

Minutes & Decisions

CABINET

7pm, Thursday, 19 March 2026

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



Decisions published on: 20 March 2026

Decisions come into effect from: 5pm, 27 March 2026 or as stated

Cabinet Members Present:

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

Members also Present:

Stuart Mathers
Sital Punja
Jan Sweeting

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 Cabinet Members present.

3. TO APPROVE THE MINUTES OF THE LAST CABINET MEETING

The minutes of the Cabinet meeting held on 19 February 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. HOMELESSNESS AND ROUGH SLEEPING STRATEGY

RESOLVED:

That the Cabinet:

- 1) Duly note the outcome of the Homelessness Strategy consultation and the Equality Impact Assessment;**
- 2) Approve the Homelessness and Rough Sleeping Review and Homelessness and Rough Sleeping Strategy as appended to this report;**
- 3) Agree that a progress update will be provided to Cabinet on an annual basis.**

Reasons for decision

The Cabinet Member for Planning, Housing and Growth introduced a report seeking Cabinet approval of Hillingdon's Homelessness and Rough Sleeping Strategy for 2026 - 2030, following a statutory homelessness review and consultation with residents, staff and partner organisations. The Cabinet Member explained that the strategy addressed one of the most significant pressures facing councils, with homelessness contacts increasing sharply.

In 2024/25, over 7,300 households had approached the Council for assistance, a 47% rise on the previous year, and more than 1,600 households were living in temporary accommodation. Key drivers included private rented sector evictions, family and friends no longer being able to accommodate individuals, and domestic abuse, alongside rising rents, instability in the private rented sector and Hillingdon's role as a Port Authority at Heathrow.

The Cabinet Member advised that the strategy placed prevention at its core, recognising that preventing homelessness was the best outcome for residents and the most sustainable way to manage temporary accommodation pressures. It strengthened the focus on resident-centred services, early intervention, access to safe and sustainable housing, clearer pathways for rough sleepers and vulnerable residents, and improved use of data and performance monitoring. Following consultation and scrutiny, the strategy placed greater focus on communication, partnership working, professionalism and empathy, and acknowledged the wider community impact of rough sleeping while setting out how concerns would be addressed. While the strategy did not introduce new direct costs, it provided an important framework for managing demand and supporting wider work to control financial pressures.

The Leader of the Council welcomed the comprehensive nature of the strategy and noted that behind the figures were families and children experiencing housing insecurity. He highlighted the importance of increasing housing provision and working with partners and described the strategy as a strong and balanced approach for the next five years.

Cabinet approved the strategy.

Alternative options considered and rejected

None, as there was a statutory obligation to produce a strategy to address homelessness at least once every five years.

Relevant Select Committee	Residents' Services
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 27 March 2026. If not called-in by then, Cabinet's decisions can then be implemented.
Officer(s) to action	Debby 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>

6. HOUSING FORWARD INVESTMENT PROGRAMME 2026/27 (AND 2025/26 REVIEW)

RESOLVED:

That the Cabinet:

1. Note the delivery of the 2025/26 Housing Revenue Account (HRA) Works to Stock Programme set out in the report, which has continued to provide essential upgrades to the Council's housing stock, along with higher energy efficiency standards and improvements to the quality of life of tenants, set out in Appendix 1.
2. Agrees the HRA Works to Stock Programme for the ensuing 2026/27 financial year; and approves the release of the HRA WTS Capital Programme budget, as set out in this report.
3. To deliver this Programme, delegate authority to the Corporate Director of Residents Services, in consultation with the Cabinet Member for Corporate Services & Property to:
 - a. Utilise existing internal or external framework agreements or develop new LBH framework agreements for Cabinet approval, to enable the effective delivery of appropriate works, tenders, and contracts.
 - b. Approve the procurement of individual projects and works set out, including using any approved LBH framework or term contract by Cabinet.

- c. Release project specific capital funds for the specific works, as set out in the programme, and strictly within approved budgets and subject to any internal spend control requirements.
 - d. Agree minor variations to specific projects within the programme, subject to agreement from the Cabinet Member for Corporate Services & Property.
 - e. Make any other operational decisions required to implement the programme and works agreed by the Cabinet.
4. Agree that relevant portfolio Cabinet Members receive regular updates on progress delivering the programme and spend.

Reasons for decision

The Cabinet Member for Corporate Services and Property introduced a report on the Council's housing investment programme, highlighting the Council's continued commitment to improving its social housing stock. It was reported that £45 million would be invested in the coming year, including just under £31 million in direct capital works, over £10 million through the Green Homes Initiative, and more than £4 million for Housing Revenue Account (HRA) adaptations to support residents with disability and mobility needs.

The programme included extensive roofing works, replacement of windows in around 500 homes to improve thermal efficiency and reduce heating costs, and the renewal of approximately 1,000 kitchens and 800 bathrooms. Investment under the Green Homes Initiative would focus on homes with an EPC rating below C, supporting the Council's aim to meet government standards by 2030 through measures such as insulation, heat recovery systems and window upgrades. Further works included boiler replacements, lift upgrades, door entry and access control systems, emergency lighting and fire safety improvements. The Cabinet Member remarked that the programme would improve living conditions and help the Council meet its decency standards.

The Leader of the Council welcomed the comprehensive programme, noting that it would significantly improve the condition of the housing stock and that reinvesting rental income back into homes was essential to ensuring residents lived in decent, well-maintained properties.

Cabinet, therefore agreed the forward investment programme and delegated authority to carry out the works efficiently.

Alternative options considered and rejected

Cabinet could have chosen to amend the works programme or not delegate its delivery as such to officers.

Relevant Select Committee	Corporate Resources & Infrastructure
Expiry date for any scrutiny call-in / date decision can be	Cabinet's decisions on this matter can be called in by a majority of the select committee by 5pm, Friday 27 March 2026. If not called-in by then, Cabinet's decisions

implemented (if no call-in)	can then be implemented.
Officer(s) to action	Gary Penticost
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. SUBSTANCE MISUSE AND STOP SMOKING SERVICES

RESOLVED:

That the Cabinet:

- 1) Note that the three-year 2026-2029 Public Health grant funding from Department of Health & Social Care is a ring-fenced budget that is only available to Local Authorities to spend on statutory and mandated public health services.
- 2) Note the Public Health Grant award conditions in relation to ringfenced spend for provision of statutory and mandated public health services and the benefits to Hillingdon Council that these services are funded by the Public Health Grant and do not draw on funds from core council budget.
- 3) For continued delivery of statutory substance misuse services funded by the Public Health grant, approve delegated authority for the Corporate Director of Adult Social Care and Health and Director of Public Health to develop delivery plans and commissioning arrangements for the ongoing utilisation of Public Health grant funded substance misuse service provision in line with grant condition requirements set out by Department of Health & Social Care and Office of Health Improvement and Disparities and to allocate contract variations up to a value of £525,000 over the period 1 April 2026 – 31 March 2029.
- 4) Agree to vary the current contract with Central and North West London NHS Trust for the provision of substance misuse treatment and recovery services for the period 1 April 2026 to 31 March 2029 to uplift the core contract for the agenda for a change salary increase by £81,843 pa and for a cost up to £245,529 for the period.
- 5) Approve continuation of Public Health Grant funding to the Hillingdon Youth Service offer for the continued provision of the SORTED young person's drug and alcohol provision arrangement to a value of up to £181,500 per year (at FY2025/26 level) to a total value of up to £557,864 for the period 1 April 2026 – 31 March 2029 (this include salary uplift costs on SORTED costs).

Reasons for decision

The Cabinet Member for Children, Families and Education introduced a report seeking approval to continue substance misuse and stop smoking services and to authorise related NHS contract variations and delivery planning for the period 2026 - 2029. The Cabinet Member explained that needs assessment data demonstrated the significant negative impact of drug, alcohol and tobacco addiction on individuals and communities, and that effective support services delivered clear benefits for residents.

Cabinet was reminded that the original core NHS contract had been approved in January 2024 and that any future contractual changes were required to be authorised by Cabinet and funded solely from the ring-fenced Public Health Grant. The report confirmed that the service would continue to be fully funded from this grant, with no call on the Council's core budget, and that expenditure would be closely monitored through budget monitoring and the medium-term financial framework.

The Leader of the Council welcomed the continuation of the service, noting the high level of demand but also the strong quality of outcomes achieved locally compared with neighbouring boroughs. He expressed support for continued investment to assist residents requiring substance misuse and smoking cessation support.

Alternative options considered and rejected

Cabinet could have decided not to utilise the Government grant funding to support the programme of work underway.

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 27 March 2026. If not called-in by then, Cabinet's decisions can then be implemented.
Officer(s) to action	Nick Sinclair / Sharon Stoltz
Directorate	Adult Social Care & Health / Director of Public Health
Classification	Public - <i>The report and any background papers relating to this decision by the Cabinet are available to view on the Council's website or by visiting the Civic Centre, Uxbridge</i>

8. MONTHLY COUNCIL BUDGET MONITORING REPORT: MONTH 10

RESOLVED:

That the Cabinet:

- 1) Notes the revenue budget monitoring positions as at January 2026 (Month 10) as set out in the report, noting the actions proposed by officers.**
- 2) Agrees the virement of £3,696k from the current allocated budget for the Madison Brook Residential Property Acquisitions budget to the In-House team's capital budget.**
- 3) Agrees that the planned fee increases for the Imported Food Office as set out in the 2026/27 budget be put on hold until further notice, pending a review.**

Reasons for decision

The Cabinet Member for Finance and Transformation introduced the Month 10 budget monitoring report, confirming that the General Fund position remained broadly stable since Month 6. The in-year overspend stood at £36.3 million, with £26 million attributable to service pressures, primarily in children's services (£6.1 million), adult social care (£6.5 million) and Resident Services, mainly housing (£8.3 million), alongside £5.2 million in financing costs. The General Fund reserve was overdrawn by £34.8 million, which would be addressed through the agreed Exceptional Financial Support.

The position on the savings programme was largely unchanged, with 48% of savings banked or on track for delivery. £4.2 million was expected to slip into 2026/27 and £14.9 million had been written out as part of the 2026/27 budget-setting process. Ongoing risks remained, particularly linked to Hillingdon's role as a Port Authority and wider international instability, and officers continued to monitor all financial pressures closely.

The Cabinet Member noted that the Dedicated Schools Grant in-year deficit had reduced to £9.2 million, an improvement of £0.4 million from Month 9, with the cumulative deficit forecast at £75.1 million. This was expected to be mitigated by the High Needs Stability Grant due in autumn 2026. The Housing Revenue Account continued to forecast a break-even position.

The Leader of the Council welcomed the continued stability in the monitoring position, noting that this increased confidence in forecasting, while recognising the need to prepare for potential future financial pressures arising from international events.

Cabinet noted the report and agreed the recommendations.

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 27 March 2026. If not called-in by then, Cabinet's decisions can then be implemented.
Officer(s) to action	Steve Muldoon / Jon Alsop
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. DYNAMIC PURCHASING SYSTEM FOR TEMPORARY ACCOMMODATION PLACEMENTS

RESOLVED:

That the Cabinet:

- 1) Approves the extension of the existing Dynamic Purchasing System (DPS) for Temporary Accommodation placements for a further two years, in line with the original procurement terms approved by Cabinet in October 2021, from the 16 February 2027 until 16 February 2029 at an estimated value of £73.33m.
- 2) Delegates specific authority to the Corporate Director of Residents Services, in consultation with the Corporate Director of Finance, to approve all Temporary Accommodation placement decisions made under the DPS and to approve the admission of new providers to the DPS in accordance with the established evaluation criteria, strictly subject to all delegated decisions remaining within the Cabinet/Council approved annual budget for the respective financial years and any supplementary spending control requirements in effect.

Reasons for decisions

The Cabinet Member for Planning, Housing & Growth introduced a report and recommendations, which Cabinet agreed, to extend the Council's purchasing arrangement for temporary accommodation. It was noted that this approach would provide efficient and best value access to providers in a volatile market.

Alternative options considered and rejected

Cabinet could have not extended the DPS and reverted to ad-hoc sourcing arrangements but considered this more resource-intensive with risk.

Relevant Select Committee	Residents' Services
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 27 March 2026. If not called-in by then, Cabinet's decisions can then be implemented.
Officer(s) to action	Adam Stephenson
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</i>

11. FLEET MAINTENANCE & REPAIR CONTRACT

RESOLVED:

That the Cabinet agrees to extend the current contract with Dennis Eagle Limited for the provision of Full Maintenance and Repair to the London Borough of Hillingdon Fleet at Harlington Road Depot for a one-year period from May 2026 to May 2027 and at an estimated cost of £1,843,286.

Reasons for decisions

The Cabinet Member for Planning, Housing & Growth introduced a report and recommendations, which Cabinet agreed, to extend the maintenance and repair contract for the Council's fleet of vehicles. The Cabinet Member noted the benefits of the contract including delivering high maintenance standards as well as local apprenticeships.

Alternative options considered and rejected

Alternative procurement options were set out in the report, but Cabinet discounted these on service and financial grounds.

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 27 March 2026. If not called-in by then, Cabinet's decisions can then be implemented.
Officer(s) to action	Steve Gunter
Directorate	Corporate 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. HOME CARE, EXTRA-CARE AND REABLEMENT SERVICES CONTRACTS

RESOLVED:

That the Cabinet:

- 1) Agree to extend the current contract with Care Outlook Ltd for the provision of lead homecare and outreach support services in the South of the borough to the London Borough of Hillingdon for a two-year period from 29 July 2026 to 29 July 2028 at a forecasted cost of £15,115,028.
- 2) Agree to extend the current contract with CCS Homecare Services Ltd for the provision of lead homecare and outreach support services in the North of the borough, and extra-care and specialist services to the London Borough of Hillingdon for a two-year period and additional 4 months from 2nd April 2026 to 2nd August 2028 at a forecasted cost of £27,223,013
- 3) Agree to extend the Lot 1 framework agreement with the providers listed in Appendix 1 for the provision of homecare and outreach support services for adults to the London Borough of Hillingdon for an eighteen-month period from 25 January 2027 to 25 July 2028 at a cost of £9,527,996.
- 4) Agree to extend the Lot 2 framework agreement with the providers listed in Appendix 1 for the provision of homecare and outreach support services for children and young people to the London Borough of Hillingdon for an eighteen-month period from 25 January 2027 to 25 July 2028 at a cost of £1,662,028.

Reasons for decisions

The Cabinet Member for Children, Families & Education introduced a report and recommendations, which Cabinet agreed, to extend contracts for the provision of homecare, extra-care and reablement for residents in Hillingdon. It was noted that this would ensure the continuation of services without disruption whilst a wider review of the care model took place.

Alternative options considered and rejected

Cabinet considered alternative procurement options as set out in the confidential report, but these were discounted for market, operational and financial reasons.

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 27 March 2026. If not called-in by then, Cabinet's decisions can then be implemented.
Officer(s) to action	Sarah Baker

Directorate	Adult Social Care & Health
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. FUEL CONTRACT FOR THE COUNCIL'S FLEET

RESOLVED:

That the Cabinet accept the tender from Certas Energy UK Limited for the supply and delivery of ULSD (Ultra Low Sulphur Diesel) to the London Borough of Hillingdon for a two-year period from 1 April 2026 to 31 March 2028 and at the estimated value of £2,218,450

Reasons for decisions

The Cabinet Member for Planning, Housing & Growth introduced a report and recommendations, which Cabinet agreed, to award a contract for the supply and delivery of Ultra Low Sulphur Diesel for the Council's fleet. The Cabinet Member advised that unit fuel prices were highly sensitive to fluctuations in global oil markets, irrespective of Council decisions, and that, in light of current international factors, officers had been tasked to be extra vigilant in monitoring demand and prices.

Alternative options considered and rejected

Cabinet considered alternative procurement options as set out in the confidential report, but these were discounted on viability and resourcing grounds.

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 27 March 2026. If not called-in by then, Cabinet's decisions can then be implemented.
Officer(s) to action	Steve Gunter
Directorate	Corporate 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).

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

No further business was considered. The meeting closed at 7.22pm

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 27 March 2026 However, this is subject to the decision not being called in by Councillors on the relevant Select Committee. Upon receipt of a valid call-in request, Democratic Services will immediately advise the relevant officer(s) and the Cabinet decision must then be put on hold.
Councillor scrutiny call-in of these decisions	Councillors on the relevant Select Committee shown in these minutes for the relevant decision made may request to call-in that decision. The call-in request must be before the expiry of the scrutiny call-in period above. Councillors should use the Scrutiny Call-in App (link below) on their devices to initiate any call-in request. Further advice can be sought from Democratic Services if required: Scrutiny Call-In - Power Apps (secure)
Notice	These decisions have been taken under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. This Cabinet meeting was also broadcast live on the Council's YouTube channel here for wider resident engagement. Please note that these minutes and decisions are the definitive record of proceedings by the Council of this meeting. If you would like further information about the decisions of the Cabinet, please contact the Council below:

democratic@hillington.gov.uk

Democratic Services: 01895 250636

Media enquiries: 01895 250403