development on the party introducing the change. For instance, if a residential development is proposed near an existing licensed premises (such as a late-night entertainment premises), it is the responsibility of the developer — not the venue — to ensure that appropriate noise mitigation measures are in place.

The Licensing Authority will work closely with the Council’s Planning, Environmental Protection and Anti-Social Behaviour Teams to ensure a joined-up approach to managing noise and other potential conflicts between new developments and existing licensed premises.

Applicants for new developments near licensed premises are encouraged to engage early with both planning and licensing authorities to address potential impacts.

The Licensing Authority recognises that this principle helps protect the cultural and economic value of established venues while ensuring that new developments are appropriately designed to coexist with their surroundings.

Enforcing Authority for Public Nuisance

- 5.9. The Environmental Protection Unit is charged with enforcing regulations relating to Public Nuisance and is also a responsible authority for Public Nuisance matters under the 2003 Act.
- 5.10. It is accepted that the Licensing Authority will often work hand in hand with the Environmental Protection Unit where nuisance related issues occur at licensed premises. Whilst the Licensing Authority has a duty to uphold the prevention of public nuisance, it should be recognised that this duty will not replace the Licensing Authority's responsibilities under other legislation.

6. Partnership Working and Initiatives

- 6.1. The Licensing Authority encourages work between the Licensing Authority, relevant authorities such as Police, Environmental Health, and Trading Standards, and the licence holder themselves in order to solve licensing problems and to promote the licensing objectives.
- 6.2. Groups representing licence holders are encouraged to participate in their local crime and disorder reduction partnerships, such as Pubwatch schemes.
- 6.3. The Licensing Authority has a duty to work with all partners in order to deliver the promotion of the licensing objectives.

Business Improvement Districts

- 6.4. The Licensing Authority support and encourage further developments for Business Improvement Districts (BIDs) where partnership arrangements and joint responsibility are formed with local businesses and stakeholders. BIDs can play an important and positive role in discussing and tackling local issues and they have the ability to put forward appropriate schemes that are of benefit to the community.

More information on BIDs can be found at:

<https://www.gov.uk/government/publications/business-improvement-districts-guidance-and-best-practice>

Best Bar None

- 6.5. The Licensing Authority recognise the value of the Best Bar None Scheme in improving standards in the Evening and Night Time Economy. For example, they reduce alcohol related crime and disorder, build positive relationships between the licensed trade, police and local authorities and responsible owners are recognised and able to share good practice with others. Furthermore, they promote the town or city as a safe and vibrant city to go at night and show a willingness to address alcohol related crime and anti-social behaviour through the promotion of good practice and education.

More information on Best Bar None can be found at:

<https://bbnuk.com>

Purple Flag

- 6.6. The Licensing Authority acknowledge that that Purple Flag status, an accreditation recognising a well managed night time economy, can bring real benefits which include:

- A raised profile and an improved public image for the location
- A wider patronage, increased expenditure
- Lower crime and anti-social behaviour
- A more successful mixed use economy in the longer term

More information on Purple Flag can be found at:

<https://www.atcm.org/purple-flag>

7. Environmental Best Practice

- 7.1. **The Licensing Authority recognises the importance of promoting environmental sustainability and encourages licence holders and applicants to adopt environmentally responsible practices. These may include but are not limited to:**

- **Reducing single-use plastics, especially in drinkware and packaging**
- **Managing waste responsibly such as implementing recycling and waste separation schemes**
- **Minimising energy and water consumption**
- **Sourcing products locally and sustainably**
- **Carrying out food waste reduction measures**

8. Equality Duty

- 8.1. The Licensing Authority have a public sector equality duty in relation to the following protected characteristics:

- Age
- Disability
- Sex
- Gender reassignment
- Sexual orientation
- Pregnancy and maternity
- Race
- Religion or belief

- 8.2. Under Section 149 of the Equality Act 2010 a Public Authority must, in the exercise of its functions, have due regard to the need to:-
- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under the 2010 Act
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it
- 8.3. The Licensing Authority has considered the Equality and Diversity issues that may arise from the Policy. The Licensing Authority considers that this policy does not raise any concerns with regards to equality and diversity.

9. Immigration Act

- 9.1. Following the implementation of the Immigration Act 2016, the Licensing Authority will ensure that the “Entitlement to Work” test is checked and scrutinised for Personal Licence Holders and individual Premises Licence Holders where the Premises Licence permits the sale of alcohol or late night refreshment.
- 9.2. Where an individual holding a Premises Licence within the Borough ceases to be entitled to work in the United Kingdom on or after 6th April 2017, the Premises Licence lapses immediately and will lapse completely unless transferred or an Interim Authority is lodged within 28 days of when the individual’s right to work ended.
- 9.3. A Personal Licence issued by the Licensing Authority will lapse when an individual is no longer entitled to work in the United Kingdom on or after 6th April 2017.
- 9.4. The Licensing Authority will work closely with the Home Office Immigration Enforcement (HIOE) as a Responsible Authority. The Licensing Authority will advise the HIOE where applicants have committed immigration offences and furthermore provide the HIOE assistance when entering and carrying out their enforcement duties at licensed premises within the Borough.
- 9.5. **From 1st July 2021, EEA citizens and their family members are required to demonstrate lawful immigration status in the UK in order to prove their right to work. An EEA passport or national identity card alone is no longer sufficient as these documents confirm nationality but not immigration status. The Licensing Authority shall ensure that applicants provide appropriate evidence of their right to work in the UK, in line with Home Office requirements applicable to all foreign nationals.**

The Licensing Authority shall treat all applicants in the same way during the application process and shall not discriminate against anyone. The Licensing Authority shall ensure that the process will be carried out in a fair, transparent and consistent way.

10. Modern Day Slavery

- 10.1. The Licensing Authority acknowledges the implementation of the Modern Day Slavery Act 2015 and will therefore fully take on their responsibilities and statutory duties under the 2015 Act
- 10.2. This Licensing Authority recognises the role it can play in proactively preventing modern slavery, which includes consideration of:-
- Identification and referral of victims during inspections and visits
 - Reporting and referring for investigation via the National Crime Agency's national referral mechanism any of its licence holders or managers of premises as a cause for concern
 - Assisting partners with community safety services and disruption activities.

11. Counter-Terrorism

11.1. Applicants for premises licences are encouraged to consider:

- Undertaking a terrorism threat risk assessment to ensure that any security related concerns are identified and, appropriate reasonable and proportionate steps are taken to reduce any risks from a terrorist attack, and
- Undertaking an ACT security plan, including completion of a preparedness plan, information sharing and training.

11.2. More relevant information and advice regarding counter-terrorism measures can be found on the Protect UK Website:

www.protectuk.police.uk

12. Licensing Objectives - The Prevention of Crime and Disorder

- 12.1. Licensed premises, especially those offering late night/early morning entertainment, alcohol and refreshment, can be a source of crime and disorder. The Licensing Authority will expect operating schedules to satisfactorily address these issues from the design of the premises through to the daily operation of the business. Applicants are recommended to seek advice from the Police Licensing Officer and Licensing Authority Officers prior to making any application as early advice can alleviate representations being made once an application is

- submitted. Full contact details for both are contained within the Responsible Authorities contact in Appendix F.
- 12.2. Applicants should, where appropriate, take account of local planning and transport policies, and tourism, cultural and crime prevention strategies, when preparing their operating plans and schedules.
 - 12.3. Where a number of premises may be in close proximity it may be difficult to attribute the disorder to patrons of particular premises, however there is a duty on Premises Licence Holders or Club Management Committees to act responsibly to ensure their own customers do not contribute to crime and disorder whilst in their premises and in the vicinity of their premises.
 - 12.4. When addressing crime and disorder, the applicant should identify any particular issues that are likely to affect adversely the promotion of the crime and disorder objective. They should then include in the operating schedule how they will deal with those matters.
 - 12.5. Operating schedules should then show how they will address the issues identified. Further guidance on these measures is contained in Appendix B.
 - 12.6. Applications referred to the Licensing Sub-Committee where relevant representations have been received will be determined on the individual merit of each case. The Licensing Sub-Committee has the power to impose specific conditions when considered appropriate in respect of the Crime and Disorder objective.
 - 12.7. The Council's Licensing Officers will work closely with the Metropolitan Police Service to ensure licence conditions are met, matters relating to crime and disorder are resolved, and that licensed premises are being operated according to the requirements of the 2003 Act.
 - 12.8. Following the grant of a premises licence, the Metropolitan Police Service, Elected Members and/or interested parties such as local residents and Ward Councillors can apply to the Licensing Authority for a review of the licence if they consider that the Prevention of Crime and Disorder objective has not been met and is relevant.
 - 12.9. When making decisions about an application the Licensing Sub-Committee will have regard to the Borough's Crime Prevention Strategy and any conditions attached to licences or certificates will so far as possible reflect local crime prevention strategies
 - 12.10. High risk or poorly managed premises will be subject to a higher frequency of inspections than low risk and well managed premises. Some of these inspections will be unannounced and conducted whilst the premises are in use for the purpose of the licence.
 - 12.11. In the interest of public order and the prevention of terrorism, the Licensing Authority would expect that for significant events, a

comprehensive risk assessment is undertaken by premises licence holders to ensure that crime and disorder and public safety matters are identified and addressed. Accordingly, for premises that wish to stage promotions, or events (see examples set out in Appendix B), the Licensing Authority recommends those applicants address the Risk Assessment and debrief processes in their operating schedule.

12.12. The Licensing Authority strongly encourages applicants to carry out a detailed and thorough risk assessment when carrying out promotions or events. Where the risk assessment identifies significant risks for an event or promotion then the Licensing Authority would normally expect the applicant to consult with the Police and the Licensing Authority.

12.13. Personal Licence applicants will have to meet specific standards with regard to their suitability. There are a number of obligations on Personal Licence Holders, including those who are named as Designated Premises Supervisors, the breach of which could mean appearing before the Magistrates Court.

12.14. **Spiking — whether through the addition of drugs or alcohol to a person's drink or through other means — is a serious criminal offence and poses significant risks to public safety. The Licensing Authority expect relevant licensed premises such as late-night venues to take proactive steps to prevent and respond to incidents of spiking. These may include:**

- **Staff training to identify signs of spiking and respond appropriately**
- **Clear signage informing patrons about the risks of spiking and encouraging vigilance**
- **Availability of drink covers or testing kits, where appropriate**
- **Robust incident reporting procedures, including liaison with police and local safeguarding teams**
- **Safe spaces or welfare areas for individuals who may be vulnerable or affected**

Where appropriate and proportionate the Licensing Authority may consider imposing specific conditions to ensure the licensing objectives are being fully promoted.

12.15. **The Licensing Authority supports initiatives such as “Ask For Angela” and similar schemes as part of its commitment to promoting the licensing objectives.**

“Ask for Angela” is a nationally recognised safeguarding initiative that enables individuals who feel unsafe, vulnerable, or threatened in licensed premises to discreetly seek help. By approaching staff and asking for “Angela,” trained personnel are alerted to provide assistance. This support may include: escorting the individual to a safe space, contacting venue security or emergency services,

reuniting them with friends or family and/or arranging safe transport home.

The Licensing Authority shall encourage relevant licences premises to:

- Display “Ask For Angela” posters prominently
- Ensure staff receive Welfare and Vulnerability Engagement (WAVE) training
- Include the scheme in their operating schedules
- Maintain clear procedures for recording and responding to safeguarding concerns
- The Licensing Authority may consider the adoption of the “Ask for Angela” scheme as a condition of licence where appropriate and proportionate, particularly for venues operating late at night.

13. Licensing Objectives - Public Safety

- 13.1. The 2003 Act covers a range of premises and activities, including cinemas, concert halls, theatres, nightclubs, public houses, cafes/restaurants and fast food outlets/takeaways. Each of these types of premises present a mixture of risks to public safety, with many common to most premises and others unique to specific operations. It is essential that premises are constructed or adapted and operated so as to acknowledge and safeguard occupants against these risks.
- 13.2. The Licensing Authority will expect operating schedules to satisfactorily address these issues and applicants are advised to seek advice from the Borough's Licensing Officers and the London Fire Brigade (contact details can be found in Appendix F) before preparing their plans and schedules. Where an applicant identifies an issue relating to public safety (including fire safety) that is not covered by existing legislation, the applicant should identify in their operating schedule the steps that they will take to ensure public safety. Where representations are received and upheld at a hearing, the Licensing Authority will consider attaching conditions to licences and permissions to promote safety.
- 13.3. Appendix C provides a list of examples of measures to promote Public Safety.
- 13.4. If relevant representations are received from a Responsible Authority, Elected Members or interested parties the application will be determined by a Licensing Sub-Committee.
- 13.5. Applications referred to the Licensing Sub-Committee will be determined on the individual merit of each case. The Licensing Sub-Committee have

- the power to impose specific conditions when considered necessary in respect of the Public Safety objective.
- 13.6. Following the grant of a premises licence, the London Fire and Emergency Planning Authority, Elected Members and/or the Enforcing Authority within the meaning given by section 18 of the Health and Safety at Work etc. Act 1974 and/or interested parties such as local residents and businesses can apply to the Licensing Authority for a review of the licence if they consider that the Public Safety objective has not been met.
- 13.7. The Licensing Authority's Licensing Officers will conduct inspections of licensed premises to ensure that the approved safety standards are being maintained and that licence conditions are being complied with.
- 13.8. High risk or poorly managed premises will therefore be subject to a higher frequency of inspections than low risk and well managed premises. Some of these inspections will be unannounced and conducted whilst the premises are in use for the purpose of the licence.
- 13.9. The Council's Licensing Officers, Fire Safety Officers and Health & Safety Officers will work closely together to resolve matters relating to public safety in licensed premises.

14. Licensing Objectives - The Prevention of Public Nuisance

- 14.1. Licensing Sub-Committees will be mindful that licensed premises, especially those operating late at night and in the early hours of the morning, can cause a range of nuisances impacting on people living, working or sleeping in the vicinity of the premises. When addressing public nuisance, the applicant should identify any particular issues that are likely to affect adversely the promotion of the licensing objective to prevent public nuisance. They should then include in the operating schedule how they will deal with those matters. The concerns mainly relate to noise nuisance from within the premises or from the use of any outside areas, light pollution, smoke and noxious smells. This may also include patrons outside a premises and the dispersal of customers. Due regard will be given to the impact these may have and the Licensing Authority will expect operating schedules to satisfactorily address these issues.
- 14.2. Appendix D provides a list of examples of relevant issues relating to public nuisance and considerations to be made to prevent such nuisance occurring.
- 14.3. Applicants should give particular consideration to measures to reduce the occurrence of public nuisance associated with accommodating smokers outside the premises following the introduction of smoke free areas in enclosed or substantially enclosed places.
- 14.4. In relation to smoking outside licensed premises, it is expected that:

- Suitable receptacles for customers will be provided and maintained to dispose of cigarette litter in areas used, or likely to be used, for smoking
 - Licensees will take all reasonable steps to discourage smoking on the public highway close to residential premises, particularly after 10pm. This could include measures such as a ban on customers taking drinks outside on to the public highway, the use of door supervisors, or imposing a time after which re-admissions to the premises will not be permitted
 - Garden areas are to be cleared at a reasonable time where not doing so could cause nuisance to neighbouring residents.
 - Appropriate signage is to be displayed prominently at the premises
- 14.5. Where an application includes provision of a smoking shelter then the Licensing Authority strongly advises that the applicant includes measures in their operating to fully address any potential disturbance to neighbouring residential premises. The shelter shall be fully compliant with Smoke Free legislation.
- 14.6. If relevant representations are received from a Responsible Authority, Elected Members or interested parties, the application will be determined by a Licensing Sub-Committee.
- 14.7. Applications referred to the Licensing Sub-Committee will be determined on the individual merit of each case. The Licensing Sub-Committee have the power to impose specific conditions when considered necessary in respect of the Prevention of Public Nuisance objective.
- 14.8. Following the grant of a premises licence, the Council's Environmental Protection Unit, Elected Members and/or interested parties such as local residents and businesses can apply to the Licensing Authority for review of the licence if they consider that the Prevention of Public Nuisance objective has not been met.
- 14.9. The Licensing Authority's Licensing Officers will conduct inspections of licensed premises to ensure that the conditions relating to the prevention of public nuisance are being complied with.
- 14.10. High risk or poorly managed premises will therefore be subject to a higher frequency of inspections than low risk and well managed premises. Some of these inspections will be unannounced and conducted whilst the premises are in use for the purpose of the licence.
- 14.11. The Council's Licensing Officers and Environmental Protection Officers will work closely with the Council's Anti-Social Behaviour Investigations Team, requesting monitoring visits of specific premises and receiving feedback regarding the witnessing of statutory noise and public nuisance or the breach of licence conditions.

15. Licensing Objectives - The Protection of Children from Harm

- 15.1. The Licensing Authority is committed to ensuring that licensed premises operate in a manner that safeguards children from harm. This includes physical, psychological, and moral harm, and extends to concerns such as underage drinking, exposure to adult content, and child sexual exploitation.**
- 15.2. The Licensing Authority believes that it is completely unacceptable to sell alcohol to children. Applicants should demonstrate how they will promote this objective in their operating schedules. Measures may include: Challenge 25 or similar age verification policies, staff training on safeguarding and identifying vulnerable children, restrictions on access to certain areas or times and clear signage and supervision arrangements. Other considerations can be found in Appendix E of this Policy.**
- 15.3. The Licensing Authority strongly encourages participation in safeguarding initiatives such as: 'Ask for Angela', WAVE (Welfare and Vulnerability Engagement) training and reporting and recording concerns to the police or Safeguarding Teams.**
- 15.4. The range of 'licensed premises' under the 2003 Act is very broad. It includes pubs, cinemas, theatres, restaurants, off licences etc.
- 15.5. Under the 2003 Act, unaccompanied children under the age of 16 are not allowed on premises such as public houses which are used exclusively or primarily for the supply of alcohol for consumption on the premises.
- 15.6. This restriction does not apply to premises such as restaurants and bowling alleys etc. where the supply of alcohol is not the principal use of the premises. However, unaccompanied children under the age of sixteen are not permitted in such premises between the hours of midnight and 5 a.m. Admission of children will always be at the discretion of those managing the premises unless specifically prohibited by way of licence conditions.
- 15.7. Where applicants are proposing adult entertainment, they must make it clear in their operating schedule about the details of the activity or event and times so that it can be determined when it is not appropriate for children to enter the premises. Applicant should consider the proximity of their premises to schools and youth clubs and ensure that any advertising is not displayed at a time where children are likely to be close by.. Applicants are advised to contact the Safeguarding Children and Quality Assurance team or the Licensing Team directly to seek advice prior to submitting their application.**

- 15.8. It is recognised that the Mandatory Conditions attached to premises licences where alcohol is sold/supplied must have in place an age verification scheme. The Licensing Authority would normally expect this scheme to include a challenge for photo identification to all persons who appear to be under the age of 25 years, i.e. 'Challenge 25'.
- 15.9. If relevant representations are received from a Responsible Authority, Elected Members or interested parties the application will be determined by a Licensing Sub-Committee.
- 15.10. Applications referred to the Licensing Sub-Committee will be determined on the individual merit of each case. The Licensing Sub-Committee have the power to impose specific conditions when considered necessary in respect of the Protection of Children from Harm objective.
- 15.11. Following the grant of a premises licence, the Council's Safeguarding Children and Quality Assurance team, Elected Members and/or interested parties such as local residents and businesses can apply to the Licensing Authority for a review of the licence if they consider that the Protection of Children from Harm objective has not been met.
- 15.12. The Licensing Authority's Licensing Officers will conduct inspections of licensed premises to ensure that the conditions relating to the protection of children from harm are being complied with.
- 15.13. High risk or poorly managed premises will therefore be subject to a higher frequency of inspections than low risk and well managed premises. Some of these inspections will be unannounced and conducted whilst the premises are in use for the purpose of the licence.
- 15.14. The Licensing Authority will expect that each operator dealing in the sale and supply of alcohol implements a proof of age policy in line with the Mandatory Licence conditions. The Licensing Authority expects premises licence holders to ensure that their staff are adequately trained and in every case where there is any doubt as to whether the customer is aged eighteen or over operate on a 'No ID, No sale' basis.
- 15.15. It is expected that all refusals of alcohol shall be recorded by the operator in a Refusal or Incident Log. This Log should be made available for inspection to a Police Officer or authorised officer from the Local Authority when requested.
- 15.16. Trading Standards Officers and Police Officers will carry out test purchases of alcohol using young volunteers. Where sales are made, enforcement action will be taken against all responsible persons.
- 15.17. The Licensing Authority shall maintain close contact with the police, trading standards and [Youth Justice](#) Teams concerning any unlawful sales at premises and reports of consumption of alcohol by minors.

Children's access to cinemas

- 15.18. The Licensing Authority accepts that the British Board of Film Classification (BBFC) is the recognised authority in categorising films. It therefore accepts the BBFC classifications with respect of children's films. The Licensing Authority will expect applicants to include in their operating schedules arrangements for restricting children from viewing age-restricted films classified according to BBFC recommendations.

Children and Regulated Entertainment

- 15.19. There are many kinds of regulated entertainment which are specifically arranged for children, such as plays, concerts, and film shows, some of which may be school based. When it is proposed to present an entertainment specifically for children, then additional safety measures may need to be considered. The Council's Licensing Officers and the Safeguarding Children and Quality Assurance team are able to offer advice and guidance in respect of such presentations and organisers of such events are encouraged to seek such advice.

16. Public Health & Licensing

- 16.1. The Director of Public Health in Hillingdon is a responsible authority under the 2003 Act and may make representations in respect of premise licence applications and club premise certificates and may also apply to review premise licences and certificates.
- 16.2. Public Health may hold useful information which may be used by them to make representations in their own right or to support representations by other responsible authorities. These representations can potentially be made on the grounds of all four licensing objectives.
- 16.3. A range of public health issues may relate directly to one or more of the Licensing Objectives; for example, violent assaults, cases of alcohol poisoning at licensed premises, or issues with loud noise emanating from premises.
- 16.4. Public Health may record data where intoxication of patrons at specific premises has led to accidents and injuries from violence, including those resulting in attendances at emergency departments and the use of ambulance services. Some of these incidents will be reported to the police, but many will not. This information can be relevant to the public safety, public nuisance and crime and disorder objectives.
- 16.5. The Licensing Authority recognises the potential for Public Health to participate in the licensing process in relation to the protection of children from harm. This objective concerns the physical safety of children and also their moral and psychological wellbeing. Public Health may present evidence relating to under 18s alcohol-related emergency department

attendance, hospital admissions and underage sales of alcohol linked to a specific premises and their practices.

- 16.6. The Licensing Authority will work with the Director of Public Health and their staff in order to identify and utilise relevant public health data within the licensing process. In addition, the Licensing Authority will support the NHS and alcohol charities to raise awareness of the dangers of excess consumption of alcohol.

17. Licensing Committee

- 17.1. A Licensing Committee consisting of at least ten, but not more than fifteen Councillors, has been appointed. The Licensing Committee will be kept informed by way of reports from officers on a wide range of matters which may impact on their role.
- 17.2. The 2003 Act dictates that uncontested applications shall be granted and that such applications should be dealt with by specific officers who have been so delegated by the Licensing Authority.
- 17.3. Whenever relevant representations have been received from Responsible Authorities, Elected Members and/or Interested Parties in respect of an application, that application will be referred to a Licensing Sub-Committee for determination.
- 17.4. Although the Licensing Authority welcomes views from all members of the community, Government guidance states that the Council as the Licensing Authority should be aware that the views of vocal minorities should not be allowed to predominate over the general interests of the community that the Licensing Committee represents.

18. Authorisations and Applications

- 18.1. There are a number of authorisations relating to:

- Sale/Supply of alcohol
- Regulated entertainment
- Late Night Refreshment

These are:

Premises Licences

- 18.2. Any person aged eighteen years or over who is carrying on, or who proposes to carry on, a business that involves the use of premises for licensable activities may apply for a premises licence either on a permanent basis or for a time-limited period. 'A person' in this context includes a business or partnership.

- 18.3. A premises licence lasts indefinitely and may be transferred or varied at any time.
- 18.4. The premises licence application form and operating schedule should be completed clearly and concisely to reflect the exact nature of the business and how the four licensing objectives will be addressed. All sections of the application form must be completed. Guidance as to what type of information should be included in the operating schedule is given in the Appendices to this Policy.
- 18.5. Applications which are incomplete or illegible will be returned to the applicant with an explanation for the return. Reasons may include incomplete or missing forms, incomplete Operating Schedule, the absence of the fee, and/or absence of required plans or insufficient information detailed on the plans (as required under Section 23 of the Licensing Act 2003 (Premises Licences and Club Premises Certificates) Regulations 2005), or for personal licences, also the absence of certificates or photographs.
- 18.6. Applicants are advised to seek advice from the Council's Licensing Officers and the Responsible Authorities concerning the licensing requirements for premises and/or licensable activities being applied for prior to completing their operating schedule. Large or unusual events need particular consideration and applicants are advised to consult the Council's Licensing Officers for guidance and to submit applications as far in advance as possible. When required, the Council's Licensing Officers will provide all applicants with advice and guidance in respect of completing their application forms and, in particular, how they should address each one of the four licensing objectives in their operating schedules.
- 18.7. Notwithstanding 18.6 above, it is the applicant's responsibility to complete the application to a satisfactory standard and they should seek professional legal advice as necessary.
- 18.8. **From 31st March 2025, the Licensing Authority will generally treat applications to add "off sales" to "on sales" premises licences as a minor variation application, in particular where the licence holder took advantage of the Business & Planning Act 2020 provision and there has been no adverse impact on the licensing objectives.**

The Licensing Authority recognises the importance of outdoor hospitality in supporting local businesses and enhancing the vibrancy of public spaces. Pavement licences governed by the permanent regime introduced under the Business & Planning Act 2020 are separate from premises licence under the 2003 Act but may interact where alcohol is served outdoors. Licence holders must ensure that the use of outdoor space does not undermine the licensing objectives. The Licensing Authority shall ensure that there is co-ordination and consistency between pavement and premises licensing where applicable.

Members Clubs

- 18.9. Some activities carried out by clubs need to be licensed under the 2003 Act but generally members clubs are treated differently to proprietary clubs and commercial premises. A club is an organisation where members have joined together for a particular reason, i.e. social, sporting or political, and have combined to buy alcohol in bulk as members of the organisation for supply to members. In order to apply for a Club Premises Certificate, the club needs to be a 'Qualifying Club'.
- 18.10. Where there is doubt about the eligibility for a club premises certificate, the Licensing Authority will seek assurances and evidence from applicants that they are a qualifying club for the purposes of the 2003 Act. Such evidence may include membership records, minutes of committee meetings, etc.

Temporary Event Notices

- 18.11. Anyone may give the Licensing Authority a Temporary Event Notice (TEN). This procedure allows people to hold an event involving licensable activities without having to apply for a Premises Licence or Club Premises Certificate.
- 18.12. The 2003 Act provides a system for the temporary carrying on of any licensable activity outside of the terms of a premises licence or club premises certificate. Under this system no authorisation as such is required from the licensing authority. Instead, a person wishing to hold an event at which such activities are proposed to be carried on (the "premises user") gives notice to the Licensing Authority of the event.

Personal Licences

- 18.13. To sell alcohol in licensed premises at least one person needs to hold a 'Personal Licence' which has been granted by the Licensing Authority where they live. This requirement does not apply to 'qualifying clubs'.
- 18.14. In some premises there may be more than one person holding a 'Personal Licence' and it is important that one person is named as being in control, this person is called the 'Designated Premises Supervisor'. The Designated Premises Supervisor is the key person who will usually be responsible for the day-to-day management of the premises.
- 18.15. There is one exemption from the need for a personal licence holder and 'Designated Premise Supervisor' in line with the mandatory requirements of the 2003 Act, sections 19(2) and 19(3). That is in the case where a community premises (church, community halls, and village halls, etc.) has applied for and been granted an application to disapply these mandatory conditions.
- 18.16. In determining applications for personal licences, the Licensing Authority will have regard to the guidelines issued by the Secretary of State under section 182 of the 2003 Act and any secondary legislation. The promotion

of the four licensing objectives applies to the consideration of applications for personal licences equally as it does to applications for premises licences.

19. Representations

- 19.1. This policy will not seek to exclude any rights enshrined in the 2003 Act or any other legislation for applicants or those making representations against applications. Each application and representation will be treated on its merits taking into account the legislation, the Guidance issued under section 182 of the 2003 Act and this policy.
- 19.2. Representations can be made to the Council, as Licensing Authority, by a 'Responsible Authority' or by 'Interested Parties', which include individuals such as residents or bodies such as a residents association, trade associations and other businesses operating. Representations can be made concerning:-
 - Applications for new premises licences or club premises certificates
 - Applications to vary premises licences or club premises certificates
 - Personal licence applications on criminal grounds (only by the Police)
- 19.3. Responsible Authorities are the public authorities specifically designated under the 2003 Act to be consulted on all licence applications and are also entitled to make representations. A full list of Responsible Authorities is at Appendix F.
- 19.4. The Licensing Authority expect other responsible authorities, where they have concerns, to raise representations that fall within their remit. For instance, where there are concerns of crime and disorder, then the police should submit a representation.
- 19.5. The Licensing Authority is not generally expected to act as a responsible authority on behalf of other parties such as residents. However, there may be times where the Licensing Authority may feel it is appropriate to do so. For instance, this may be where the relevant responsible authority have failed to take action and the Licensing Authority is aware of relevant grounds to make a representation.
- 19.6. Where the Licensing Authority does act as a responsible authority and wishes to submit a representation, they may do so by assessing the application, visiting the premises if they feel it is appropriate to do so and looking at the potential impact the application will have on the Licensing objectives. In addition, the Licensing Authority shall check the history of the premises, assess the level of confidence it has with management and the compliance with conditions of the licence.

- 19.7. Each responsible authority has equal standing and may act independently without waiting for representations from any other responsible authority.
- 19.8. In cases where the Licensing Authority is also acting as responsible authority, the Licensing Authority will ensure a separation of responsibilities within the authority to ensure procedural fairness and eliminate conflicts of interest. For example, the Licensing Authority will distinguish between the licensing case officer and the officer nominated to act as the responsible authority by allocating clear and distinct functions.
- 19.9. The 2003 Act 2003 also permits Elected Members to make representations on their own behalf as well as on behalf of their constituents. Members of the public who are making representations may also request that their Ward Councillor speaks on their behalf at public hearings to determine applications.
- 19.10. Representations about an application must be made in writing to the Council's Licensing Team within the statutory time limits. **The representation must be relevant to the application and not vexatious or frivolous.**
- 19.11. Written representations include letters and emails. Representations received after the end of the public consultation period cannot legally be accepted and will not be considered by the Licensing Authority.
- 19.12. Representations must contain:
- (a) The name, full address & post code, of the person making them;
 - (b) The reasons for their representation;
 - (c) Which of the four Licensing Objectives the representation relates to, i.e. crime and disorder; public nuisance; public safety; and/or protection of children from harm.

Representations which do not meet this requirement may be rejected as being irrelevant or frivolous or vexatious.

- 19.13. **For borderline cases, the Licensing Authority shall give the benefit of doubt to the person making the representation.**
- 19.14. Representations based on 'Need' for licensed premises concerns the commercial demand for another pub, restaurant, off licence or hotel. This is not a matter for the Licensing Authority in discharging its licensing functions. 'Need' is a matter for planning committees and for the market. Representations made on the basis of need are likely to be rejected.
- 19.15. All valid representations will form part of a committee report that will become a public document. It will be given to the applicant, their agent, responsible authorities, other persons making representations and any other party requesting a copy as well as the Licensing Sub-committee 10

working days prior to the hearing. Anonymous representations will not be accepted.

19.16. Petitions may be submitted as (or as part of) a representation but may not be as informative as individual correspondence and as such may be given less weight when considered by a Licensing Sub-Committee.

19.17. Petitions will only be accepted if on each sheet it clearly shows:

- The name and address of the application site,
- Reasons for the representation, and
- Which of the four Licensing Objectives are relevant.

19.18. Each petitioner must give their name and full address including post code.

19.19. Failure to comply with any of the above requirements could lead to the petition being rejected as a representation.

19.20. The Licensing Authority follows the guidance of the Secretary of State concerning the judgments of representation as being irrelevant, vexatious and frivolous. A representation would be 'irrelevant' if it does not relate to the application or to the promotion of the licensing objectives in the context of the application.

19.21. In considering whether or not a representation is 'vexatious or frivolous' the Licensing Authority must determine whether any ordinary and reasonable person would consider the matter to be vexatious or frivolous. Vexation may arise where, for example, there is a dispute between rival businesses. Frivolous representations would be categorised by a lack of seriousness.

19.22. Where a representation is found to be irrelevant, vexatious or frivolous, the person making it will be informed and that representation will be disregarded.

20. The Role of the Ward Councillor

20.1. Ward Councillors play an important role in the local community. They can make representations in writing and speak at the hearing on behalf of an interested party such as a local resident or local business if specifically requested to do so. They can also make representations as an interested party in their own right (see Annex A with regard to Councillors making representations).

20.2. Ward Councillors may apply for a review of a licence if problems are brought to their attention which justify intervention and relate to the licensing objectives.

- 20.3. Ward Councillors are informed of all new applications and any application to vary a licence in their ward. Individual Councillors may publicise an application locally in addition to the statutory publication and advertising carried out by the applicant.
- 20.4. Local residents and businesses may wish to contact their local ward Councillors in respect of a licence application. Details on how to contact Ward Councillors may be obtained from the Council's website.
- 20.5. Ward Councillors may attend hearings of Licensing Sub-Committees considering applications and speak on behalf of local residents and businesses, but only if:
- They have made a personal representation;
 - They have made a representation on behalf of local residents or businesses as 'community advocates'; or
 - They have been nominated by (an objector) who cannot attend the hearing or prefers to be represented at the hearing.

Note: Where a Ward Councillor makes representations upon an application within their ward in writing to the Head of Administrative, Technical and Business Services within the appropriate statutory period of consultation for the application, and this representation has been forwarded to the Licensing Authority, that application shall then be scheduled to be heard by the Licensing Sub-Committee for determination. The Ward Councillor must include in their representations the reasons why they wish the application to be determined by the Sub-Committee and how the application adversely affects the licensing objectives [policy clarification added by full Council on 7 September 2017].

- 20.6. If a Councillor as a Member of the Licensing Sub-Committee has been involved in campaigning about a particular application, they should declare any such interest and not take part in any Licensing Sub-Committee hearing considering that application. This does not apply to a Ward Councillor attending a hearing in their capacity following representations, as an interested party or an advocate in support or against a particular application.

21. Decision Making and Licensing Hearings

- 21.1. Applications for premises licences, club premises certificates, interim authorities, provisional statements, variation of designated premises supervisors and personal licences that do not attract representations will be granted under delegated authority and any conditions, apart from mandatory conditions, will reflect and be consistent with the applicant's operating schedule.
- 21.2. The Licensing Authority and other Responsible Authorities, where appropriate, may choose to mediate with the applicant and other parties

with a view to alleviate concerns from the application and discuss potential conditions or further measures so that agreement may be reached and there is no longer a need to go to a formal hearing.

- 21.3. The Licensing Authority will form Sub-Committees consisting of three elected members led by one Chairman.
- 21.4. The full Licensing Committee will sit when it is considered appropriate to comply with any requirements of the 2003 Act or accompanying Regulations.
- 21.5. A Licensing Sub-Committee will sit to hear all applications for premises licences, club premises certificates, interim authorities, provisional statements, designated premises supervisors and personal licences which have attracted relevant representations from either a 'responsible authority' or 'other person'. A full scheme of delegations can be found at Appendix A.
- 21.6. A Licensing Sub-Committee will also sit to hear cases where the police and/or the Council's Noise and Nuisance officers have opposed a Temporary Event Notice on the basis that, should the event go ahead, one or more of the licensing objectives would not be promoted.
- 21.7. Members will, at all times, comply with the Council's Member Code of Conduct which should set out the standards that Members must observe.
- 21.8. Licensing Sub-Committee hearings will be broadcasted live on Hillingdon Council's YouTube Channel. Parties attending hearings will be made aware that the Council will film and record proceedings for both official record and resident digital engagement in democracy.
- 21.9. It is important for the Licensing Authority and its Committee to ensure that there is no unforeseen biasness in its decision-making.
- 21.10. The rules of natural justice will apply. For example, a party must know the case against them; anyone affected by a decision has a right to be heard; and no one should be a judge in his own cause.
- 21.11. All the parties will be given a full and fair hearing, which shall be conducted in an open, transparent and accountable manner.
- 21.12. Applications will be considered on the basis of whether they promote the four licensing objectives. Each application will be considered on its own merits and, whilst consistency is important, similar applications may be decided in different ways.
- 21.13. Any decisions made by the Licensing Sub-Committee will be announced verbally at the end of the hearing where possible, and a Decision Notice will be sent in writing to the applicant and any person who has made a valid representation within five working days.

22. Licence Conditions

22.1. Conditions on premises licences and club certificates are determined by:

- The measures put forward on the Operating Schedule
- Mandatory conditions within the 2003 Act (current list included at Appendix G)
- Measures decided at a hearing by the Licensing Sub-Committee

22.2. Conditions attached to licences by the Licensing Authority that have been proposed by the applicant in their operating schedule should be consistent with the steps set out in the operating schedule. This means that the effect of these conditions should be substantially the same as that intended by the terms of the operating schedule.

22.3. Any conditions attached to licences following relevant representations will focus on matters within the control of the Premises Licence Holder or Club Management Committees. They will address matters which have a direct impact on those living, working or engaged in normal activities in the vicinity, as well as patrons of the licensed premises.

They will not be used as a means of attempting to attach responsibility to Premises Licence Holders or Club Management Committees for matters outside their reasonable control, such as anti-social behaviour once away from the premises or licensable activity.

Conditions imposed by the Licensing Authority shall be appropriate, reasonable, and proportionate and should be determined on a case-by-case basis.

22.4. The Licensing Authority will not impose standard conditions upon every licence issued; however, it may have regard to model conditions produced by the Government and/or the Institute of Licensing and it may choose to impose these in appropriate circumstances.

23. Enforcement

23.1. The Licensing Authority expects all licence holders to adhere to conditions attached to their premises licence and to fully promote the licensing objectives. This is also expected from holders of Club Premises Certificates, users of Temporary Event Notices and Personal Licence holders of the Borough.

23.2. Authorised officers of the Council will carry out both proactive risk rated inspections and reactive inspections to investigate complaints and referrals to ensure compliance.

23.3. The Licensing Authority shall focus on agreed problem and high-risk premises which require greater attention, while providing a lighter touch for low-risk premises or those that are well run. This should ensure that

the Council resources are used efficiently and effectively. Factors to be taken into account when determining whether a premises is considered high risk or not include: history of compliance from proactive licensing inspections, history of complaints, information or referrals from Responsible Authorities and confidence in management at the premises.

- 23.4. The Licensing authority reminds operators of licensed premises that it is incumbent on them to provide appropriate training for their staff to ensure the promotion of the licensing objectives. For example, this includes training in relation to age verification and the prohibition of the sale and supply to intoxicated persons.
- 23.5. It is a criminal offence under section 136 of the 2003 Act to carry on any of the licensable activities other than in accordance with a licence or other authorisation under the 2003 Act. **It is also an offence for a person to knowingly carry out this unauthorised licensable activity.** The fine for this offence is unlimited. The local authority, the Police and other authorised persons under the Act have powers to take action in relation to premises carrying on unauthorised activities.
- 23.6. Any enforcement action taken in relation to the duties of this Licensing Authority under the 2003 Act will comply with the London Borough of Hillingdon Council's current 'Prosecutions and Sanctions Policy'.
- 23.7. The Council also supports the 'Hampton Principles' of avoiding duplication when carrying out inspections and will endeavour to carry out its inspections of licensed premises in accordance with those principles.
- 23.8. Enforcement Officers will also comply with 'The Code for Crown Prosecutors' published by the Crown Prosecution Service which can be accessed at:
<https://www.cps.gov.uk/publication/code-crown-prosecutors>
- 23.9. The Licensing Authority's Officers may carry out joint enforcement inspections with Metropolitan Police officers and other authorised officers of the Responsible Authorities.

24. Reviews

- 24.1. At any stage following the grant of a premises licence or a club premises certificate, an application for a review application can be submitted to the Licensing Authority by a Responsible Authority, any Elected Member or an Interested Party in connection with any of the four licensing objectives.
- 24.2. The Council, as Licensing Authority, will reject an application for review where it considers that the complaint is:
 - Not relevant to any of the Licensing Objectives
 - Vexatious, frivolous or repetitious

- 24.3. The Licensing Authority will be prepared to facilitate mediation between the licensee and those who may be intending to review the licence, depending upon the severity of the individual circumstances.
- 24.4. It is recommended that applications for review of premises licences are not made until at least six months after the grant of a licence in order to allow time for evidence to be gathered on the grounds for review.
- 24.5. Premises subject to review must display a statutory notice so that it is visible to passers-by, stating the ground for review and advising those who wish to make a representation to write to the Licensing Authority.
- 24.6. The Licensing Authority will also publish similar notices on the Council's website.
- 24.7. The Violent Crime Reduction Act 2006 gives the police power to review a premises licence with immediate effect where a senior police officer considers there is the risk of serious crime or disorder at the premises. This is known as an 'expedited review'.
- 24.8. Where an 'expedited review' has been applied for by the Police, the Licensing Authority will convene a Licensing Sub-Committee, who will consider any interim immediate steps that may include modifying the licence conditions, suspending the licence or removing the designated premises supervisor (DPS). Interim steps will be imposed by the Licensing Sub-Committee within two working days from receipt of the application. There is no requirement for a formal hearing to be held in order to take interim steps. Therefore, the relevant Sub-Committee members can communicate by telephone or other remote means in order to reach a decision. A written record should always be produced as soon as possible after a decision is reached.
- 24.9. The Licensing Sub-Committee may impose interim steps without consulting with the licence holder; however, every effort will be made to contact the licence holder and inform him of the review. If interim steps are imposed, the Licensing Authority shall immediately notify the licence holder and the police. The licence holder is entitled to make representations at this stage and a hearing will be held to facilitate this. The Licensing Authority must hold a full review of the premises licence and determine the review within 28 days after the day of receipt of the chief officer's application.

25. Cumulative Effect

- 25.1. Whilst the London Borough of Hillingdon does not have a concentration of licensed premises as found in central London boroughs, it nevertheless has a relatively large number of pubs and restaurants in Town Centre areas. Most of these Town Centre areas are also home to

many residents. However, the Council, as the Licensing Authority, does not propose, at this stage, to set quotas for particular types of licences.

- 25.2. Applications will be considered on their individual merit thus ensuring that the characteristics of the many different types of licensable activity are fully considered. If crime and disorder or general disturbance/nuisance do prove to be linked to the concentration of customers of licensed premises in any particular areas, then the Licensing Authority will consider introducing controls over the issue of new licences through a 'Special Policy' (to limit the number of licensed premises).
- 25.3. It would first be necessary to establish that, because of the number and density of licensed premises selling alcohol in a particular area, there are exceptional problems of nuisance, disturbance and or disorder outside or away from those licensed premises as a result of their combined effect. Where particular premises are identified as being responsible for the problems it may be possible to take specific measures against those individual Premises Licence Holders or Club Management Committees following relevant representations.
- 25.4. Where there is public disorder from a minority of people who display anti-social behaviour away from licensed premises, there are other measures available to the Police Authority to address such issues.
- 25.5. Before deciding whether to adopt a Special Policy (to limit the number of licensed premises), the Council as the Licensing Authority must be sure that the imposition of individual conditions to particular premises would not solve the problem. The Council as the Licensing Authority has a duty under Section 17 of the Crime and Disorder Act 1998 to do all that it reasonably can to prevent crime and disorder. It must be sure it has met its obligations under the Crime and Disorder Act 1998 and in terms of its promotion of the licensing objectives under the 2003 Act.
- 25.6. If objector representations are made as to the cumulative effect of a new application and hence the need for a Special Policy (to limit the number of licensed premises), the onus will be on the objector to provide the evidence that the additional premises would produce the impact claimed.
- 25.7. If a Special Policy (to limit the number of licensed premises) is introduced it will be reviewed regularly to assess whether or not it is still needed.

26. Mobile, Remote and Internet Sales

- 26.1. The Licensing Authority may receive applications for the sale of alcohol where payment is not necessarily taken at the same place where alcohol is appropriated to the contract. This situation occurs when sales are made online, by telephone, or mail order. The sale of alcohol is to be treated as taking place where the alcohol is appropriated to the contract. It will be the premises at this location which need to be licensed. **The**

applicant must specify the location where alcohol is stored and dispatched.

26.2. In these cases, the Licensing Authority will ensure that the subsequent premises licence will be subject to appropriate conditions. **These may include but are not limited to:**

- **Times of day during which alcohol may be sold**
- **Age verification procedures for online and remote sales**
- **Secure storage and dispatch protocols**
- **Restrictions on delivery times to prevent public nuisance**
- **Measures to prevent proxy purchasing and underage access**

26.3. Operators who run premises providing 'alcohol delivery services' should advise the Licensing Authority that they are operating such a service in their operating schedule. This ensures that the Licensing Authority can properly consider what conditions are appropriate to attach to the applicant's premises licence. **The delivery process must include robust age verification checks at the point of delivery. Delivery personnel should be trained to refuse delivery if age verification fails.**

26.4. **Operators who use third-party platforms (e.g. Uber Eats and Deliveroo apps) remain responsible for ensuring compliance with licensing conditions. The Licensing Authority may require evidence of contractual arrangements and compliance protocols with third-party vendors.**

26.5. Premises with an existing premises licence, which choose to operate such a service in addition to their existing licensable activities, should contact their Licensing Authority for its view on whether this form of alcohol sale is already permitted or whether an application to vary the licence will be required.

26.6. The Licensing Authority may also receive applications for mobile, remote, and internet sales for late night refreshment such as fast food orders. Applicants should be mindful of the impact of such applications on the licensing objectives particularly the prevention of public nuisance. For instance, there may be concerns of vehicles or noise created by waiting vehicles or drivers outside the premises for pick up. Applicants should put in place appropriate measures and address these issues in their operating schedule.

27. Licensing Hours

27.1. Prior to the introduction of the 2003 Act, it was believed that fixed and artificially early closing times (established under the Licensing Act 1964) were one of the key causes of rapid binge drinking prior to closing times

and one of the causes of disorder and disturbance when large number of customers were required to leave the premises simultaneously.

- 27.2. The aim through promotion of the licensing objectives should be to reduce the potential for concentrations and achieve a slower dispersal of people from licensed premises through flexible opening times.
- 27.3. Arbitrary restrictions that would undermine the principle of flexibility will therefore be avoided. The four licensing objectives will be paramount at all times and the Council will always consider the individual merits of each case.
- 27.4. In accordance with guidance there is no fixed restriction on terminal hours for any particular areas of the borough. Such a restriction could cause the migration of patrons from one area to another and create the circumstances that the legislation is attempting to avoid. Each application will be dealt with on its merits. It is for the applicants to detail in their Operating Schedule exactly what times they intend to open and close the premises and what measures they will take to ensure that they do not cause nuisance or disturbance to their neighbours in the vicinity. The later the terminal hour applied for, the greater will be the need to address the issues of disturbance and nuisance.
- 27.5. Shops, stores and supermarkets licensed to sell alcohol will normally be allowed to do so for the full duration of their trading hours. Restrictions may be applied, for example where representations are made indicating the particular premises or patrons of the premises are linked to disorder and or disturbance.

28. Exemptions

- 28.1. There are a number of circumstances where entertainment related activities are exempt from regulation. These activities are specifically addressed in detail in the Section 182 Guidance. In summary, these are:
 - Live Music
 - Recorded Music
 - Plays
 - Performances of Dance
 - Indoor Sport
 - Any entertainment provided by a local authority, school or hospital
 - Community exhibitions of film
- 28.2. The exemption for entertainment is subject to certain conditions relating to the timings of the entertainment and maximum audience numbers, i.e. between the hours of 08:00 and 23:00 and for audiences of no more than 500 people.

- 28.3. In licensed premises, where the exemptions apply, any conditions relating to entertainment would be suspended between the hours of 08:00 and 23:00. However, the Licensing Authority is empowered to lift the suspension of licence conditions upon a licence review where there are demonstrable effects on one or more of the licensing objectives.
- 28.4. It should be noted that any dance performances of an adult nature, involving nudity, are still regulated under the Local Government (Miscellaneous Provisions) Act 1982 and separate permission would apply.

APPENDIX A – TABLE OF DELEGATIONS

MATTER TO BE DEALT WITH	SUB-COMMITTEE	OFFICERS
Application for a personal licence	If a Police objection made	If no objection made
Application for personal licence, with unspent convictions	If a Police objection made	If no objection made
Application for premises licence/club premises certificate	If a relevant representation made	If no representation made
Application for provisional statement	If a relevant representation made	If no representation made
Application to vary premises licence/club premises certificate	If a relevant representation made	If no representation made
Application to vary designated premises supervisor	If a Police objection made	All other cases
Request to be removed as designated premises supervisor		All cases
Application for transfer of premises licence	If a Police objection made	All other cases
Application for Interim Authorities	If a Police objection made	All other cases
Application to review premises licence/club premises certificate	All cases	
Decision on whether a representation/objection is irrelevant, frivolous, vexatious, etc.		All cases
Decision to object when local authority is a consultee and not the lead authority	All cases	
Determination of an objection to a Temporary Event Notice	All cases	
Revocation of Personal Licence where convictions come to light after grant	All cases	
Determination of application by Community Premises to include alternative licence condition	If a Police objection made	All other cases
Decision whether to consult other responsible authorities on minor variation applications		All cases
Determination of minor variation applications		All cases

APPENDIX B – PREVENTION OF CRIME AND DISORDER

Examples of measures

Examples of measures to prevent crime and disorder which applicants are encouraged to give when completing their Operating Schedules:

- Use of crime prevention notices – For use in circumstances where it would be helpful to warn customers of prevalence of crime which may target them, for instance, to warn of pickpockets or bag snatchers
- Publicising details of the premises operation – Display details of the premises opening, closing times and permitted times for licensable activities
- Installing CCTV – The presence of CCTV cameras can be an important means of deterring crime both inside and outside of the premises. It can also help to provide valuable evidence in the event that an incident does occur. CCTV should be maintained in good working order and used at all times with a thirty-one-day library of recordings maintained at all times. In addition, a staff member who is able to operate the CCTV system shall be on the premises at all times when the premises is open. The staff member shall be able to provide the Police or authorised officer copies of recent CCTV images or data with minimum delay when requested.
- An incident log shall be kept at the premises and made available on request to a Police Officer or an authorised officer. The following should be recorded in the log:
 - (a) all crimes reported to the venue
 - (b) all ejections of patrons
 - (c) any complaints received concerning crime and disorder
 - (d) any incidents of disorder
 - (e) all seizures of drugs or offensive weapons
 - (f) any faults in the CCTV system, searching equipment or scanning equipment
 - (g) any refusal of the sale of alcohol
 - (h) any visit by a relevant authority or emergency service
- Removing low-cost high strength alcohol from offer – To help reduce street crime and violence and anti-social behaviour from public drunkenness
- Developing a drugs policy in conjunction with the police – Establish a clear written anti-drugs policy and publicise this to customers
- Preventing counterfeit products, such as alcohol, tobacco, DVDs, CDs and other goods from being offered for sale upon the premises

- Exercising control over the removal of open drink containers – To prevent the use of containers as weapons in the street
- Using plastic containers and toughened glass – Consideration should be given to the use of safer alternatives to glass which would inflict less severe injuries if used as weapons. Note: That any glass alternatives used for measuring draft beer and cider must be lawful for trade use under weights and measures legislation.
- Introducing bottle bans – Decant drinks into glasses before being handed across a bar
- Providing seating for customers – sufficient to ensure that the majority of customers do not have to stand
- Ensuring good availability of soft drinks and food
- Employing an appropriate number of SIA registered door supervisors – Valuable for maintaining orderly behaviour in queues; searching and excluding those suspected of carrying offensive weapons, or illegal drugs; keeping out banned individuals; or controlling admissions and departures
- Making personal searches by door supervisors a condition of entry – Including the provision of signage and female SIA for personal searches conducted on female customers and performers
- Providing door supervisors with search wands / search arches – Maintained in good working order and used on all occasions
- Providing a drugs and weapons box – Kept under the direct control of premises management with all seized drugs and weapons to be handed over to the police in accordance with the police code of practice
- Installing ID scanning and recording equipment – Requiring all patrons to provide ID and agree to being recorded. Provide notices to this effect in conjunction
- Establishing a last admissions policy – For both admissions and readmissions. Publicise this at the premises
- Establishing a dispersals policy – Helping to reduce the potential for disturbance to local residents
- Co-operating with the police and Council on venue hire agreements – Providing good notice (at least one month) of all internal and external promoters engaged at the premises, and also complying with requests from the police not to engage a specific promoter where this is recommended by the police for crime and disorder

- Specifying that there shall be a personal licence holder on duty on the premises at all times when the sale of alcohol can take place

Premises Licence Holders and representatives from Clubs are expected to participate in Pub Watch, Club Watch, Business Watch and Radio Link and similar schemes.

Dispersal

The Licensing Authority considers the orderly dispersal of customers from licensed premises to be an important factor in promoting the licensing objectives. In considering any application for the grant or variation of a licence, serious consideration will be given to the dispersal arrangements from the premises and the effect that granting the licence might have on the dispersal arrangements of other licensed premises in the area. The Licensing Authority will pay particular attention to an application which may delay orderly dispersal or is likely to encourage people to remain in the vicinity.

Drugs

The Licensing Authority recognises that drug misuse is not something that is relevant to all licensed premises however it is committed to the reduction and eradication where possible of drugs from licensed premises as part of its role in promoting the Crime and Disorder licensing objective.

If relevant representations are received to following an application for the grant or variation of a licence, special conditions may be imposed to support the prevention of the sale, supply and consumption of drugs.

In premises where drugs misuse is problematic and where the Police or others apply for a 'Review' of the licence, the Licensing Authority will consider this as being very serious and will give appropriate consideration to the full range of options available including the suspension and revocation of the licence. The Licensing Authority recognise that each case is individual and will be decided on the facts and its specific merits.

Nightclubs and other similar venues

Nightclubs and other similar venues should, when completing their operating schedule, consider including reference to the use of risk assessments for the different types of music and DJs/MC's or similar that they propose to use.

In addition, if it is proposed, on occasions, to stage significant events or promotions, then applicants should also consider when completing their

operating schedule, submitting a separate risk assessment for each individual event or promotion followed by the submission of a subsequent 'de-brief' report.

APPENDIX C – PUBLIC SAFETY

Examples of measures

Examples of measures to promote Public Safety may include:

- The setting of a safe capacity limit – This is important in order to prevent overcrowding
- Escape routes to be clear, unobstructed, well maintained, immediately available and clearly identified in accordance with the plans provided
- The approved arrangements at the premises, including the means of escape provisions, emergency warning equipment, the electrical installation and mechanical equipment shall at all times be maintained in good condition and full working order
- Appropriate measures to ensure that any patrons drinking and/or smoking outside the premises do so in an orderly manner and are supervised by staff so as to ensure that there is no public nuisance or obstruction of the public highway

Publications to consider

Publications which applicants should consider when preparing their operating schedules include:-

- British Standard 9999 - Code of Practice for Fire Safety in the Design, Management and Use of Buildings
- Regulatory Reform (Fire Safety) Order 2005, sections 14(2)(a)-(h)
- British Standard 7671 - Requirements for Electrical Installations (IET Wiring Regulations)
- British Standard 5266 - Code of Practice for emergency lighting systems
- British Standard 5839 - Fire Detection and Alarm Systems for Buildings
- Purple Guide - A guide to health, safety and welfare at large events: <http://www.thepurpleguide.co.uk/>
- Managing Crowds Safely: HSG154 (ISBN 0-7176-1834-X)
- ‘Managing Risk & Risk Assessment at Work’ - HSE’s online guidance: www.hse.gov.uk/simple-health-safety/risk/more-detail-on-managing-risk.htm

- The Guide to Safety at Sports Grounds (Green Guide) published by HMSO (ISBN 0-11-341072-7)

APPENDIX D – PREVENTION OF PUBLIC NUISANCE

Relevant issues

Relevant issues might include:

- Preventing noise and vibration escaping from the premises, including music, noise from plant and patrons
- Preventing disturbance by patrons arriving at, gathering outside of, being admitted or re-admitted to or departing from the premises, particularly, but not exclusively, between 11pm and 7am
- Preventing vehicle queues forming outside of the premises, or, where some form of queuing is necessary, the steps to prevent disturbance or obstruction
- Ensuring clear up operations conducted by staff do not cause a nuisance and that staff leave the premises quietly
- Addressing arrangements made for parking by patrons
- Considering whether there is sufficient public transport provision and where licensed taxis or private hire vehicles are likely and any arrangements made to prevent disturbance to local residents
- Controlling disturbance that may be caused by the use of gardens / terraces / external and other open-air areas including the highway, particularly in relation to smoking and the passage of patrons between internal and external areas
- Preventing nuisance from the positioning and operation of plant and machinery such as kitchen extraction systems, ventilation plant, condensers
- Restricting delivery and collection times (for waste, equipment and consumables) to between 8am and 8pm
- Limiting any nuisance or glare caused by the positioning of external lighting, including security lighting
- Preventing odour or pests from refuse storage and waste disposal and the accumulation of litter and smokers' waste in the vicinity of the premises
- The need for regular patrols of the boundary of the premises and/or at the nearest residential to ensure nuisance impacts are not being experienced by neighbours.

Management controls

Management controls should be considered for:

- The numbers of persons using any licensed external area at any one time
- The hours of operation of any licensed external area, requiring patrons to return back into the premises at a specific time. In residential areas, this is particularly important.
- The numbers of smokers allowed outside of the premises at any one time
- The taking of drinks outside of the premises when patrons step outside to smoke. This can be assisted by providing a 'drinks safe' area for patrons who temporarily leave the premises
- Queues of patrons awaiting admission and how these are arranged
- The areas within which patrons may congregate outside of the premises, restricting them, for instance, to the curtilage or footprint of the premises
- The times within which live music and/or amplified sound may be played in any external area or marquees or relayed by external speakers (where permitted under the terms of the licence)
- The times within which barbecues or other cooking facilities may be provided within any external area
- Terminal hour for last admissions and readmissions to the premises
- The supervision of patrons using any external area so as to prevent nuisance and disturbance
- Arrangements made with local cab companies calling for customers, requiring that they call within the premises for their customers without sounding their horn in the street
- The reduction of music levels within the premises 30 minutes before closing so as to reduce levels of excitement among patrons upon leaving
- The display of notices at exit points asking patrons to 'please leave quietly' and be mindful of local neighbours when leaving the premises
- The supervision of patrons outside of the premises to ensure quick dispersal from the immediate area upon closing time

- The clearance of any litter created by the operation of the premises
- The hours during which external activities such as the handling and removal of waste or musical equipment or the delivery of goods
- Restricting the use of artificial lighting outside of the premises so as to reduce the potential for light nuisance
- Applicants are advised to seek advice from the Council's Environmental Health Officers (contact details can be found in Appendix F) before preparing their plans and operating schedules. Where representations are received and upheld at a hearing the Licensing Authority will consider attaching conditions to licences and permissions to prevent public nuisance.

Publications to consider

Publications which should be considered when preparing operating schedules include:

- British Standard 4142:2014+A1:2019 - Methods for rating and assessing industrial and commercial sound
- London Borough of Hillingdon Supplementary Planning Document on Noise

APPENDIX E – PROTECTION OF CHILDREN FROM HARM

Possible restrictions

The Licensing Authority will consider any of the following options when dealing with a licence application where limiting the access of children is considered necessary to prevent harm to children:

- **Restrictions** on the hours when children may be present.
- **Restrictions** on the presence of children under certain ages when particular specified activities are taking place.
- **Restrictions** on the parts of premises to which children might be given access.
- **Restrictions** on ages below eighteen.
- Requirements for an accompanying adult.
- Full exclusion of people under eighteen from the premises when any licensable activities are taking place.

Examples of premises that will raise concern

The following are examples of premises that will raise concern:

- Where entertainment or services of an adult or sexual nature are commonly provided.
- Where there have been convictions of the current staff at the premises for serving alcohol to minors or with a reputation for underage drinking.
- A known association with drug taking or drug dealing.
- Where there is a strong element of gambling on the premises.
- Where the supply of alcohol for consumption on the premises is the exclusive or primary purpose of the services provided at the premises.

APPENDIX F - CONTACTS FOR RESPONSIBLE AUTHORITIES

<u>Licensing Authority</u> Licensing Service London Borough of Hillingdon Civic Centre 4W/01 High Street Uxbridge UB8 1UW licensing@hillington.gov.uk	<u>Chief officer of police</u> Police Licensing Dept, Hillingdon Police Enforcement Uxbridge Police Station 1 Warwick Place Uxbridge UB8 1PG xh@met.pnn.police.uk
<u>Fire and rescue authority</u> Fire Safety Regulation: North West Area 1 London Fire Brigade 169 Union Street London SE1 0LL FSR-AdminSupport@london-fire.gov.uk	<u>Child protection / safeguarding body</u> Service Manager - Safeguarding Children and Quality Assurance Social Services London Borough of Hillingdon Civic Centre 4S/07 Uxbridge UB8 1UW safeguardingchildrenadmin@hillington.gov.uk
<u>Enforcing Authority for the Health and Safety at Work Act 1974 (for premises not enforced by the Local Authority)</u> Health & Safety Executive Rose Court 2 Southwark Bridge London SE1 9HS www.hse.gov.uk	<u>Enforcing Authority for the Health and Safety at Work Act 1974 (for premises enforced by the Local Authority)</u> Food, Health & Safety Team London Borough of Hillingdon Civic Centre Uxbridge UB8 1UW foodhealthandsafety@hillington.gov.uk
<u>Local Weights and Measures Authority</u> Divisional Trading Standards Officer Trading Standards Service London Borough of Hillingdon Civic Centre Uxbridge UB8 1UW	<u>Local Authority responsible for Environmental Pollution</u> Environmental Protection Unit London Borough of Hillingdon Civic Centre Uxbridge UB8 1UW asbinvestigations@hillington.gov.uk

tradingstandards@hillingdon.gov.uk	
<u>Local Planning Authority</u> Head of Planning London Borough of Hillingdon Civic Centre Uxbridge UB8 1UW planning@hillingdon.gov.uk	<u>Local Public Health Authority</u> Public Health London Borough of Hillingdon Civic Centre Uxbridge UB8 1UW publichealth@hillingdon.gov.uk
<i>Canal & River Trust (in relation to a vessel)</i> London Waterways Canal & River Trust Docklands Office 420 Manchester Road London E14 9ST enquiries.london@canalrivertrust.org.uk	<u>Secretary of State</u> Home Office Immigration Enforcement Licensing Compliance Team (LCT) 2 Ruskin Square Dingwall Road Croydon CR0 2WF IE.licensing.applications@homeoffice.gov.uk

APPENDIX G - CURRENT MANDATORY CONDITIONS UNDER THE LICENSING ACT 2003

All Premises Licences authorising supply of alcohol

1. No supply of alcohol may be made under the Premises Licence –
 - (a) At a time when there is no Designated Premises Supervisor in respect of the Premises Licence; or
 - (b) At a time when the Designated Premises Supervisor does not hold a Personal Licence or their Personal Licence is suspended.
2. Every supply of alcohol under the Premises Licence must be made or authorised by a person who holds a Personal Licence.
3. (1) The responsible person must ensure that staff on relevant premises do not carry out, arrange or participate in any irresponsible promotions in relation to the premises.
(2) In this paragraph, an irresponsible promotion means any one or more of the following activities, or substantially similar activities, carried on for the purpose of encouraging the sale or supply of alcohol for consumption on the premises —
 - (a) games or other activities which require or encourage, or are designed to require or encourage, individuals to—
 - (i) drink a quantity of alcohol within a time limit (other than to drink alcohol sold or supplied on the premises before the cessation of the period in which the responsible person is authorised to sell or supply alcohol), or
 - (ii) drink as much alcohol as possible (whether within a time limit or otherwise);
 - (b) provision of unlimited or unspecified quantities of alcohol free or for a fixed or discounted fee to the public or to a group defined by a particular characteristic in a manner which carries a significant risk of undermining a licensing objective;
 - (c) provision of free or discounted alcohol or any other thing as a prize to encourage or reward the purchase and consumption of alcohol over a period of 24 hours or less in a manner which carries a significant risk of undermining a licensing objective;
 - (d) selling or supplying alcohol in association with promotional posters or flyers on, or in the vicinity of, the premises which can reasonably be considered to condone, encourage or glamorise anti-social behaviour or to refer to the effects of drunkenness in any favourable manner;
 - (e) dispensing alcohol directly by one person into the mouth of another (other than where that other person is unable to drink without assistance by reason of disability).
4. The responsible person must ensure that free potable water is provided on request to customers where it is reasonably available.

5. (1) The premises licence holder or club premises certificate holder must ensure that an age verification policy is adopted in respect of the premises in relation to the sale or supply of alcohol.
 (2) The designated premises supervisor in relation to the premises licences must ensure that the supply of alcohol at the premises is carried on in accordance with the age verification policy.
 (3) The policy must require individuals who appear to the responsible person to be under 18 years of age (or such older age as may be specified in the policy) to produce on request, before being served alcohol, identification bearing their photograph, date of birth and either—
 (a) a holographic mark, or
 (b) an ultraviolet feature.
6. The responsible person shall ensure that—
 (a) where any of the following alcoholic drinks is sold or supplied for consumption on the premises (other than alcoholic drinks sold or supplied having been made up in advance ready for sale or supply in a securely closed container) it is available to customers in the following measures—
 (i) beer or cider: ½ pint;
 (ii) gin, rum, vodka or whisky: 25 ml or 35 ml; and
 (iii) still wine in a glass: 125 ml; and
 (b) these measures are displayed in a menu, price list or other printed material which is available to customers on the premises; and
 (c) where a customer does not in relation to a sale of alcohol specify the quantity of alcohol to be sold, the customer is made aware that these measures are available.

Minimum Drinks Pricing

1. A relevant person shall ensure that no alcohol is sold or supplied for consumption on or off the premises for a price which is less than the permitted price.
2. For the purposes of the condition set out in paragraph 1—
 (a) “duty” is to be construed in accordance with the Alcoholic Liquor Duties Act 1979(6);
 (b) “permitted price” is the price found by applying the formula—

$$P = D + (D \times V)$$

where—

- (i) P is the permitted price,
- (ii) D is the amount of duty chargeable in relation to the alcohol as if the duty were charged on the date of the sale or supply of the alcohol, and
- (iii) V is the rate of value added tax chargeable in relation to the alcohol as if the value added tax were charged on the date of the sale or supply of the alcohol;

- (c) “relevant person” means, in relation to premises in respect of which there is in force a premises licence—
 - (i) the holder of the premises licence,
 - (ii) the designated premises supervisor (if any) in respect of such a licence, or
 - (iii) the personal licence holder who makes or authorises a supply of alcohol under such a licence;
 - (d) “relevant person” means, in relation to premises in respect of which there is in force a club premises certificate, any member or officer of the club present on the premises in a capacity which enables the member or officer to prevent the supply in question; and
 - (e) “value added tax” means value added tax charged in accordance with the Value Added Tax Act 1994(7).
3. Where the permitted price given by paragraph (b) of paragraph 2 would (apart from this paragraph) not be a whole number of pennies, the price given by that sub-paragraph shall be taken to be the price actually given by that sub-paragraph rounded up to the nearest penny.
 4. (1) Sub-paragraph (2) applies where the permitted price given by paragraph (b) of paragraph 2 on a day (“the first day”) would be different from the permitted price on the next day (“the second day”) as a result of a change to the rate of duty or value added tax.
 (2) The permitted price which would apply on the first day applies to sales or supplies of alcohol which take place before the expiry of the period of 14 days beginning on the second day.

If the Premises Licence allows Exhibition of Films

1. Where a premises licence authorises the exhibition of films, the licence must include a condition requiring the admission of children to the exhibition of any film to be restricted in accordance with this section.
2. Where the film classification body is specified in the licence, unless subsection (3)(b) applies, admission of children must be restricted in accordance with any recommendation by that body.
3. Where—
 - (a) The film classification body is not specified in the licence, or
 - (b) The relevant licensing authority has notified the holder of the licence that this subsection applies to the film in question,
 admission of children must be restricted in accordance with any recommendation made by that licensing authority.
4. In this section, “children” means any person aged under 18; and “film classification body” means the person or persons designated as the authority under Section 4 of the Video Recordings Act 1984 (c.39) (authority to determine suitability of video works for classification).

**If the Premises Licence has conditions in respect of Door Supervision
(except theatres, cinemas, bingo halls and casinos)**

1. Where a premises licence includes a condition that at specified times one or more individuals must be at the premises to carry out a security activity, each such individual must:
 - (a) be authorised to carry out that activity by a licence granted under the Private Security Industry Act 2001; or
 - (b) be entitled to carry out that activity by virtue of section 4 of the Act.
2. But nothing in subsection (1) requires such a condition to be imposed:
 - (a) in respect of premises within paragraph 8(3)(a) of Schedule 2 to the Private Security Industry Act 2001 (c12) (premises with premises licences authorising plays or films); or
 - (b) in respect of premises in relation to:
 - (i) any occasion mentioned in paragraph 8(3)(b) or (c) of that Schedule (premises being used exclusively by club with club premises certificate, under a temporary event notice authorising plays or films or under a gaming licence), or
 - (ii) any occasion within paragraph 8(3)(d) of that Schedule (occasions prescribed by regulations under that Act).
3. For the purposes of this section:
 - (a) “security activity” means an activity to which paragraph 2(1)(a) of that Schedule applies, and which is licensable conduct for the purposes of that Act, (see Section 3(2) of that Act), and
 - (b) paragraph 8(5) of that Schedule (interpretation of references to an occasion) applies as it applies in relation to paragraph 8 of that Schedule.

APPENDIX H - MAP OF LONDON BOROUGH OF HILLINGDON



ANNEX A - WARD COUNCILLOR REPRESENTATIONS

Clarification added by full Council on 7 September 2017 with respect to ward councillors making representations:

Where a Ward Councillor makes representations upon an application within their ward, in writing, to the Head of Administrative, Licensing, Technical and Business Services within the appropriate statutory period of consultation for the application, **and this representation has been forwarded to the Licensing Authority** that application shall then be scheduled to be heard by the Licensing Sub-Committee for determination. The Ward Councillor must include in their representations the reasons why they wish the application to be determined by the Sub-Committee **and how the application adversely affects the licensing objectives.**

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Appendix B - Equality Impact Assessment

STEP A) Description of what is to be assessed and its relevance to equality

What is being assessed? Please tick ✓

Review of a service ☐ Staff restructure ☐ Decommissioning a service ☐

Changing a policy ✓ Tendering for a new service ☐ A strategy or plan ☐

The review of the Council's Statement of Licensing Policy which takes place every 5 years and must be implemented by January 2026.

Who is accountable? E.g. Head of Service or Corporate Director

London Borough of Hillingdon – 'The Licensing Authority'

Date assessment completed and approved by accountable person

7th November 2025

Names and job titles of people carrying out the assessment

Daniel Ferrer, Licensing Team Manager

A.1) What are the main aims and intended benefits of what you are assessing?

Comprehensive review and consultation to implement the Council's new Statement of Licensing Policy. As a result, it is intended that this assessment will support effective and efficient delivery of licensing functions and the Council's objectives and allow for stakeholders views to be taken into account.

A.2) Who are the service users or staff affected by what you are assessing? What is their equality profile?

The main users of the service that will be affected will be the residents of Hillingdon.

The resident's equality profile can be found in the data and analysis from the 2021 Census and the Office for National Statistics. It highlighted the following:

Sex

Out of the 305,900 residents, 50.6% were recorded as female and 49.4% as male.

Age

Between the last two censuses (held in 2011 and 2021), the average (median) age of Hillingdon increased by one year, from 35 to 36 years of age.

Marriage & Civil Partnership

In Hillingdon, the percentage that said they were married (or in a civil partnership) rose from 47.5% in 2011 to 48.7% in 2021. The percentage of adults who had never married or registered a civil partnership in Hillingdon increased from 36.4% to 37.0%, while the percentage of adults who had divorced or dissolved a civil partnership decreased from 7.5% to 7.1%.

Religion

In 2021, 14.4% of Hillingdon residents described themselves as Muslim, up from 10.6% in 2011. The rise of 3.8 percentage points was the largest increase of all broad religious groups in Hillingdon. In 2021, 39.0% of people in Hillingdon described themselves as Christian (down from 49.2%), while 19.4% reported having "No religion" (up from 17.0% the decade before).

Ethnic Group

In 2021, 33.3% of Hillingdon residents identified their ethnic group within the "Asian, Asian British or Asian Welsh" category, up from 25.3% in 2011. The 8.0 percentage-point change was the largest increase among high-level ethnic groups in this area. In 2021, 48.2% of people in Hillingdon identified their ethnic group within the "White" category (compared with 60.6% in 2011), while 7.8% identified their ethnic group within the "Black, Black British, Black Welsh, Caribbean or African" category (compared with 7.3% the previous decade).

Disability

The percentage of people who were identified as being disabled and limited a lot in Hillingdon fell from 8.4% to 6.5%, while the percentage of people who were identified as being disabled and limited a little decreased from 9.6% to 8.2%.

A.3) Who are the stakeholders in this assessment and what is their interest in it?

Stakeholders	Interest
Applicants and licence holders	That their premises are compliant with the legislation and government guidance. In addition, that they are fully informed of the process and the implications of the reviewed Statement of Licensing Policy.
Residents	Ensuring that they are able to examine an application and submit a valid objection/representation under the legislation. Furthermore, that premises are complying with legislation and not having an adverse effect on the community.
Licensing Committee, Cabinet & Council	Ensuring that processes are followed in accordance with licensing legislation and that all information is presented to them in full so appropriate, reasonable and proportionate decisions can be made.
Chief Executive, Corporate Directors & Staff	Ensuring that processes are followed in accordance with licensing legislation and that all information is presented to them in full so appropriate, reasonable and proportionate decisions can be made.

A.4) Which protected characteristics or community issues are relevant to the assessment? ✓ in the box.

Only tick the boxes which relate to the data you have in A2.

Age	✓	Religion or belief	✓
Disability	✓	Sex	✓
Gender reassignment		Sexual Orientation	
Marriage or civil partnership	✓	Community Cohesion	
Pregnancy or maternity		Community Safety	

Race/Ethnicity	✓	Other – please state	

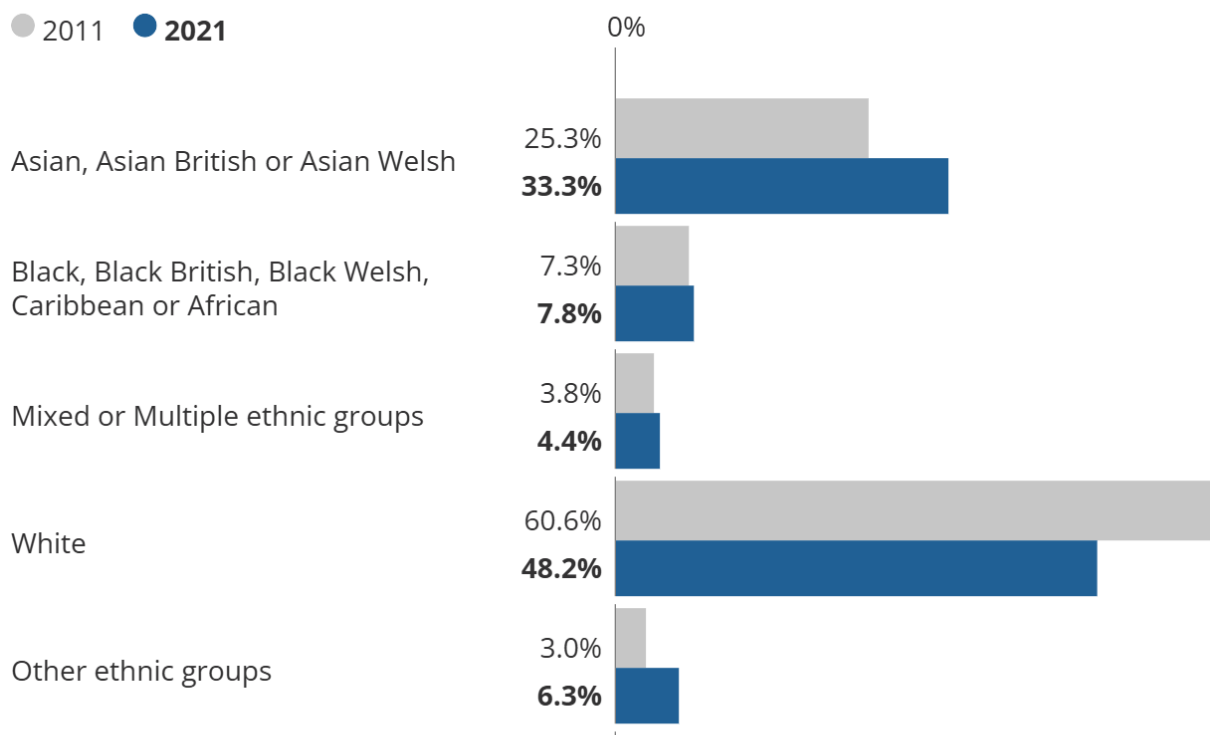
STEP B) Consideration of information; data, research, consultation, engagement

B.1) Consideration of information and data - what have you got and what is it telling you?

In relation to the ethnic background of residents in Hillingdon, the 2021 Census provides the following breakdown of groups:

Percentage of usual residents by ethnic group, **Hillingdon**

● 2011 ● 2021



Source: Office for National Statistics – 2011 Census and Census 2021

In addition, the 2021 Census Area Profile provides data regarding household language in the Borough:

Household language		Households	
		Hillingdon Local Authority	
		count	%
All households		109,228	100.0
All adults in household have English in England, or English or Welsh in Wales as a main language		80,103	73.3
At least one but not all adults in household have English in England, or English or Welsh in Wales as a main language		11,547	10.6
No adults in household, but at least one person aged 3 to 15 years, has English in England or English or Welsh in Wales as a main language		4,657	4.3
No people in household have English in England, or English or Welsh in Wales as a main language		12,921	11.8
Source: ONS - 2021 Census (TS025)			

Consultation

B.2) Did you carry out any consultation or engagement as part of this assessment?

Please tick ☒ NO ☐ YES ☒

If no, explain why:

B.3) Provide any other information to consider as part of the assessment

The updated Statement of Licensing Policy is not anticipated to have a significant impact as there is a strong degree of consistency between the old and draft document, it is merely reflecting updates to guidance and improvements to service users.

On the whole, the amendments proposed have been drafted to clarify, formalise and, in some cases, simplify the processes in relation to applications under the Licensing Act 2003. The main principles and concepts governing the Statement of Licensing Policy and the statutory fees remain consistent with the previous policy Statement and recognise the wider community impacts that the Licensing Authority, residents, business community and other stakeholders must be aware of when participating in the licensing process. The updated Statement of Licensing Policy recognises the need for a balance between the rights of businesses and the community.

The Licensing Authority has a public sector equality duty to the following protected characteristics:

- Age
- Disability
- Sex, gender reassignment, sexual orientation
- Pregnancy and maternity
- Race, religion or belief
- Marriage and Civil Partnership

Under the Equality Act 2010 (S.149) a public authority must, in the exercise of its functions, have due regard to the need to:-

- (a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under the 2010 Act
- (b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it

C) Assessment

What did you find in B1? Who is affected? Is there, or likely to be, an impact on certain groups?

C.1) Describe any **NEGATIVE** impacts (actual or potential):

Equality Group	Impact on this group and actions you need to take
Race/Ethnicity	Low Impact. Some residents may require guidance with understanding the details set out in the Policy concerning licensing applications and the submission of representations. The Licensing Team will offer advice on the telephone and will accommodate appointments during office hours. In addition, consideration will be given to officers carrying out site visits to meet residents, so they are able to gain a better understanding of any proposed applications and an effective way of submitting representations. To support residents with limited English proficiency, translated summaries of the Licensing Policy and

	guidance on how to make representations will be made available upon request. Officers will also consider using interpretation services where appropriate.

C.2) Describe any **POSITIVE** impacts

Equality Group	Impact on this group and actions you need to take
Race/Ethnicity	Residents will feel valued and felt heard when expressing their views on behalf of their community. Furthermore, better relationships will be formed between Council Officers, members of the public and businesses. The Licensing Policy supports community cohesion and safety by ensuring that licensed premises operate responsibly and do not negatively impact local communities.

In relation to the other Equality Groups – Age, Disability, Sex, Marriage and Civil Partnership and Religion, these have also been carefully assessed and it is deemed there will be a low impact. While no specific impacts have been identified for gender reassignment, sexual orientation, pregnancy or maternity, the Licensing Policy applies equally to all residents and does not discriminate on these grounds

D) Conclusions

Taking into account the data, the responses from the consultation and the purpose and principles of the Licensing Act 2003, it is deemed that the draft Policy will not have any adverse effects on the protected characteristics.

The Licensing Authority will continue to monitor the implementation of the updated policy to ensure it remains inclusive and responsive to the needs of all residents, particularly those with protected characteristics.



Signed and dated: 07.11.2025

Name and position: Daniel Ferrer, Licensing Team Manager

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Responses Overview Closed

Responses

8

Average Time

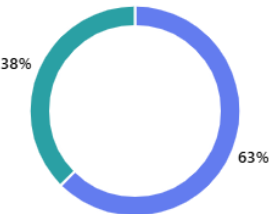
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Duration

46 Days

1. Are you responding as:

A resident	5
A business owner	0
Other	3



2. What part of the borough do you live in?

Details of wards can be found at <https://www.hillingdon.gov.uk/ward-boundaries>

Belmore ward	0
Charville ward	0
Colham and Cowley ward	0
Eastcote ward	0
Harefield Village ward	0
Hayes Town ward	0
Heathrow Villages ward	0
Hillingdon East ward	0
Hillingdon West ward	0
Ickenham and South Harefield ward	0
Northwood Hills ward	0
Northwood ward	1
Pinkwell ward	2
Ruislip Manor ward	1
Ruislip ward	0
South Ruislip ward	0
Uxbridge ward	3
West Drayton ward	0
Wood End ward	0
Yeading ward	0
Yiewsley ward	0
I live outside of the borough	1



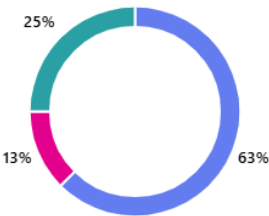
3. Please tell us where you live?

1
Responses

Latest Responses
...

4. Are the changes to the policy clear?

Yes	5
Partially	1
No	2



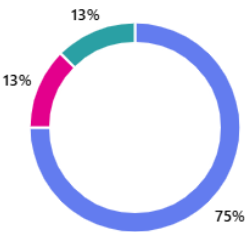
5. If partially or no, how can we make it clearer?

3
Responses

Latest Responses
"Clearer wording."
...

6. Does the policy help you to understand the way in which the Licensing Authority will make decisions and the operating standards expected from licensed premises in accordance with the licensing objectives?

Yes	6
Partially	1
No	1



7. If partially or no, how can we make it clearer?

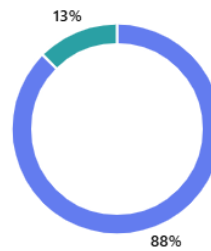
2
Responses

Latest Responses
"Clearer wording"
...

8. Does the policy provide you with the information that you need to know about how the Council has a duty to promote the four licensing objectives:

- The prevention of crime and disorder;
- The protection of children from harm;
- The prevention of public nuisance;
- Public safety (Policy page 3)

• Yes	7
• Partially	0
• No	1



9. If partially or no, what else do we need to include?

1
Responses

Latest Responses
...

10. Is there anything you would change or add to the policy?

4
Responses

Latest Responses
"Regular checks of premises selling alcohol."
...

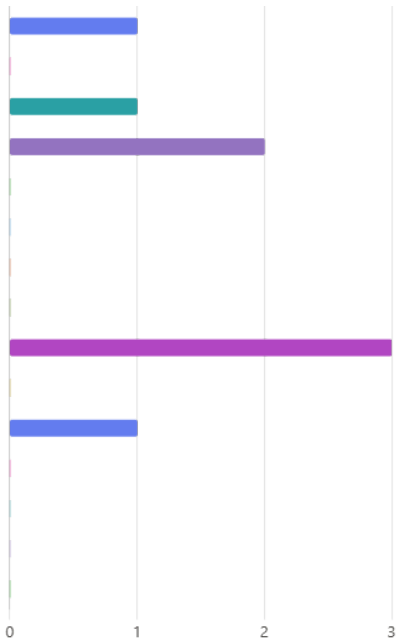
11. Do you have any other comments?

2
Responses

Latest Responses
"Regular checks of premises selling alcohol. Stop drinking in the street within Hilli... "
...

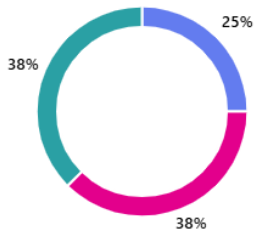
12. What is your postcode?

HA4	1
HA5	0
HA6	1
UB3	2
UB4	0
UB5	0
UB6	0
UB7	0
UB8	3
UB9	0
UB10	1
TW6	0
TW19	0
WD3	0
Other	0



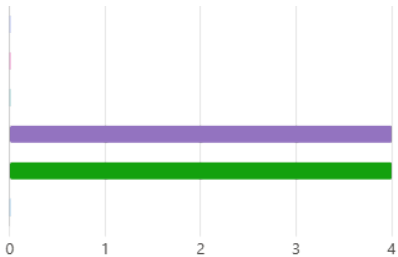
13. What is your gender?

Male	2
Female	3
Prefer not to say	3



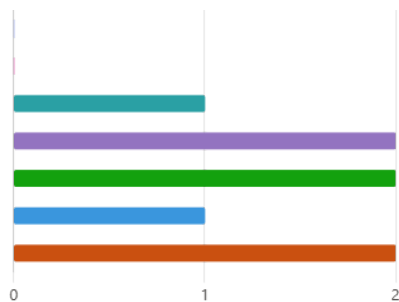
14. Which of the following best describes your sexual orientation?

Bisexual	0
Gay	0
Lesbian	0
Straight/heterosexual	4
Prefer not to say	4
Other	0



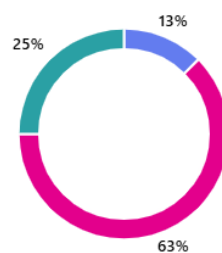
15. What is your age group?

18-24	0
25-34	0
35-44	1
45-54	2
55-64	2
65+	1
Prefer not to say	2



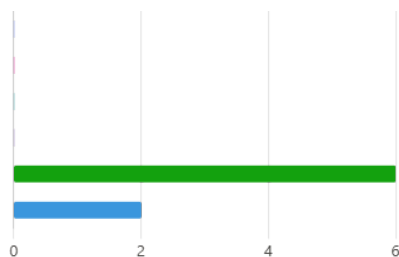
16. Do you have a disability? A physical or mental illness or condition that has a substantial and long-term effect on your ability to carry out normal day to day activities.

Yes	1
No	5
Prefer not to say	2



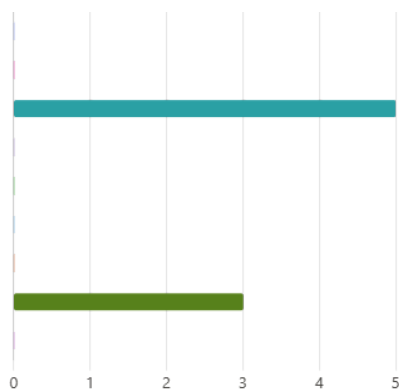
17. How would you describe your ethnicity?

Asian or Asian British ethnic group or background (Indian, Pakistani, Bangladeshi, Chinese or any...)	0
Black, Black British, Caribbean, or African ethnic group or background (Caribbean, African, any...)	0
Other ethnic group or background (Arab, any other ethnic group)	0
Mixed or multiple ethnic group or background (White and Black Caribbean, White and Black...)	0
White group or background (English, Welsh, Scottish, Northern Irish or British Irish, English...)	6
Prefer not to say	2



18. What is your religion or belief?

No religion	0
Buddhist	0
Christian (Catholic, Church of England, Protestant, and all other Christian denominations)	5
Hindu	0
Muslim	0
Sikh	0
Jewish	0
Prefer not to say	3
Other	0



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PUBLIC PREVIEW:

MATTERS TO BE CONSIDERED LATER IN PRIVATE

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

HEADLINES

Summary	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. This will enable Cabinet Members to openly discuss such matters generally in public, and via the Council's live broadcast of the meeting, without prejudicing their later consideration in private.
Putting our Residents First Delivering on the Council Strategy 2022-2026	This report supports our ambition for residents / the Council of: An efficient, well-run, digital-enabled council working with partners to deliver services to improve the lives of all our residents This report supports our commitments to residents of: A Digital-Enabled, Modern, Well-Run Council
Financial Cost	As set out in the report.
Relevant Select Committee	As set out in this report under each item – however, this item is not for scrutiny call-in as it is information only.
Ward(s)	As set out in the report

RECOMMENDATION

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

Reasons for recommendation

Why are certain reports considered in private?

As a transparent, democratic organisation, the Council's Cabinet will consider matters in public on Part 1 of this Cabinet agenda. However, there will inevitably be some reports that will need to be considered in private. These would generally relate to contracts, property transactions or commercially sensitive information, for example, tender bids from commercial organisations, which if made public, could prejudice the Council's ability secure value-for-money for resident taxpayers.

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

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

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

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

Alternative options considered

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

Legal comments

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

SUPPORTING INFORMATION

ITEM 14 - LAND AT TOWNFIELD SQUARE, HAYES

Relevant Cabinet Members	Councillor Jonathan Bianco, Cabinet Member for Corporate Services & Property
Relevant Ward(s)	Hayes Town
Relevant Select Committee	Corporate Resources & Infrastructure

Information

The report considers property matters in relation to land at Townfield Square, Hayes, which is surplus to the Council's operational requirements.

ITEM 15 - HAYDON DRIVE, NORTHWOOD HILLS: RESIDENTIAL REDEVELOPMENT

Relevant Cabinet Members	Councillor Jonathan Bianco, Cabinet Member for Corporate Services & Property
Relevant Ward(s)	Northwood Hills
Relevant Select Committee	Corporate Resources & Infrastructure

Information

The purpose of this report is to seek approval from the Cabinet for the demolition of the existing 16 studio bungalows at Haydon Drive, Northwood Hills and the redevelopment of the site to provide 21 new family-sized houses for social housing. The project will be part funded by a Greater London Authority grant.

ITEM 16 - AWARD OF CONTRACTS FOR DEPRIVATION OF LIBERTIES AND INTEGRATED STATUTORY ADVOCACY SERVICES

Relevant Cabinet Members	Councillor Jane Palmer – Cabinet Member for Health & Social Care
Relevant Ward(s)	N/A
Relevant Select Committee	Health & Social Care

Information

The purpose of this report is to seek approval from the Cabinet to award contracts for two critical adult social care services:

1. Deprivation of Liberties Services - This service provides Independent Best Interests Assessors and Section 12-approved doctor assessments. These are required to fulfil the Council's statutory responsibilities under the Mental Capacity Act 2005 and the Deprivation of Liberty Safeguards (DoLS). The goal is to ensure that any deprivation of

liberty is lawful, necessary, and in the best interests of individuals who may lack mental capacity.

2. Integrated Statutory Advocacy Service: This service delivers advocacy support as required by several pieces of legislation, including the Care Act 2014, Mental Health Act 1983 (as amended), and the Health and Social Care Act 2012. The advocacy service ensures that individuals have their voices heard, rights respected, and needs met—especially when navigating complex health and social care systems.

ITEM 17 - COWLEY MEETING HALL, COWLEY

Relevant Cabinet Members	Councillor Jonathan Bianco, Cabinet Member for Corporate Services & Property
Relevant Ward(s)	Colham & Cowley
Relevant Select Committee	Corporate Resources & Infrastructure

Information

This report considers property matters in relation to Cowley Meeting Hall, on Cowley Recreation Ground.

ITEM 18 - KEY HOUSE, YIEWSLEY

Relevant Cabinet Members	Councillor Jonathan Bianco, Cabinet Member for Corporate Services & Property
Relevant Ward(s)	Yiewsley
Relevant Select Committee	Corporate Resources & Infrastructure

Information

This report considers property matters in relation to Key House, Yiewsley.

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