

Minutes & Decisions

CABINET

7pm, Thursday, 23 April 2026

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



Decisions Published on: 24 April 2025

Decisions come into effect from: 5pm, 1 May 2026 or as stated.

Cabinet Members Present:

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

Other Members Present:

Heena Makwana

1. APOLOGIES FOR ABSENCE

All Cabinet Members were present.

2. DECLARATIONS OF INTEREST IN MATTERS BEFORE THIS MEETING

No interests were declared by Members present.

3. TO APPROVE THE MINUTES OF THE LAST CABINET MEETING

The minutes of the Cabinet meeting held on 19 March 2026 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 CHILDREN, FAMILIES & EDUCATION SELECT COMMITTEE:
CARING FOR OUR CHILDREN - ENHANCING FOSTERING PROVISION AND
SUPPORT**

The Chair of the Children, Families & Education Select Committee, Councillor Heena Makwana, introduced the Committee's review into fostering, which was warmly welcomed by Cabinet.

RESOLVED:

That:

- 1) the Select Committee's report and recommendations, which seek to support and provide further strategic direction on the Council's fostering offer, to ensure that young people have a safe place to live be welcomed and;
- 2) their implementation be taken forward by officers in consultation with the Cabinet Member Portfolio Holder, as set out in the report.

SELECT COMMITTEE RECOMMENDATIONS

Enhancing Information and the Voice of Young People

1. Develop an 'Introduction Pack for Children' that provides Cared For Children with clear, age appropriate, and accessible information to help them feel prepared, reassured and supported when starting a new placement and, where possible, during placement moves;
2. Include a 'Voice of the Child' section in the 'All About Me' profiles;
3. Include 'Where Are They Now' stories on the Council's website, where Care Experienced Young People share their experiences, if they are comfortable and willing to do so;

Developing Specialist Training Pathways for Foster Carers

4. Review and develop the training programme to introduce specialist Foster Carer pathways, including pathways for carers specialising in supporting young people with complex needs. Include young people in co-produced training where appropriate; and

Strengthening Peer Support to Sustain Foster Placements

5. Review existing peer support initiatives for both Foster Carers and Cared for Children, and develop opportunities to strengthen engagement and increase participation.

Reasons for decision

The Chair of the Select Committee presented the outcome of a review undertaken following the introduction of the new fostering offer. The review examined service performance, the experiences of foster carers and care-experienced young people, and areas for further improvement. Evidence was received from senior officers, foster carers and young people, ensuring the review was firmly grounded in lived experience. The Committee welcomed progress in recruitment, training and overall commitment, while identifying opportunities to strengthen the voice of the child, develop specialist training pathways for carers and enhance peer support networks. The Committee's report set out five practical recommendations aimed at improving outcomes for children in care and aligning with the Council's corporate parenting responsibilities. It was commended to Cabinet by the Chair.

The Cabinet Member for Children, Families and Education thanked the Chair and Committee for the review, noting that it came at a timely point following embedding of the fostering offer. The Cabinet Member highlighted the importance of assessing recruitment, retention, placement stability and matching, and confirmed that evidence demonstrated a committed service delivering positive practice, alongside increasing pressures from rising demand and complex needs. Young people's contributions highlighted the importance of being listened to, involvement in decision-making, and maintaining stable, positive relationships in foster placements. Foster carers spoke positively about fostering while identifying the need for better information, specialist training and stronger peer support.

The Leader of the Council welcomed the review and praised the Committee's focus on the child's experience. The Leader recognised the progress made in supporting foster carers and welcomed the practical and constructive nature of the recommendations, thanking the Chair and committee for their work.

Cabinet welcomed and endorsed the review's report and recommendations.

Alternative options considered and rejected

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

Relevant Select Committee	Children, Families & Education
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in)	Whilst the report has previously been approved by the Select Committee, Cabinet's decisions on this matter can still be called in by a majority of the select committee by 5pm, Friday 1 May 2026. If not called-in by then, Cabinet's decisions can then be implemented.
Officer(s) to action	Alex Coman / Ryan Dell
Directorate	Children's Services / Democratic Services
Classification	Public - <i>The report and any background papers relating to this decision by the Cabinet are available to view on the Council's website or by visiting the Civic Centre, Uxbridge</i>

6. HIGHWAYS IMPROVEMENT PROGRAMME 2026/27

RESOLVED:

That:

- 1) the Highways Improvement Programme for 2026/27 of forthcoming carriageway, footway resurfacing, highway drainage, road marking improvements and condition surveys, be approved, noting this will be undertaken in phases with phase 1 as set out in the report and Appendix A.**
- 2) grant funding from the Department for Transport of £3,207k for Local highways maintenance funding 2026/27 be accepted.**
- 3) the capital release of £8,207k for all phases, to fund the proposed Highways Structural Improvement Programme for 2026/27, be approved.**
- 4) authority be delegated to the Corporate Director of Resident Services (who may sub-delegate) to amend the programme and determine further works to be funded from the drawdown funds and any other Government grants received, subject to sign-off by the Cabinet Member Portfolio Holder.**
- 5) It be noted that all schemes will also be published on the Council's website to ensure transparency as well as the other requirements to publicise details about potholes and roadworks advised by the Government in March 2025 and set out in this report.**

Reasons for decisions

The Cabinet Member for Planning, Housing and Growth introduced a report seeking approval to launch the Highways Improvement Programme for 2026–27 and to release the associated capital funding to deliver the programme in full and on time. Cabinet was asked to approve an £8.2 million programme to maintain and improve the borough's highways network, funded through the Council's capital programme and supported in part by Department for Transport grant funding.

The Cabinet Member highlighted that Hillingdon maintained one of the largest highways networks in London, comprising over 737 kilometres of carriageways and more than 1,200 kilometres of footways, which required sustained investment to prevent deterioration, reduce reactive repair costs and manage safety and insurance risks. The programme was described as evidence-led, based on independent condition surveys, engineering assessments, defect reporting and usage data, enabling investment to be targeted at the worst-performing sections of the network. It was noted that Hillingdon had received a green rating from the Department for Transport for highways maintenance performance, demonstrating effective asset management and a strong preventative approach.

Phase one schemes were set out in the report, covering carriageway and footway resurfacing across multiple wards, with further schemes to be identified as survey work progressed. Delegated authority was requested to allow efficient delivery and necessary in-year adjustments. The Cabinet Member also confirmed that scheme-level information would be published in line with updated government transparency requirements so residents could clearly see where investment was being made. Cabinet approved the programme and release of funding.

The Leader of the Council welcomed the programme, noting that while greater investment would be desirable in future, the proposed programme was well-balanced and commendable for its preventative and responsive approach to maintaining the borough's highways.

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 can be called in by a majority of the select committee by 5pm, Friday 1 May 2026. If not called-in by then, Cabinet's decisions can then be implemented.
Officer(s) to action	Gurmeet Matharu
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. PROPOSAL FOR THE AMALGAMATION OF WHITEHALL INFANT SCHOOL AND WHITEHALL JUNIOR SCHOOL

RESOLVED

That :

1. the responses from the consultation based on the proposals set out, along with the Equalities Impact Assessment, be duly considered;
2. the (technical) closure of the Whitehall Infant School on Monday 31st August 2026 and the extension of the age range of the Whitehall Junior School, to amalgamate both schools to create an all-through primary school from Tuesday 1st September 2026, be approved.

Reasons for decisions

The Cabinet Member for Children, Families and Education introduced a report proposing, following consultation, the amalgamation of Whitehall Infant School and Whitehall Junior School into a single three-form-entry maintained primary school for

children aged 3 to 11. It was advised that both schools were community maintained, located adjacent to one another and shared a single site; no land or buildings would be affected, and all assets would transfer automatically to the new primary school, if approved.

The proposal followed the Council’s Infant and Junior School Amalgamation Policy, under which governing bodies are required to consider amalgamation when specific trigger conditions are met. One such trigger arose following confirmation that the Headteacher of Whitehall Infant School would retire in August 2026. In response, both governing bodies explored the potential for amalgamation and proceeded to formal consultation.

The Cabinet Member emphasised that the Council was not proactively seeking to amalgamate schools, but ongoing declines in birth rates and pupil numbers, affecting London schools more widely, were placing increasing financial pressure on school sustainability. Both Whitehall schools had already reduced their published admissions numbers from three forms of entry to two from September 2025.

During consultation, the proposal was considered by the Children, Families and Education Select Committee, which recognised that amalgamation would support consistent teaching and support approaches while delivering efficiencies through economies of scale, building on the existing strengths of both schools.

The Leader of the Council supported the proposal, noting the importance of maximising funding directed to frontline teaching rather than administration. The Leader stated that amalgamation was a necessary and responsible response to falling rolls, ensuring schools remained viable and that resources flowed directly to improving educational outcomes for children.

Alternative options considered and rejected

Cabinet could have decided not to amalgamate the two schools or consider proposing federating the schools under a single governing body, but discounted these options for the reasons set out in the report.

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 1 May 2026. If not called-in by then, Cabinet’s decisions can then be implemented.
Officer(s) to action	Gary Binstead / Abi Preston / James Rogers
Directorate	Children’s Services
Classification	Public - <i>The report and any background papers relating to this decision by the Cabinet are available to view on the Council's website or by visiting the Civic Centre, Uxbridge</i>

8. TEMPORARY ACCOMMODATION ACTION PLAN MONITORING

RESOLVED:

That the quarterly update report be noted.

Reasons for decision

The Cabinet Member for Planning, Housing and Growth presented the fourth quarterly update on delivery of the Temporary Accommodation Strategy and Action Plan, first approved by Cabinet in February 2025. Continued and measurable progress was reported across all key workstreams. The Council had achieved its maximum ceiling target for new temporary accommodation placements over the year, supported by stronger prevention activity and improved early intervention. Move-on into the private rented sector had increased and exceeded annual targets, helping households access more stable accommodation outside the temporary accommodation system.

The Cabinet Member advised that strong cost control had also been maintained. The rent cap programme was now fully embedded, with the second phase successfully reducing remaining high-cost placements to a small residual cohort. This had played a key role in limiting cost inflation and stabilising expenditure. Governance and performance management had further strengthened through enhanced dashboards and closer operational oversight, enabling earlier intervention where pressures emerged.

Despite this progress, it was advised that demand pressures remained high, driven by private sector evictions, family breakdowns, regeneration-related decants and Hillingdon's role as a Port Authority for Heathrow Airport, which continued to place additional strain on the temporary accommodation system. Looking ahead, Medium-Term Financial Strategy targets for 2026/27 marked a shift from stabilisation to consolidation, sustaining improvements while further strengthening supply and move-on capacity. Overall, the report demonstrated continued progress in managing demand, improving system flow and controlling costs despite ongoing external pressures.

The Leader of the Council welcomed the update and noted early signs of reduction in temporary accommodation use over time. He commended the focus, leadership and drive applied to this work and thanked the Cabinet Member for the progress achieved.

Alternative options considered / risk management

None.

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 noting only.

Officer(s) to action	Debbie Weller
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>

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. COMMERCIAL GAS CONTRACT TENDER

RESOLVED:

That:

- 1) The award of the contract, to BSW Heating Ltd, for the provision of the Servicing, Repairs and Maintenance of Communal and Corporate Commercial Gas fired heating installations to the London Borough of Hillingdon for a period of 3 years, with potential extension options up to a further 4 years at an estimated value of £490k per annum, be approved.
- 2) Delegated authority be granted to the Corporate Director of Residents Services, in consultation with the Cabinet Member portfolio holder, to agree any extensions of this contract subject to satisfactory performance.

Reasons for decisions

The Cabinet Member for Corporate Services & Property introduced a report and recommendations, which Cabinet agreed, to award a contract for the Servicing, Repairs and Maintenance of Communal and Corporate Commercial Gas fired heating installations enabling systems to be in good working order for heating and hot water in properties.

Alternative options considered / risk management

None, given statutory requirements.

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 1 May 2026. If not called-in by then, Cabinet's decisions can then be implemented.
Officer(s) to action	Nick Green / Gary Penticost
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. HIGHWAYS TERM SERVICE CONTRACT

RESOLVED:

That:

1. The tender submitted by O'Hara Bros. Surfacing Ltd for the provision of a Highways Term Service Contract on behalf of the London Borough of Hillingdon for a period of seven (7) years, commencing 1 July 2026 and expiring 30 June 2033, at an estimated value of up to £99.4 million, exclusive of annual inflationary uplifts, be accepted.
2. It be agreed that the contract includes an option to extend for a further five (5) years, at an estimated value of up to £71 million (£14.2 million per annum, exclusive of annual inflationary uplifts). Approval of any such extension shall be reported back to Cabinet for decision, subject to satisfactory contractor performance and agreement of appropriate commercial terms.
3. Officers are instructed to actively pursue, secure and maximise every social value and commercial opportunity throughout the life of key contracts, including sponsorship for community initiatives across the Borough, reflecting the scale and long-term nature of the contract, reporting back to the relevant Cabinet Member portfolio holder on progress.

Reasons for decisions

The Cabinet Member for Planning, Housing & Growth introduced a report and recommendations, which Cabinet agreed, to award a term contract for the Council's highways maintenance following a duly undertaken competitive procurement process. Cabinet noted the significant long-term value of the proposed contractual arrangements and the provision of social value within.

Alternative options considered and rejected

Cabinet considered other alternative service delivery models including bringing the service in-house or using multiple or geographical area contracts, but discounted these for operational reasons, as set out in the confidential report.

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 1 May 2026. If not called-in by then, Cabinet's decisions can then be implemented.
Officer(s) to action	Gurmeet Matharu / Chris Wheeler
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</i>

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).

This item was also circulated less than 5 clear working days before the Cabinet meeting and it was considered by the Chairman to be urgent, and therefore, considered.

12. CONTRACT FOR FURNITURE WITHIN SHORT-TERM LET PROPERTIES

RESOLVED:

That:

- 1) the tender from 4 Front Furniture LTD for the provision of supply and installation of furniture for void properties to the London Borough of Hillingdon for a 3-year period (with an option to extend for a further 2 years) at an estimated cost of £685k per year, be accepted.
- 2) authority be delegated to the Corporate Director of Residents Services, in consultation with the Cabinet Portfolio holder, to approve any extension, subject to satisfactory performance.

Reasons for decisions

The Cabinet Member for Corporate Services & Property introduced a report and recommendations, which Cabinet agreed, to appoint a dedicated provider for furniture and white goods to enable the Council to furnish short life properties more efficiently and at a lower cost. Cabinet welcomed the savings provided for as a result of using a single contractor.

Alternative options considered and rejected

Cabinet considered the continued use of multiple contractors, but discounted this for cost and operational reasons, as set out in the confidential report.

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 1 May 2026. If not called-in by then, Cabinet's decisions can then be implemented.
Officer(s) to action	Liam Bently
Directorate	Residents Services

Classification

Private - Whilst the Cabinet's decisions above are always made public, the officer report relating to this matter is not because it was considered in the private part of the meeting and contained information relating to the financial or business affairs of any particular person (including the Authority holding that information) and the public interest in withholding the information outweighed the public interest in disclosing it in accordance with Section 100(A) and paragraph 3 of Part 1 of Schedule 12 (A) to the Local Government Act 1972 (as amended).

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

An additional report was agreed by the Chair and considered under urgency provisions by Cabinet on the Development of the Civic Centre Car Park, Uxbridge.

14. DEVELOPMENT OF THE CIVIC CENTRE CAR PARK, UXBRIDGE INTO A RESIDENTIAL CARE HOME**RESOLVED:**

That Cabinet:

- 1) Notes its previous decisions of 23 October 2025 regarding the disposal of the Civic Centre Car Park site and the Chief Officer decision of 4 March 2026 to cease negotiations with the proposed purchaser.**
- 2) Agrees to progress the scheme to planning consent stage.**
- 3) Agrees the proposed design and consultancy work – and funding - to support the progression of a planning application as follows:**
 - a) the appointment of Hunter and Partners Ltd to provide Architectural Services for RIBA Stages 0-3 at a cost of £206,760k for the Development of the Civic Centre Car Park, Cricket Field Road, Uxbridge into a 162 bed residential care home.**
 - b) the appointment of Hunter and Partners Ltd to provide Principal Designer Building Safety services for RIBA Stages 0-3 at a cost of £20,676 for the development of the Civic Centre Car Park, Cricket Field Road, Uxbridge into a 162 bed residential care home.**
 - c) the amount of £200,000 for various surveys that will be required to support the planning application, along with £43,775 for planning fees, £2,000 for Principal Designer CDM, £5,000 for Internal Fees and a Contingency of £10,000.**

d) the Capital Release request of £488,211 from the Investment in Care Home Capacity budget 2026/27 budget (Appendix A).

- 4) Notes the current intention for The Hillingdon Care Company to enter into a leaseback arrangement once the development is complete.
- 5) Delegates authority for all decisions on any other preparatory consultancy or survey requirements for this project to the Corporate Director of Residents Services, in consultation with Cabinet portfolio holders.

Reasons for decision

The Cabinet Member for Corporate Services & Property introduced a report and recommendations, which Cabinet agreed, to update Cabinet on the project it considered in October 2025 to create a residential care home on the current Car Park site in Uxbridge and provide future resilience in social care budgets. Cabinet agreed to progress with design and consultancy work to further progress the matter and in order to enable this important project's momentum.

Alternative Options Considered and Rejected

The alternative options to not enable the redevelopment of the site or look for alternative sites was discounted by Cabinet.

Relevant Select Committee	Corporate Resources & Infrastructure
Expiry date for any scrutiny call-in / date decision can be implemented (if no call-in) Officer(s) to action Directorate Classification	<p>Cabinet's decisions on this matter can be called in by a majority of the select committee by 5pm, Friday 1 May 2026. If not called-in by then, Cabinet's decisions can then be implemented.</p> <p>Michael Naughton, Residents' Services</p> <p>Residents Services</p> <p>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></p> <p>Urgency provisions – <i>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></p>

The meeting closed at 7.26pm

Internal Use only*	Implementation of decisions & scrutiny call-in
When can these decisions be implemented by officers?	<p>Officers can implement Cabinet's decisions in these minutes only from the expiry of the scrutiny call-in period, unless otherwise stated in the minutes above, which is:</p> <p>5pm, Friday 1 May 2026</p> <p>However, this is subject to the decision not being called in by Councillors on the relevant Select Committee. Upon receipt of a valid call-in request, Democratic Services will immediately advise the relevant officer(s) and the Cabinet decision must then be put on hold.</p>
Councillor scrutiny call-in of these decisions	<p>Councillors on the relevant Select Committee shown in these minutes for the relevant decision made may request to call-in that decision. The call-in request must be before the expiry of the scrutiny call-in period above.</p> <p>Councillors should use the Scrutiny Call-in App (link below) on their devices to initiate any call-in request. Further advice can be sought from Democratic Services if required: Scrutiny Call-In - Power Apps (secure)</p>
Notice	<p>These decisions have been taken under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. This Cabinet meeting was also broadcast live on the Council's YouTube channel here for wider resident engagement.</p> <p>Please note that these minutes and decisions are the definitive record of proceedings by the Council of this meeting.</p> <p>If you would like further information about the decisions of the Cabinet, please contact the Council below:</p> <p>democratic@hillingdon.gov.uk Democratic Services: 01895 250636 Media enquiries: 01895 250403</p>