



HILLINGDON
LONDON

A

Residents' Services Select Committee

Date: THURSDAY, 12 JUNE 2025

Time: 7.00 PM

Venue: CR6

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

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Councillors on the Committee

Councillor Wayne Bridges (Chair)
Councillor Peter Smallwood OBE (Vice-Chair)
Councillor Darran Davies
Councillor Ekta Gohil
Councillor Scott Farley (Opposition Lead)
Councillor Janet Gardner
Councillor Kamal Preet Kaur

Published: Wednesday, 4 June 2025

Contact: Liz Penny, Democratic Services Officer
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Terms of Reference

Residents' Services Select Committee

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

Portfolio(s)	Directorate	Service Areas
Cabinet Member for Community & Environment	Place	Green Spaces (incl. Woodlands, Colne Valley)
		Crematorium Services
		Waste Services
		Flooding & watercourses
		Environmental Projects (incl. Chrysalis, Street Champions, Alleygating & Ward Budgets)
		Climate Change (incl. air quality) – cross-cutting brief
	Homes and Communities	Library Services
		Theatres, Museums & Cultural Services
		Leisure Services and Centres
		Community Safety & Community Cohesion (incl. CCTV)
		Trading Standards, Environmental Health & Licensing (incl. Safety of Sports Grounds)
		Imported Food Office
		Anti-Social Behaviour and Localities
		Street Scene Enforcement
		Parking & Parking Enforcement
		Emergency Response
	Adult Services & Health	Mortuary
Cabinet Member for Planning, Housing & Growth	Place	Planning Services (incl. planning policy, building control, planning enforcement, specialist planning & conservation areas)
		Regeneration (incl. town centres, master planning)
		Economic Development (incl. growth strategy, business engagement, inward investment & worklessness)
		Local Impacts of Heathrow Expansion (cross cutting brief)
		Local Impacts of High Speed 2 (cross-cutting brief)
	Homes & Communities	Housing Strategy & Commissioning (incl. housing policies & standards, assessment of housing stock size & condition and the

	commissioning of housing stock repairs and housing stock acquisitions)
	HRA Strategy and delivery plan (operational delivery in Place and Cabinet Member for Corporate Services & Property)
	Housing Management (incl. tenancy management)
	Housing Options and Homeless Prevention
	Private Sector Housing

STATUTORY COMMITTEE	<u>Statutory Crime and Disorder Scrutiny</u>
	<p>This Committee will act as a Crime and Disorder Committee as defined in the Crime and Disorder (Overview and Scrutiny) Regulations 2009 and carry out the bi-annual scrutiny of decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions.</p> <p><u>Duty of partners to attend and provide information</u></p> <p>The Crime and Disorder (Overview and Scrutiny) Regulations 2009 permits this Select Committee to make a request in writing for information to bodies who form the local Crime and Disorder Reduction Partnership (Safer Hillingdon Partnership), which includes the Police. The Committee should scrutinise the work of the partnership at least once a year and may also require the attendance before it of an officer or employee of a responsible authority or of a co-operating person or body in order to answer questions. The Committee may not require a person to attend unless reasonable notice of the intended date of attendance has been given to that person.</p>

Agenda

- 1 Apologies for Absence
- 2 Declarations of interest in matters coming before this meeting
- 3 To receive the minutes of the previous meetings dated 22 April 2025 and 8 May 2025 1 - 10
- 4 To confirm that the items of business marked as Part I will be considered in public and those marked Part II will be considered in private

Part I - Members, Public and Press

- 5 Heathrow Information Report 11 - 22
- 6 Draft Parking Annual Report 23 - 44
- 7 Town Centre Regeneration - Uxbridge and Hayes Town 45 - 50
- 8 Update further to the Committee's Review of the Empty Homes Council Tax Premium 51 - 54
- 9 Forward Plan 55 - 68
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Agenda Item 3



HILLINGDON
LONDON

Minutes

RESIDENTS' SERVICES SELECT COMMITTEE

22 April 2025

Meeting held at Committee Room 5 - Civic Centre

Committee Members Present:

Councillors Wayne Bridges (Chair), Peter Smallwood (Vice-Chair), Shehryar Ahmad-Wallana, Scott Farley (Opposition Lead), Janet Gardner and Kamal Preet Kaur

Officers Present:

Liz Penny (Democratic Services Officer)
Geeta Blood (Head of Finance - Place)
Andy Goodwin (Head of Strategic Finance)
Nicola Herbert (Director of Environment)
Joanne Howells (Street Scene Enforcement Service Manager)
Julia Johnson (Director of Planning and Sustainable Growth)
Martin King (Trading Standards Manager)
Ceri Lamoureux (Head of Finance - Place)
Gary Penticost (Director of Operational Assets)
Sam Strong (Assistant Director - Homes and Neighbourhood)
Stephanie Waterford (Head of Public Protection and Enforcement)
Richard Webb (Director Community Safety & Enforcement)
Karrie Whelan (Corporate Director of Place)

68. APOLOGIES FOR ABSENCE (Agenda Item 1)

Apologies for absence were received from Councillor Darran Davies and from Councillor Ekta Gohil with Councillor Shehryar Ahmad-Wallana substituting for the latter.

69. DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING (Agenda Item 2)

There were no declarations of interest.

70. TO RECEIVE THE MINUTES OF THE PREVIOUS MEETING (Agenda Item 3)

At the request of Members, it was agreed that Joanne Howells, Street Scene Enforcement Service Manager, would provide Democratic Services with an update regarding the rehabilitation rates of participants as referenced in the minutes of the previous meeting.

After the meeting it was confirmed that officers administered the scheme, arranged works and ensured offenders completed the required hours as issued by the Courts but did not collect any data regarding rehabilitation.

RESOLVED: That the minutes of the meeting dated 13 March 2025 be approved as an accurate record.

71. TO CONFIRM THAT THE ITEMS OF BUSINESS MARKED AS PART I WILL BE

	<p>CONSIDERED IN PUBLIC AND THOSE MARKED PART II WILL BE CONSIDERED IN PRIVATE (<i>Agenda Item 4</i>)</p> <p>It was confirmed that all items of business were marked Part I and would be considered in public.</p>
72.	<p>BUDGET AND SPENDING REPORT (<i>Agenda Item 5</i>)</p> <p>The budget and spending report was introduced as a new item on the agenda. The Corporate Director - Place explained that the report outlined savings proposals for Residents' Services, with a requirement to make considerable savings this year, totalling £15 million. It was confirmed that Cabinet had reviewed these proposals in detail, and they had been agreed at Full Council.</p> <p>It was explained that the green waste charging provision was expected to save £2.5 million. The importance of assessing and monitoring demand was emphasised. It was noted that there had been an uplift in crematory charges and parking penalty charges had increased across London.</p> <p>In respect of services falling within the Community and Environment portfolio, it was confirmed that the Council aimed to bring in additional housing stock in the near future to reduce the costs of temporary accommodation. The Corporate Director of Homes and Communities would be in attendance at the June meeting of the Select Committee to respond to Members' queries.</p> <p>Members noted that a traffic light system (RAG rating) would be helpful to highlight areas of concern. Officers acknowledged the request and confirmed that further work around the profiling of budgets was underway. The Committee heard that Corporate Directors met to discuss the budget on a weekly basis. Monthly budget monitoring was also undertaken.</p> <p>Councillors enquired about the increased car park revenue and the out-of-hours noise service review. The parking strategy and the need to review statutory nuisance and environmental enforcement work were highlighted. Members emphasised the importance of transparency and asked about the backup plan if the garden waste consultation did not go ahead. It was explained that alternative savings would be found if the consultation did not proceed.</p> <p>Members sought further clarification regarding the temporary accommodation renegotiation and the impact on rates. It was confirmed that the backup plan was to acquire more properties from the open market using HRA funding; the local authority would then be less reliant on private landlords. £5 million had been added to the budget to address risks. Members were informed that the aim was to reduce the Council's use of temporary accommodation. Long-term leases were being considered, and officers were attempting to bring empty properties back into use. It was acknowledged that most London boroughs were facing similar challenges.</p> <p>Councillors asked about the Council's adaptability in reviewing the budget situation. The monthly budget monitoring process and the steps taken to address pressures were highlighted. Members heard that, to assist with budget management, profiling was in use to reflect key dates during the year.</p> <p>In response to further questions from the Committee, regarding the impact of efficiency</p>

	<p>savings on frontline services, the role of the transformation team and the performance standards monitored by external regulators was highlighted.</p> <p>Members enquired about the employee terms and conditions review. It was explained that the HR department was reviewing contracts to ensure harmonised terms and conditions across the organisation.</p> <p>It was agreed that the Chair would liaise with the Labour Lead and Democratic Services to finalise the Committee's requirements in terms of the Budget and Spending report going forward.</p> <p>RESOLVED: That the Committee considered the proposed approach to financial monitoring at the Residents' Services Select Committee as set out in the report.</p>
73.	<p>LANDLORD SERVICE ANNUAL COMPLAINTS <i>(Agenda Item 6)</i></p> <p>Sam Strong, Assistant Director - Homes and Neighbourhood, and Gary Penticost, Director of Operational Assets were in attendance to respond to Members' questions and requests for clarification regarding the matters set out in the report.</p> <p>In response to Members' questions regarding the four consumer standards set out on page 16 of the agenda pack, it was acknowledged that there were issues with the complaints process, as per feedback from residents. Officers highlighted the importance of transparency and accessibility when dealing with residents and noted an increase in tenancy satisfaction measures over the last year, except in relation to the handling of complaints, which had only increased by 1%. They emphasised the importance of learning from complaints and referenced an ambitious restructure within the housing service, which included a member of staff responsible for complaint learning analysis to solve recurring issues.</p> <p>In reply to further questions from the Committee, the need to improve the way the service put residents first was noted. It was confirmed that a lead for complaint analysis had recently been recruited and the importance of common sense in handling complaints was emphasised. Officers confirmed that staff were now required to call the complainant before writing a complaint response; this had resulted in a 1% increase in satisfaction. They expressed confidence in delivering better complaint handling the following year.</p> <p>Councillors noted that eight cases had been upheld by the Ombudsman and enquired what lessons had been learned to reduce the number of upheld cases. It was confirmed that officers defined success as any percentage improvement in handling complaints and aimed for a 30% improvement the following year. Members heard that a restructure would increase frontline staff and improve accessibility to residents. Officers emphasised the importance of recording complaints accurately and learning from them.</p> <p>Members referred to pages 31-33 of the agenda pack, which provided an update further to the Special Interest Group meeting held on 17 January 2025 and noted the feedback statements from residents. Councillors sought further clarification regarding the status of the action points and ongoing issues mentioned, including IT and telephone system problems. It was acknowledged that the 56-page document was a heavy-read, and it was agreed that future documents would be more accessible. Officers highlighted the recruitment of someone to lead the learning from the Special</p>

Interest Group and noted the importance of demonstrating outcomes clearly.

Councillors sought further clarification regarding deadlines for referring issues to other departments and the time frame for resolving them. It was noted that improvements to the NEC housing system could take some 6-8 months. Plans for improvement were being shared with the housing regulator and officers expressed confidence in delivering these improvements.

The Committee asked about the diversity of the 8 members of the Special Interest Group and whether it was representative of the entirety of the Borough. It was confirmed that representation from both the north and the south of the Borough would be ensured.

In response to concerns raised by the Committee in respect of language barriers, it was confirmed that complaints could be handled in the complainant's language and the importance of responding to stage one complaints within 10 days was highlighted.

In respect of complaints handling training, it was acknowledged that training was essential and would be delivered within the next three months.

With regard to deadline extensions for stage 1 and stage 2 complaints, officers shared concerns about the validity of deadline extensions in some cases and mentioned efforts to reduce them. It was explained that complex complaints involving multiple services might require extensions and the importance of accountability was emphasised. It was noted that officers aimed to stop complaints from progressing to stage two whenever possible. The Committee heard that the deadline for a response to a stage two complaint was 20 days.

Councillors enquired about compensation for complaints and quality control for contractors' work. The need for a clear housing compensation policy was acknowledged – this would be co-designed with residents. Officers explained that external contractors must provide photographic evidence of completed works, and tenant feedback was used to determine if inspections were needed. It was confirmed that contractors undertaking larger projects had to provide evidence of completed works, which was loaded into the system for a full evidence track. If tenants were unsatisfied, inspections were undertaken.

RESOLVED: That the Residents' Services Select Committee:

- 1. Commented on the data, learning and feedback captured by the Landlord Service during 2024/25 as set out in Appendix A of the Template Housing Complaints Performance & Service Improvement Report;**
- 2. Noted the Housing Ombudsman Service Guidance set out in Appendix B on 'Effective involvement of governing bodies;'**
- 3. Noted the annual self-assessment against the Housing Ombudsman Complaint Handling Code set out in Appendix C; and**
- 4. Noted the updated Complaints Action Plan – Appendix D which was produced following the 2023/24 self-assessment against the Complaints Handling Code and published in June 2024.**

	<p>74. ANTI SOCIAL BEHAVIOUR (Agenda Item 7)</p> <p>Joanne Howells, Street Scene Enforcement Manager, Stephanie Waterford, Head of Public Protection and Enforcement and Richard Webb, Director of Community Safety and Enforcement, were in attendance to respond to Members' questions and requests for clarification regarding the matters set out in the report.</p> <p>Councillors enquired about the prohibitory measures, partial closure, and closure orders for tower blocks, mentioning feedback from residents about the effectiveness of these measures in addressing antisocial behaviour. It was explained, that while evidence may be clear, CCTV evidence and resident reports were relied upon, and other enforcement actions could be considered.</p> <p>Members asked about the presence of uniformed environmental enforcement officers, expressing concerns about their visibility and the worsening issue of women being hassled and receiving racist comments. Officers explained that ten uniformed officers covered the entire Borough, working seven days a week, and collaborated with other teams to address antisocial behaviour, including threats and discrimination.</p> <p>The Committee raised concerns about the operation hours of the CCTV room and the need for more staff and cameras in hotspots. In response, the importance of CCTV for visual reassurance was acknowledged and it was explained that staffing was a funding decision, with gaps emerging due to leave or sickness.</p> <p>Councillors sought further clarification regarding the high percentage of misdirected and actionable reports and the process of redirecting them to the appropriate teams. Officers explained that misdirected reports were redirected to the relevant teams within the Council, and efforts were being made to refine the portal and triaging processes to limit misdirected service requests.</p> <p>In response to Members' concerns regarding the safety of officers and the number of instances of obstruction and assaults on officers, the procedure for dealing with engine idling and obstruction was explained and it was noted that assaults on officers were very low.</p> <p>In response to their request for a breakdown of fines by ward for various offences, Members heard that the systems used by the teams did not currently support collecting enforcement data by ward, but that they were exploring how datasets could be collated and provided by ward in the future.</p> <p>Councillor enquired about the targeting of hotspots for enforcement actions and the outcomes of action days. Officers explained that hotspots were identified from reports and intelligence, and it was noted that action days had achieved good results.</p> <p>With regard to the criminal element of fly posting and the difficulty in identifying offenders, it was confirmed that officers made attempts to engage with organisers and took enforcement action when possible. It was acknowledged that it was often difficult to establish who was responsible for fly posting – the service was intelligence and complaint led. Officers were happy to attend ward panel meetings to discuss specific concerns if invited to do so.</p> <p>Members noted that fly tipping was a serious issue and a blight on the Borough, yet, as</p>
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detailed on page 87 of the agenda pack, only 52 FPNs had been issued in 2024. In response, officers highlighted the challenges of prosecuting fly-tipping offenders due to the need for criminal burden of proof and identifying the offenders, often seen on CCTV without vehicle registrations. Members heard that action days had been initiated to address improper disposal of rubbish, which could be prosecuted under different legislation. Successful prosecutions had occurred, resulting in suspended custodial sentences. It was confirmed that fly-tipping fines had been increased to £1000, making them the most substantial fixed penalty notices (FPNs) available. This method had proved to be a quicker and more effective enforcement tool compared to lengthy court prosecutions.

Members raised concerns about the presence of beggars and their aggressive behaviour. Officers outlined the reliance on the police for dispersing beggars and identifying them, and the consideration of including powers in the PSPO to deal with them.

Councillors asked about the response time for Members' Enquiries and the definition of a meaningful response. It was explained that a meaningful response including details of the investigation and enforcement actions available would be provided within 10 working days of receipt of the enquiry.

In response to Members' questions regarding the impact on antisocial behaviour of not locking parks and car parks overnight, Members were advised that the decision was being monitored, and data would be reviewed to determine if locking the spaces again was necessary.

In respect of fines for delivery drivers and the enforcement process, officers explained the difficulties in identifying offenders and the collaboration with proprietors to address aggressive behaviour.

Councillors raised concerns about the fines for spitting and suggested reviewing the legislation used by other councils. It was noted that the fines for spitting were set under the PSPO and were at the maximum permitted level.

Members suggested reviewing the fines for littering and other offences to ensure they were set at the maximum permitted level. Officers explained the considerations for setting fines and the balance between the likelihood of payment and the impact on people's pockets.

RESOLVED: That the Residents' Services Select Committee noted the contents of the report and asked questions in order to clarify matters of concern or interest in the Borough.

75.	TRADING STANDARDS SERVICE - UNDERAGE SALE OF VAPES AND ALCOHOL (<i>Agenda Item 8</i>)
	Martin King, Trading Standards Manager, was in attendance to respond to Members' queries and requests for clarification in respect of the report included in the agenda pack. Members thanked the Trading Standards Manager for the efforts being made and complimented the work being done.

Councillors enquired about the recruitment and remuneration of young volunteers, suggesting the use of cadets or Scouts and raising concerns about their safety. In response, it was confirmed that volunteers were predominantly staff members' children, recruited through staff emails, and were given Amazon gift cards and thank-you letters as a gesture of gratitude for their work. Officers emphasised the importance of safety, ensuring volunteers did not frequent the shops they were sent to.

It was explained that shops targeted for test purchases were those with complaints and intelligence from local residents. If an underage sale was made, both the seller and the owner were invited to an interview under caution, with potential outcomes including written warnings, formal cautions, or prosecution. Members sought further clarification regarding the disposal of seized products, and it was confirmed that alcohol was tipped down the sink and cigarettes or nicotine were destroyed.

Members raised concerns about the environmental impact of disposable vapes and the potential market surge following their ban. It was confirmed that shops would be targeted to ensure proper disposal and prevent underground sales. The Committee heard that intelligence was received from various sources, including Youth Services, schools, and the police. Officers also collaborated with the local police licensing team.

In response to further questions from Members, the officer explained that volunteers were generally available during evenings, weekends, and school holidays, and that test purchases were conducted four times a year. The logistical challenges of conducting test purchases during school hours and the resource-intensive nature of such operations were highlighted. Members heard that occasional after-school test purchases were carried out, managing about three in a session.

Councillors suggested working directly with schools to recruit volunteers, but it was clarified that, while officers received intelligence from schools, they did not use students from those schools for test purchases. The officer emphasised the importance of collaboration with the police schools' team and the local police licensing team.

RESOLVED: That the Residents' Services Select Committee:

- 1. Noted the important work being carried out by the Trading Standards Service in relation to underage sales of alcohol and vapes; and**
- 2. Noted the important work being carried out by the Trading Standards Service in relation to the importation, sale and supply of unsafe and non-compliant e-cigarettes.**

76. REVIEW OF HOMELESS PREVENTION AND THE CUSTOMER JOURNEY IN HILLINGDON – DRAFT FINAL REPORT (Agenda Item 9)

RESOLVED: That the Select Committee:

- 1. NoteD the recommendations previously agreed and agreed in principle the final review report and for its submission to Cabinet at the earliest opportunity; and**
- 2. Delegated any minor textual changes required prior to submission, to the Democratic Services Officer, in consultation with the Chair.**

77. FORWARD PLAN (Agenda Item 10)

	RESOLVED: That the Residents' Services Select Committee noted the Cabinet Forward Plan.
78.	<p>WORK PROGRAMME (<i>Agenda Item 11</i>)</p> <p>Democratic Services noted that the Parking Annual Report had been deferred on the Work Programme for consideration at the 12 June 2025 Select Committee meeting.</p> <p>RESOLVED: That the Residents' Services Select Committee considered the Work Programme report and agreed any amendments.</p>
	<p>The meeting, which commenced at 7.00 pm, closed at 9.03 pm.</p>

These are the minutes of the above meeting. For more information on any of the resolutions please contact Liz Penny, Democratic Services Officer on epenny@hillingdon.gov.uk. Circulation of these minutes is to Councillors, officers, the press and members of the public.

Minutes

RESIDENTS' SERVICES SELECT COMMITTEE

8 May 2025



HILLINGDON
LONDON

Meeting held at Council Chamber

	Committee Members Present: Councillors Wayne Bridges (Chair), Peter Smallwood (Vice-Chair), Darran Davies, Scott Farley (Opposition Lead), Janet Gardner and Kamal Preet Kaur
79.	APOLOGIES FOR ABSENCE <i>(Agenda Item 1)</i> Apologies for absence were received from Councillor Ekta Gohil.
80.	ELECTION OF CHAIR <i>(Agenda Item 2)</i> RESOLVED: That Councillor Wayne Bridges be elected Chair of the Residents' Services Select Committee for the municipal year 2025/2026.
81.	ELECTION OF VICE-CHAIR <i>(Agenda Item 3)</i> RESOLVED: That Councillor Peter Smallwood be elected Vice-Chair of the Residents' Services Select Committee for the municipal year 2025/2026.
	The meeting, which commenced at 20:55, closed at 21:05.

These are the minutes of the above meeting. For more information on any of the resolutions please contact Liz Penny, Democratic Services Officer on epenny@hillingdon.gov.uk. Circulation of these minutes is to Councillors, officers, the press and members of the public.

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Agenda Item 5

RESIDENTS' SERVICES SELECT COMMITTEE - HEATHROW INFORMATION REPORT

Committee name	Residents' Services Select Committee
Attending	Danielle Knafo, Stakeholder Engagement Manager Becky Coffin, Communities and Sustainability Director
Papers with report	Heathrow Information Report
Ward	Heathrow Villages

HEADLINES

As requested by the Committee, the report provides Members with an update in respect of a number of Heathrow-related matters, with senior staff from Heathrow Airport Ltd. attending.

RECOMMENDATION

That the Residents' Services Select Committee notes the information provided in the Heathrow Information Report.

SUPPORTING INFORMATION

Danielle Knafo, Stakeholder Engagement Manager and Becky Coffin, Communities and Sustainability Director from Heathrow Airport Ltd, will be in attendance to briefly present the information provided in the report and to respond to any questions Committee Members may have.

The report provides the Committee with an update in respect of the following matters:

- Employment, Skills and Training
- Support for Local Business and Supply Chains
- Transport and Connectivity
- Environmental Impact and Climate Commitments
- Community Investment and Engagement
- Emergency Planning and Resilience
- Noise and Air Quality Monitoring
- Innovation and Research Partnerships.

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Heathrow Information Report to Hillingdon Residents' Services Select Committee

This report has been produced in response to the Hillingdon Residents' Services Select Committee (June 2025).

1. Employment, Skills and Training

Education and Skills: QTR 1 2025 – 371 experience of workdays, 429 young people reached in Hillingdon

Jobs – QTR1 2025

- Website registrations: 1671
- Information, advice and guidance sessions: 73
- 26 job offers in QTR 1

Jobs – 2024

- 153 job offers

Strategic partnership with Harrow, Richmond, and Uxbridge College (HRUC):

- Co-hosted Uxbridge level 3 Aviation students at the Heathrow Employment and Skills Academy one day per week. Colleagues from across the airport attended as guest speakers and shared their career journey
- Delivered Essential Skills Masterclasses to learners with Special Education Needs and Disabilities (SEND) twice per year
- Worked with our supply chain to provide HRUC students with T-level placements in business admin, construction, and IT
- Developed the Heathrow Inclusive Learners Partnerships with Heathrow's supply chain to support SEND learners with employability skills
- Heathrow is a founding partner for the West London Institute of Technology based at Uxbridge College (HRUC) and has seat on the Board

Shared Apprenticeship Scheme with Heathrow's construction and infrastructure partners

- 31 Hillingdon residents currently on the programme
- 13 have completed
- 9 have found employment at Heathrow, 4 found employment elsewhere
- 11 of the 13 who have completed their apprenticeship were previously unemployed prior to joining the shared scheme
- apprentices are paid the London Living Wage. The average salary the apprentices secure upon completion of the qualification is £37,000

2. Support for Local Businesses and Supply Chains

Opportunities for Hillingdon-based SMEs to secure contracts or become suppliers to Heathrow.

- Heathrow relies on a diverse supply chain spanning technology, infrastructure, and operational services, offering significant opportunities for businesses of all sizes, including SMEs in Hillingdon.

- Local businesses are crucial to our success; we rely on their innovation, skills, and expertise. Through our annual Business Summit, we work in close partnership with Hillingdon Chamber of Commerce, connecting Hillingdon SMEs and Heathrow suppliers together to create future business opportunities. The Heathrow Business Summit has over 26 years of experience in helping local businesses to develop and prosper. The theme and core aim for the 2024 Summit was “Thriving Together – Making an Airport Fit for the Future”. The event provided tangible opportunities for SMEs to work in partnership with Heathrow and its supply chain. 72% of attendees said they made successful connections with Tier 1 suppliers, which could lead to a future contract

Accessibility and transparency of Heathrow's procurement processes for smaller, local businesses.

Heathrow is dedicated to creating an inclusive and transparent procurement environment that supports SMEs, including those in Hillingdon. Key initiatives include:

- Providing a detailed supplier guide and support tools on its website to assist potential suppliers.
- Sharing live and upcoming procurement opportunities via its CompeteFor microsite, while encouraging Tier 1 suppliers to do the same to boost visibility for smaller businesses.
- Introducing Qualifying Value Criteria (QVC) to outline core procurement standards.
- Launching the SME Academy in July 2025 to help SMEs build capabilities and meet Heathrow's procurement requirements, promoting fair access to opportunities.

Initiatives aimed at fostering entrepreneurship or supporting start-ups in the borough.

- Launched in March 2023, Heathrow's Lift Off programme provides innovative SMEs with a platform to present their products and services to the airport and its major supply chain partners.
- Designed to help SMEs grow and drive innovation, the programme has already led to successful trials and contract opportunities.
- One notable success involved a former Hillingdon-based SME whose food waste processing trial significantly improved recycling, energy generation, operational efficiency, and data visibility at the airport.

3. Transport and Connectivity

Investment in local public transport links to and from Heathrow, particularly those serving areas of Hillingdon.

The list contains the most useful services enhancements for Hillingdon residents and businesses, currently receiving funding from Heathrow:

Bus Route	Route Description	Service Enhancements
102	High Wycombe – Beaconsfield – Uxbridge – Heathrow Central	- Extension from Uxbridge to Heathrow - Frequency increase to every 30 minutes on all days

Bus Route	Route Description	Service Enhancements
278	Ruislip – Hillingdon – Hayes & Harlington – Heathrow Central	- Earlier journeys
724	Harlow – St Albans – Watford – Rickmansworth – Maple Cross – Uxbridge – Heathrow Central	- Earlier and later journeys - Overnight journeys - Increased frequency during daytimes and on Sundays/public holidays
A4	Slough – Langley – Compass Centre – Heathrow Central	- Earlier and later journeys - Improved daytime frequency on all days - Improved evening frequency
A10	Uxbridge – Stockley Park – Heathrow Central	- Earlier journeys
H30	Hatton Cross – T4 – Cargo – T5 – BA Waterside – Compass Centre – Heathrow Central	- Whole service
H31	Cargo – T4 – Hatton Cross – Harlington Corner – Heathrow Central	- Whole service (Christmas Day only)
N30	Acton – Osterley – Hatton Cross – T4 – Cargo – T5 – Heathrow Central	- Whole service (overnight only)
N40	Ealing Broadway – Southall – Hayes & Harlington – Heathrow Central – T5 – Cargo – T4 – Hatton Cross	- Whole service (overnight only)
N555	Walton-on-Thames – Ashford – Stanwell – T4 – Hatton Cross – Harlington Corner – Heathrow Central	- Whole service (overnight only)
U3	Uxbridge – West Drayton – Compass Centre – Heathrow Central	- Earlier journeys

Heathrow's role in alleviating traffic congestion on local roads and any collaboration with the Council on transport planning/ Funding or support for sustainable transport initiatives (e.g. cycle routes, electric vehicle charging infrastructure).

- We actively encourage the development of new active travel routes within the borough, particularly those identified in our [Heathrow Local Cycling and Walking Infrastructure Plan](#).
- We maintain ongoing communication with the council to stay updated on the progress of their active travel projects, including the proposed route on Harlington High Street. Additionally, we reviewed and contributed feedback to the Hillingdon Cycle Strategy, which was published in Autumn 2024.

4. Environmental Impact and Climate Commitments

Heathrow's investment in carbon reduction and sustainability measures that directly impact Hillingdon (e.g. green aviation fuel trials, energy-efficient infrastructure).

Heathrow has a robust Net Zero Plan which sets out our pathway to net zero by 2050. Our plan includes interim 2030 goals for our 'on the ground' and 'in the air' emissions. While these initiatives contribute to reducing Heathrow's and the aviation sector's overall emissions - aiming to ease pressure on the UK's national carbon budgets - they may not result in immediately visible or direct impacts within the Hillingdon area.

Local environmental schemes or community greening projects funded or supported by Heathrow.

- Heathrow launched its Nature Positive Plan in December 2024. The plan presents a series of goals, commitments and actions which seek to reduce our impacts on nature across our operations and value chain. There is significant focus on supporting local biodiversity and engaging the local community in delivering the plan.
- Heathrow manages 170 hectares of land across the 13 biodiversity sites surrounding the airport which equates to 10% of Heathrow's overall footprint. These sites are home to over 4,000 local species. 10 of these sites are managed in accordance with the Wildlife Trusts Biodiversity Benchmark Award scheme which is the UK's leading standard for the management of landholdings for biodiversity.
- In 2023 Heathrow and British Airways established a partnership with the London Wildlife Trust to help protect Hillingdon's wildlife across seven sites comprising nature reserves and country parks through volunteering and community engagement activities.
- More recently, Heathrow built a bird hide in the shape of its iconic control tower, allowing visitors to observe bird species 'coming into land', along with other local wildlife.
- These efforts are part of a broader goal to make the airport and its surroundings a better place to live and work.

Initiatives to improve waste management, air quality, or noise reduction in residential areas near the airport.

- **Waste management:** Under the Zero Waste Airport objective outlined in the Connecting People and Planet sustainability strategy; Heathrow is striving to reduce waste and maximise reuse and recycling. This includes engaging with colleagues, passengers and the broader airport community to improve our attitudes towards waste and improve our facilities, with a view to enhancing waste segregation to maximise recycling and reuse practices at the airport.
- **Air Quality:** Our air quality monitoring stations show that pollutant levels have decreased by 39%, 37% and 35% for NO2, PM10 and PM 2.5 respectively (2014 vs 2024 Annual Means) and levels are all below regulated guidelines. These improvements are partly due to our active role in shifting passengers and colleagues to public transport, investing in rail links and incentivising the cleanest aircraft in our charges.
- **Noise reduction:** Heathrow's current [Noise Action Plan](#) (NAP) sets out how we are acting to reduce noise in residential areas surrounding the airport with the main objective of reducing annoyance and sleep disturbance due to noise in 2030 by 10% compared to 2019. The NAP details the key action areas for noise mitigation and management and includes details on incentivisation of quieter aircraft, developing quieter operating procedures, land use planning and noise mitigation (noise insulation schemes), operating restrictions and

voluntary measures, understanding the effects of noise through research, and working with local communities and stakeholders to understand and where possible address their concerns.

5. Community Investment and Engagement

Review of community funding programmes or grant schemes available to Hillingdon-based charities, schools and community groups.

Heathrow Community Take Off Fund:

- Part of the Giving Back Programme, this designed to empower local communities by supporting projects that promote health and wellbeing, community collaboration and inclusivity, and environmental improvement.
- Eligible places in Hillingdon include Longford, Harmondsworth, Sipson, Harlington, Hayes/West Drayton.
- May 2024-May 2025 - 23 successful applications, totalling over £40,000

Heathrow Community Trust:

- Heathrow's independent, primary charity partner. HCT has been an integral part of the local community for over 28 years, supporting a range of projects and organisations across nine local boroughs surrounding the airport, such as helping young people to raise their aspirations, promoting community cohesion and enhancing the local environment.
- Heathrow will commit to generate at least £6.5 million in funds by 2030 to support their vital charitable work
- Over 50 grants have been awarded to Hillingdon charities and community groups since 2016.

Effectiveness of Heathrow's engagement with local residents, including consultation processes and responsiveness to concerns.

Local Community Forum (LCF):

Chaired independently, LCF is a platform for dialogue between Heathrow and its neighbouring communities. It keeps members updated on airport operations and future plans, allowing for feedback and collaboration on local outcomes. 2025/26 priorities include:

- Surface Access: identify solutions to mitigate the negative impacts locally from surface access related issues
- Community Engagement & Investment: promote Heathrow's Giving Back Programme (GBP), to ensure increased community awareness of opportunities and activities.
- Air quality: improving community health and wellbeing, through collaboration with other relevant forums and stakeholders.
- Heathrow's Plans for Growth: ensure the views of Heathrow's local communities are heard and used to influence Heathrow's future plans for Growth.

Consultations: The Heathrow Community Engagement Team, together with the Heathrow Surface Access team, have responded to Public Space Protection Order consultations for London Borough of Hillingdon (LBH) which sought to implement a ban on private hire vehicle (PHV)/minicab drivers from waiting in local neighbourhood streets. The team also conducted door-knocking to promote LBH's consultation for the PSPO, delivering leaflets to around 400 households.

Support for local youth programmes, educational partnerships or health and wellbeing initiatives.

Heathrow's Schools Partnership:

- Three of our five partner schools reside in Hillingdon (Harmondsworth, Heathrow, and William Byrd)
- 10 classroom sessions have taken place, involving 77 Heathrow volunteers, contributing 250+ hours of their time
- Active 1-2-1 guided reading programme at each of the partner school.

World of Work Initiative:

- We deliver tailor-made workshops that respond directly to the needs of each school, identified through detailed needs analysis.
- These interactive sessions introduce children to the world of work and focus on developing essential life skills such as resilience, creativity, problem-solving, entrepreneurship, and career awareness.
- These workshops reached 785 children in 2024, supported by 127 colleague volunteers.

Heathrow Community Rangers:

- Assist with school maintenance, especially in outdoor spaces. During the pandemic, they even delivered learning packs to children's homes.
- 924 hours of community support
- Example projects: Decorated Harmondsworth village for VE Day, Helped Harmondsworth win three London in Bloom awards, Donated & installed Christmas decorations to Heathrow Primary, Great Barn and Harmondsworth Village.

6. Emergency Planning and Resilience

Heathrow's investment in security, emergency response and resilience planning, particularly in collaboration with local emergency services and the Council.

- Heathrow maintains the highest security and safety standards through advanced technology, strict procedures, and strong collaboration with government agencies. Security measures include cutting-edge screening and highly trained personnel, supported by real-time coordination with national security services. Safety and wellbeing are embedded in Heathrow's operations, with a robust management system aligned to its Health and Safety Policy. In 2024, this system was independently audited and certified to the international ISO 45001:2018 standard.
- Heathrow has participated in Hillingdon's Local Resilience Forum, supporting its goal to ensure the borough is well-prepared for and can effectively respond to emergencies affecting both the airport and the wider community.
- Heathrow Travel Care (HTC) is an independent, non-profit charity that has been providing crisis social care at Heathrow Airport since 1972. Funded by Heathrow, the London Borough of Hillingdon, and the Foreign, Commonwealth & Development Office (FCDO), HTC offers three core services: on-airport crisis social care, consular advice and emergency response, playing a key role in Heathrow's emergency planning, providing 24/7 crisis response support,

volunteer training, and coordination during major incidents and international conflict arrivals. Recent activities include:

- Rough Sleeper Project - collaborating with housing teams, ThamesReach, mental health services, and Trinity housing to support rough sleepers toward long-term accommodation.
- Mental health services - work closely with Hillingdon's mental health services, who often use our offices for mental health assessments. We work closely together with Hillingdon Hospital to ensure the process runs as smoothly as possible.
- Stronger Communities team - HTC receives support from LBH to assist vulnerable individuals and help reconnect them to their boroughs of origin.
- Placements and University link - HTC offers shadowing opportunities to LBH staff and giving presentations to social work students at Brunel University.

Preparedness for major incidents and the airport's role in borough-wide contingency planning (e.g. public health, cyber resilience, flooding).

- We have provided an update to our CCRA in the Fourth Round of the Adaptation Reporting Power (ARP4) through reviewing wider literature, work undertaken since 2021, and consulting our internal teams.
- As a global transport hub, Heathrow plays a crucial role in enabling connectivity and trade. Acknowledging the physical risks posed by climate change, the airport is integrating climate adaptation into its operations through a structured risk management framework.
- This includes carbon quantification, physical climate change risk assessment (CCRA), and updated reporting under ARP4.
- Heathrow have also undertaken system mapping and cross-team collaboration to assess interdependent risks across key areas such as surface access, airspace, IT, water, supply chain, and engineering.

7. Noise and Air Quality Monitoring

Transparency of Heathrow's noise and air quality monitoring data, and the availability of this information to Hillingdon residents.

Air Quality: We own and operate one permanent, continuous on-airport monitoring station (called LHR2) and four other monitoring stations around the airport. These reference quality stations, as well as over 20 others in the vicinity of the airport, are continually monitored by local authorities and the Department for Environment, Food and Rural Affairs (DEFRA), and published at Heathrow air watch – publicly available for anyone to access. They measure all major pollutants around the airport, including nitrogen dioxide and particles which are measured as PM10 and PM2.5. This is more AQ monitoring stations than any other Airport globally and more than within the London congestion charging zone.

Noise: Heathrow publishes data on both noise and operational performance regularly:

- [Operational data | Heathrow](#) - includes data on wind direction, runway adherence, route usage, track keeping and flight movements. It also includes a monthly dashboard of operational data that has been developed in conjunction with the Noise and Airspace Community Forum to provide a set of key performance indicators and data.

- [Reports | Heathrow](#) – provides detailed reports on operational and noise data including Airspace, Noise and ATM performance, Operational Trials, Community Noise Reports Night Flights etc.
- [Departure Noise infringement fines | Heathrow](#) – publish data on our noise infringement fines
- [Fleet Noise Information | Heathrow](#) – publish data on the aircraft fleet mix
- We also have a number of other resources which are publicly available for Hillingdon residents to access including:
 - [WebTrak : Heathrow](#) – allows users to track the flight activity in to and out of Heathrow, along with information about each aircraft.
 - [WebTrak My Neighbourhood](#) - is tool to see longer term trends in air traffic around Heathrow.
 - [xPlane | Heathrow xPlane](#) – xPlane allows you find out information about air traffic above your location.

Effectiveness of mitigation measures such as noise insulation schemes or investment in quieter aircraft technology.

- Heathrow launched [Quieter Neighbourhood Support](#) scheme in late summer 2024, aimed at reducing indoor noise from external sources through improved property insulation, a widely used acoustic mitigation method across industries. As part of its Noise Action Plan, Heathrow has also committed to conducting independent academic research to assess the effectiveness of such noise reduction measures.
- Heathrow launched the [Fly Quieter and Greener](#) league table in 2024 as part of its Noise Action Plan to encourage airlines to operate quieter aircraft and adopt low-noise flight practices. Incentives have driven investment in quieter technology, resulting in a better-performing fleet. This has contributed to a significant reduction in noise impact, including 41% reduction in our 55dB Lden noise contour area in 2023 compared to 2006, meaning fewer people are exposed to higher noise levels. Updated 2024 noise contour data will be published once available.

Impact of aircraft movements and ground operations on local air quality, with reference to ongoing monitoring stations.

The main impact from Heathrow on local air quality is through the cars that drive to the airport. Aircraft fleet efficiency has hugely improved which means they now have less of an impact on local air quality. Any NOx emissions disperse rapidly into the atmosphere, making their contribution almost negligible to local air quality on the ground.

8. Innovation and Research Partnerships

Heathrow's contribution to research and innovation projects with universities or local bodies, particularly those focused on decarbonisation, smart infrastructure or airspace modernisation.

- Through our longstanding partnership with Cranfield University's Digital Aviation Research and Technology Centre, we co-fund the role of Associate Professor of Airport Decarbonisation to support research in zero emission flight (ZEF) amongst other on-airport decarbonisation initiatives.

- We are also developing a hub for research and development at Heathrow to test out innovative low and zero carbon technologies, including solutions to support ZEF.

Potential for collaboration with local schools or colleges on STEM initiatives.

- Hillingdon schools participate in STEM Generation, and we are founding partners of the West London Institute of Technology based at Uxbridge College part of HRUC
- HRUC (Uxbridge college campus) deliver Heathrow's engineering apprenticeship qualification.

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REPORT TITLE - DRAFT PARKING ANNUAL REPORT 2024/2025

Committee name	Residents' Services Select Committee
Officers reporting	Richard Webb; Director of Community Safety and Enforcement
Papers with report	Draft Parking Annual Report 2024/25
Ward	All

HEADLINES

The Council publishes an annual report detailing its parking management activities over the preceding year. The 2024/25 annual report is currently in draft format and is shared with the Committee for review and comment prior to being finalised for approval and publication.

RECOMMENDATIONS

That the Residents' Services Select Committee notes the contents of the draft annual parking report and comments on matters requiring clarification or for consideration of inclusion in the report.

SUPPORTING INFORMATION

1. Statutory guidance issued by the Secretary of State for Transport under the Traffic Management Act 2004 states that each local authority with civil parking enforcement responsibilities should publish an Annual Report about their enforcement activities covering financial and statistical data. This report should be published within 6 months of the end of each financial year.
2. The Council's Parking Annual Report for 2024/25 is currently being finalised for approval and publication in accordance with this statutory guidance. The report includes details of the parking operations of the Council over the year, including numbers of permits issued and numbers of parking restrictions suspensions processed. It also includes parking enforcement data including details of penalty charge notices issued and appeals and challenges against penalty charge notices. It is intended to provide useful information on parking within the Borough to residents and businesses.
3. The annual report also includes financial details relating to the Council's parking operations and enforcement, providing residents with transparent information on how parking income and fine receipts are utilised by the Council. This information is currently being finalised for

the 2024/25 financial year and will be added to the report once available and prior to publication.

RESIDENT BENEFIT

The parking operations of the Council have daily relevance for most residents in the Borough. The publication of the annual report on the Council's parking activities provides information to residents to explain how income, including from permits and fines, is used for relevant services in the area and to enable residents to understand how the Council seeks to use its powers to support road safety and minimise congestion in the Borough.

APPENDICES

Nil

PARKING ANNUAL REPORT

2024/2025

London Borough of Hillingdon



HILLINGDON
LONDON

Foreword

To be added

Overview

This report has been designed to fulfil the council's reporting obligations in relation to its parking functions, as well as provide an overview of Hillingdon's Parking Enforcement activity from April 2024 to March 2025.

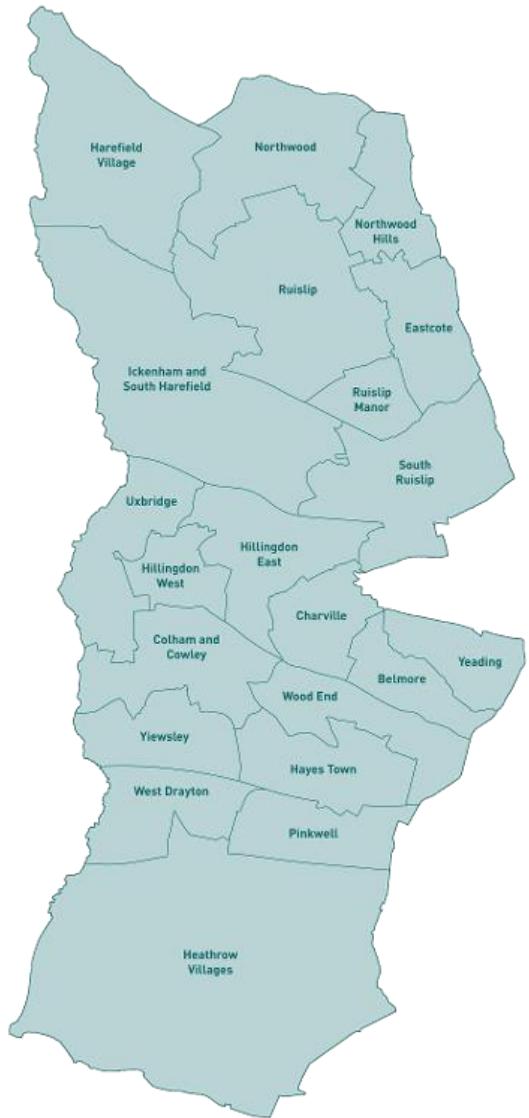
Our aim is to be open and transparent whilst providing quality service to our residents, customers and stakeholders. Included you will find financial and statistical data relating to parking enforcement, permits and paid for parking, together with details of our service and the changes implemented throughout the financial year.

Hillingdon is the second largest borough in London, covering 42 square miles. As the home of Heathrow Airport, it is also London's foremost gateway to the world. It shares its borders with Hertfordshire, Buckinghamshire, Hounslow, Ealing, and Harrow. In addition to Heathrow Airport, Hillingdon is also home to RAF Northolt and Ruislip Lido.

Why Regulate Parking?

It is estimated that in Britain 68% of all journeys are made by car, and at the start and end of these journeys, motorists must use some form of parking provision. It is therefore essential for the public that effective parking management is in place. The aim being to:

- Improve road safety.
- Ensure good access and accessibility.
- To reduce congestion.
- To support the local economy.
- To manage kerbside space.
- Balance the needs of all road users.
- Reduce emissions and contribute to improving the environment.
- Provide funding for parking and wider transport improvements.
- Contribute to the delivery of Mayor's transport scheme and general transport strategy and objectives.



Our Commitment

- To make it as easy as possible to find and pay for parking in Hillingdon.
- To ensure accessibility for disabled and elderly residents as well as those with small children.
- To limit fraud and take appropriate action against fraud.
- To support the local economy.
- To consider the needs of users when designing our service.
- To ensure parking enforcement officers are visible and respectful, providing advice where to park and carrying out enforcement where appropriate.
- To comply with statutory legislation and policies.
- To be as energy efficient as possible.
- To be transparent about how much income is generated, where we invest the surplus and be clear about how much parking services costs.
- To be accountable for the services that we provide.

Parking Initiatives 2024/2025

New EV charging points go live across Hillingdon

In May new electric vehicle chargers went live across the borough.

The new chargers are the first tranche to launch following the council's new partnership with providers, APCOA, as part of its pledge to deliver a full, accessible electric vehicle (EV) charging network across the borough by 2030.

The total of 46 new chargers includes 24 in completely new locations as well as 22 which have replaced existing EV charging points which had reached end of life.

The network of thirty-two 7-kilowatt chargers were complemented by a 14 rapid charging points (22-kilowatt), to make it even more convenient for residents to charge and get back on the road.

Funding has also been sourced to provide an additional 36 charging points in a second phase of delivery, to be installed once the electrical supplies have been confirmed. Feasibility and planning work is already underway to determine and finalise these locations.

Car Park Refurbishments

Also In May, the council completed its £141,000 refurbishment works at Blyth Road car park which included a fresh coat of paint, new pedestrian walkways, column protection, a new electric shutter, the re-lining of parking

bays and the installation of mesh to deter pigeons.

ANPR Parking Technology Tested

In July, the council trialled the use of a new vehicle fitted with Automatic Number Plate Recognition (ANPR) cameras to clamp down on unauthorised parking. During the trial, anyone parking in one of the council's parking management schemes without the correct permits or exemptions faced enforcement action.

The new technology allows Civil Enforcement Officers to carry out more checks across a wider area in less time. The ANPR cameras, linked to the council's parking permit database, highlight potential parking contraventions to the CEOs, who can then follow up with a manual verification and check for valid parking approvals, such as visitor permits and blue badges. Not all alerts resulted in a Penalty Charge Notice.

The results of the trial will be analysed before the council makes a final decision on further implementation of the vehicle across the borough.

Car Park Improvements

To be added

Enforcement

Enforcement is carried out by our external contractor APCOA Parking UK, who are responsible for managing our on/off-street enforcement and reviewing our CCTV camera captures.

Legislation governs the issuing and progression of Penalty Charge Notices. The relevant statutory instruments are:

On-Street and Off-Street Enforcement - Traffic Management Act 2004 (as amended)

Parking CCTV - Traffic Management Act 2004 (as amended)

Moving Traffic - London Local Authorities and Transport for London Act 2003 (as amended)

Bus Lanes - London Local Authorities Act 1996 (as amended)

Penalty Charge Notice Banding

The level of a Penalty Charge Notice is set by the Mayor of London and the Secretary of State for Transport and applies to all London Boroughs. For parking contraventions there are two different bands with different levels of fees depending on the type of offence. In 2024/2025 Hillingdon operated as a Band B borough.

	Higher	Lower
Band A	£130	£80
Band B	£110	£60

Higher level penalties apply to contraventions which are considered more serious, such as parking on yellow lines or where an obstruction is caused. Lower-level penalties apply generally where parking is permitted but the regulations are contravened, such as overstaying on a pay and display bay.

Bus lane and moving traffic contraventions have one level banding, this is detailed below.

Bus lane contraventions	£130
Moving traffic contraventions	£130

Penalty Charge Notices

The below table shows the total number PCN's issued each month during the financial year. This is broken down by offence type.

	Bus Lane	CCTV Parking	Moving Traffic	On Street Parking	Off Street Parking	Total
Apr-24	4	72	3,277	4,765	1,104	9,222
May-24	9	113	4,588	4,812	966	10,488
Jun-24	7	112	4,556	4,828	1,222	10,725
Jul-24	8	100	4,285	5,189	1,251	10,833
Aug-24	3	56	3,377	4,783	1,354	9,573
Sep-24	26	110	3,329	4,550	1,136	9,151
Oct-24	26	116	3,145	5,028	1,257	9,572
Nov-24	23	112	2,930	4,678	1,114	8,857
Dec-24	4	97	2,178	4,435	967	7,681
Jan-25	3	113	2,060	4,427	947	7,550
Feb-25	3	75	2,173	3,856	1,038	7,145
Mar-25	15	59	3,097	4,766	1,151	9,088
Total	131	1,135	38,995	56,117	13,507	109,885

CCTV Enforcement

CCTV enforcement cameras are installed across the borough, operating where there is a high level of non-compliance with parking, moving traffic and bus lane restrictions.

In addition, there are CCTV cameras outside the majority of Hillingdon schools to support the safety of school children in the borough. During the restricted hours, vehicles are not permitted to stop or wait on the yellow school keep clear markings, even for the purpose of dropping off, or picking up passengers, or loading or unloading, regardless of the length of time involved.

Moving Traffic

Moving traffic contraventions include offences such as yellow box junctions, driving in the wrong direction, proceeding through a restricted route, prohibited turn, no entry, prohibited vehicle and pedestrian zones. Included below is a table broken down by the type of contravention and the number of PCNs issued.

Contravention Code and Description	PCN's
31J - Entering and stopping in a box junction	16,885
32JD - Wrong Direction	409
33J - Vehicle restricted route	5,454
50J - Prohibited Turn	984
50JR - Prohibited Right Turn	9,517
51J - No Entry	4,250
52J - Prohibited vehicle	1,267
53J - Entering Pedestrian Zone	229

Bus Lanes

A number of bus lanes are enforced by the Council during their restricted days and times. Included below is a table broken down by the type of contravention and the number of PCNs issued.

Contravention Code and Description	PCN's
34j-Being in a bus lane	131

Parking CCTV

With the introduction of the Deregulation Act in 2015, use of CCTV for the enforcement of parking restrictions was restricted across the UK by Parliament. This means the Council is only permitted to enforce limited parking or moving traffic restrictions such as bus stops or school keep clear markings via the use of CCTV cameras. Other types of parking restrictions can only be enforced by Civil Enforcement Officers (CEO).

Included below is a table broken down by the type of contravention and the number of PCNs issued.

Contravention Code and Description	PCN's
47j-Restricted Bus Stop	331
48j-Outside school	804

On-Street and Off-Street Enforcement

Enforcement of parking restrictions is carried out by CEOs, deployed on foot, bicycle, moped and car. They are required to monitor all parking restrictions across the whole borough and also attend enforcement requests when they are received by the enforcement hotline.

CEOs patrol in the borough in all weathers and deal with a high level of conflict and abuse by drivers and members of the public. The Council regularly works with the Metropolitan Police to ensure any reported incidents of verbal or physical assaults against CEOs are investigated appropriately.

The Council will not tolerate verbal or physical abuse towards Council officers or their contractors from residents, business or visitors to the Borough.

Included below is a table broken down by the type of contravention and the number of PCNs issued.



Contravention Code and Description	PCN's	Type
01-Parking in a restricted street during prescribed hours	9,934	On Street
02-Parked or loading / unloading in a restricted street where waiting and loading / unloading restrictions are in force	3,092	On Street
05-Parked after the expiry of paid for time	1,583	On Street
06-Parked without clearly displaying a valid pay & display ticket or voucher	7,662	On Street
12-Parked in a residents' or shared use parking place or zone without a valid virtual permit or clearly displaying a valid physical permit or voucher or pay and display ticket issued for that place where required, or without payment of the parking charge	13,635	On Street
14-Parked in an electric vehicles' charging place during restricted hours without charging	1	On Street
16-Parked in a permit space or zone without a valid virtual permit or clearly displaying a valid physical permit where required	957	On Street
19-Parked in a residents' or shared use parking place or zone with an invalid virtual permit or displaying an invalid physical permit or voucher or pay and display ticket, or after the expiry of paid for time	205	On Street
21-Parked wholly or partly in a suspended bay or space	588	On Street
23 2-Parked in a parking place or area not designated for that class of vehicle	12	On Street
23-Parked in a parking place or area not designated for that class of vehicle	1,678	On Street
24-Not parked correctly within the markings of the bay or space	279	On Street
25-Parked in a loading place or bay during restricted hours without loading	97	On Street
26-Parked in a special enforcement area more than 50 cm from the edge of the carriageway and not within a designated parking place	129	On Street
27-Parked in a special enforcement area adjacent to a footway, cycle track or verge lowered to meet the level of the carriageway	2,474	On Street

28-Parked in a special enforcement area on part of the carriageway raised to meet the level of a footway, cycle track or verge	15	On Street
30-Parked for longer than permitted	442	On Street
40-Parked in a designated disabled person's parking place without displaying a valid disabled person's badge in the prescribed manner	1,124	On Street
45-Stopped on a taxi rank	104	On Street
46-Stopped where prohibited (on a red route or clearway)	2	On Street
47-Stopped on a restricted bus stop or stand	308	On Street
48-Stopped in a restricted area outside a school, a hospital or a fire, police or ambulance station when prohibited	25	On Street
49-Parked wholly or partly on a cycle track or lane	70	On Street
53-Entering Pedestrian Zone	17	On Street
55-A commercial vehicle parked in a restricted street in contravention of the Overnight Waiting Ban	16	On Street
61-A heavy commercial vehicle wholly or partly parked on a footway, verge or land between two carriageways	16	On Street
62-Parked with one or more wheels on or over a footpath or any part of a road other than a carriageway	11,320	On Street
99-Stopped on a pedestrian crossing or crossing area marked by zig zags	332	On Street
71-Parked in an electric vehicles' charging place during restricted hours without charging	49	Off Street
78-Parked wholly or partly in a suspended bay or space	30	Off Street
81-Parked in a restricted area in an off-street car park or housing estate	18	Off Street
82-Parked after the expiry of paid for time	1,032	Off Street
83-Parked in a car park without clearly displaying a valid pay & display ticket or voucher or parking clock	10,885	Off Street
85-Parked without a valid virtual permit or clearly displaying a valid physical permit where required	790	Off Street
86-Not parked correctly within the markings of a bay or space	228	Off Street
87-Parked in a designated disabled person's parking place without displaying a valid disabled person's badge in the prescribed manner	463	Off Street
91-Parked in a car park or area not designated for that class of vehicle	12	Off Street

Challenges, Representations and Appeals

If someone receives a PCN which they believe has been incorrectly issued they are entitled by law to contest it. Depending on the contravention different legislative appeals processes are in place. Any appeals must be made in writing, either online via our website or by post to the address provided on the PCN.

Once the Council has received a challenge, representation or appeal against a PCN the case is placed on hold and remains on hold until it is reviewed by Parking Services. If a challenge or representation is made during the discount period as stated on the PCN then the case will be held at the discount amount and if the challenge or representation is rejected the discount amount would be re-offered.

On and Off Street Parking PCN – Issued by a Civil Enforcement Officer (CEO)

Informal Challenge: Can be made after the initial PCN is issued by the CEO either by attaching it to the vehicle or handing it to the driver.

Formal Representation: Can be made by the registered keeper of the vehicle after a Notice to Owner has been issued by post.

Independent Appeal: Can be made once the Council has received a Formal Representation and issued a formal rejection letter. The rejection letter will give information on how to appeal to an independent adjudicator.

CCTV Parking

Formal Representation: Can be made by the registered keeper of the vehicle after a PCN has been issued by post.

Independent Appeal: Can be made once the Council has received a Formal Representation and issued a formal rejection letter. The rejection letter will give information on how to appeal to an independent adjudicator.

Moving Traffic

Formal Representation: Can be made by the registered keeper of the vehicle after a PCN has been issued by post.

Independent Appeal: Can be made once the Council has received a Formal Representation and issued a formal rejection letter. The rejection letter will give information on how to appeal to an independent adjudicator.

Bus Lane

Informal Challenge: Can be made after a Bus Lane PCN has been issued by post to the registered keeper of the vehicle.

Formal Representation: Can be made by the registered keeper of the vehicle after an Enforcement Notice has been issued by post.

Independent Appeal: Can be made once the Council has received a Formal Representation and issued a formal rejection letter. The rejection letter will give information on how to appeal to an independent adjudicator.

Paid Parking

Pay and display parking

Operating hours are usually Monday to Saturday, although times and days may vary depending on the location. It is always advisable to check the signs in place at the location where you have parked. Outside of operating days and hours and on Bank Holidays you can park for free.

The only exception to the above is the Leisure Centre Car Parks (Botwell, Hillingdon Sports and Leisure and Highgrove), Grainges and Cedars Multi Storey Car Parks, Ruislip Lido Main Car Park and Willow Lawn Car Park which are all operational Monday to Sunday including Bank Holidays.

Charges and maximum stay vary depending on the individual location. Prices and terms and conditions will be displayed on each machine.

PayByPhone Parking

PayByPhone allows you to pay for parking on the go using an app or web browser on your mobile phone or tablet, eliminating the need to buy a ticket from a pay and display machine.

Simply enter the location code for where you have parked, which can be found using the map function on the app or by looking at the signs in the car park or near the parking bay.

The PayByPhone app also offers the option to be notified when your parking session is due to expire and to extend the parking session if necessary.

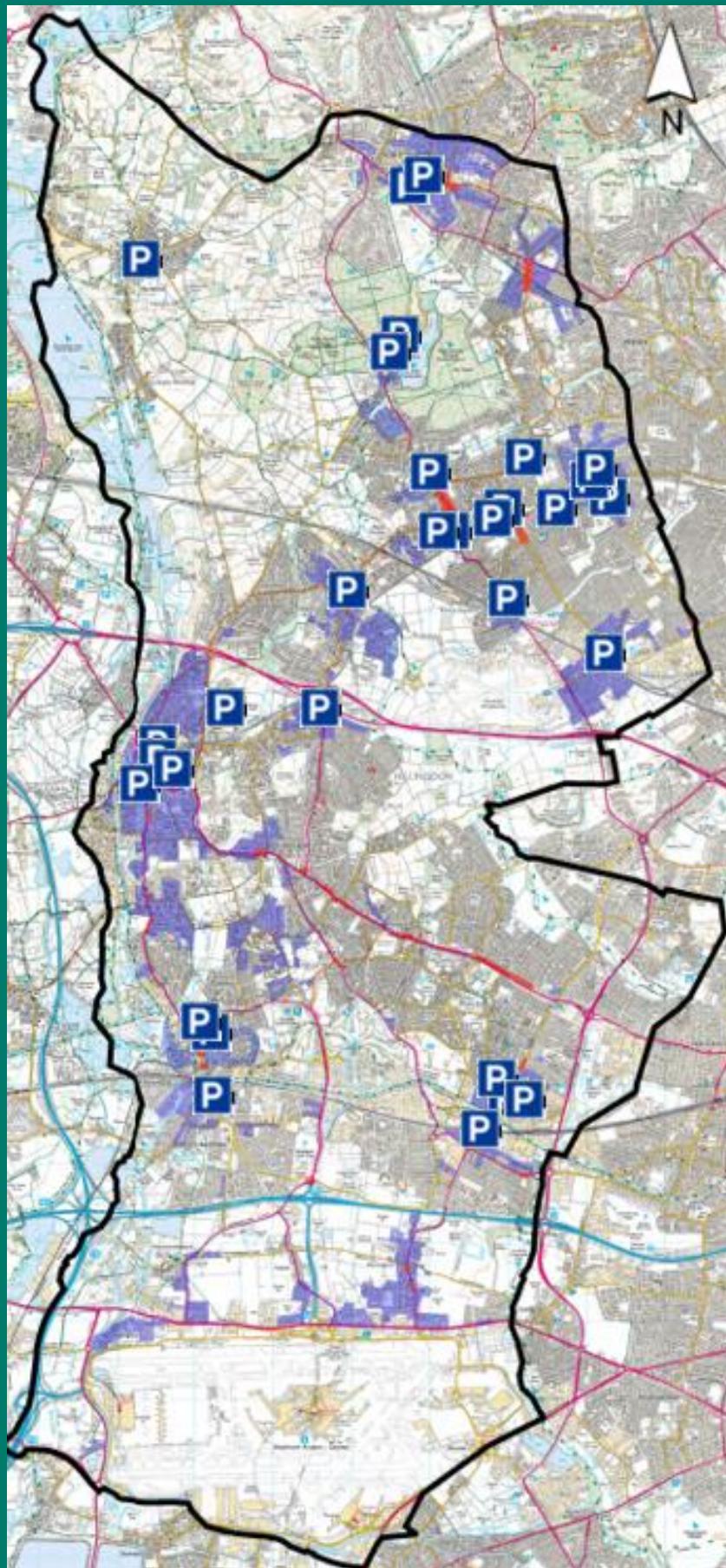
HillingdonFirst Card

Hillingdon residents (over the age of 18) can apply for a HillingdonFirst Card that offers preferential parking rates at our on-street parking bays and in our local car parks. The HillingdonFirst card can also be linked to a PayByPhone account, offering residents reduced parking rates without the need to carry their card.



The majority of our parking bays offer 30 minutes free parking with a HillingdonFirst card, both at our pay and display machines and via PayByPhone.

Permit Zones and Car Parks



- Parking Management Schemes
- Stop & Shop Schemes
- Council Operated Car Parks
- Borough Boundary

Hillingdon council operates 33 car parks throughout the borough.

All locations allow residents to use their HillingdonFirst card and accept cash, card and telephone payments.

Controlled Parking Zones

The council currently operates 74 different Controlled parking zones, known in Hillingdon as Parking Management Schemes, throughout the borough. In most cases these are located close to Train Stations, High Streets, or the Airport and are implemented at the request and backing of the residents.

Within each zone, a variety of parking permits are available, all of which are zone specific.

Between April 2024 and March 2025, three new zones were implemented (HY7, HY8 & HY9) and two zones were extended (HN1 & Y1).

Parking Permits

For the application and issue of permits we operate an online virtual system, known as 'My Parking Permit Account'. Once a vehicle has a valid virtual permit registered against its vehicle registration number the patrolling CEOs are able to check if a vehicle holds a valid permit by entering the registration number into their hand-held device.

The below table summarises the total number of permits issued during the financial year. Depending on the type of permit, they are either issued for four weeks; three, six, nine or 12 months; or three years.

Permit Type	Permits Issued
Breakspear Crematorium*	22
Business	23
Cabinet Member	1
Car Park	561
Carers	35
Courtesy	172
Disabled Bay	177
Extended Waiver	154
Leisure Centre**	7860
Mobile	1859
Residents	11245
School	287
Visitor***	5706
Ward Councillor	8
Total	28110

*Breakspear Crematorium permits are only issued to those that are permitted to park within Breakspear Crematorium Cottages Car Park.

**Leisure centres are provided through the virtual permit system, however, they can only be obtained directly from the leisure centre, as they are offered as part of the leisure centre membership. They cannot be applied for automatically through the online self-serve system.

***This is the total number of visitor permits issued, not voucher sessions. A visitor permit gives the resident access to the voucher session booking page. The first visitor permit applied for at a property provides 10 free all day voucher sessions. Residents can then top up each visitor permit by an addition 40 sessions, totalling 50 sessions per visitor permit. If more sessions are required, the resident can apply for another visitor permit up to 9 at a property per year, this gives a maximum of 450 all day visitor vouchers per property per year.

Resident Permits by Zone

The below table lists the number of resident permits issued to each zone, for 2024/2025.

Zone	Total
C1	428
C2	13
C3	12
DR	16
E	386
E1	58
E2	127
E3	14
H1	1160
H2	39
HE	16
HH	549
HN1	116
HR	49
HY1	329
HY2	221
HY3	5
HY4	64
HY5	9
HY6	7
HY7	24
HY8	2
HY9	33
IC	241

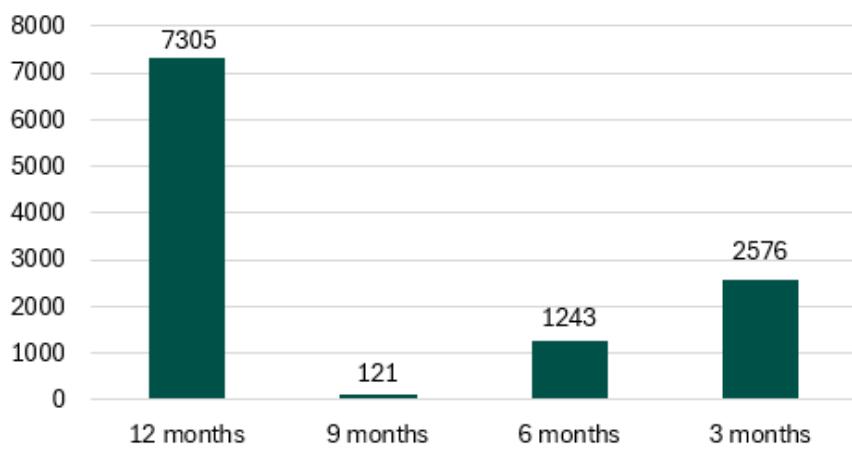
Zone	Total
IC2	334
IC3	12
IC5	4
MW	14
N	471
N1	31
N2	44
NH	157
NWH	580
PG	1
R1	16
R2	111
RG	125
RL	20
RL2	85
RL3	8
RL4	445
RM	7
RM2	54
RM3	18
SR	985
SR2	11
SR3	4
TC	24

Zone	Total
U1	624
U3	139
U4	143
U5	845
U6	579
U7	23
U8	17
U9	5
UK	7
UM	10
VC	4
WD1	262
WD2	24
WD3	4
WD4	37
WD5	144
WD6	53
WD7	23
WD8	25
WR1	134
WR2	13
Y1	621
Y2	17
YL1	13

Resident permit issued by duration

In April 2023 the Council introduced the option of quarterly resident parking permits. The option of three, six, nine and 12 month permits not only allows flexibility, but also gives residents the option to spread the cost over different times across the year.

Resident Permits issued 2024 - 2025



Carer Permits

Carer permits allow a vehicle to park in a resident permit only bay during the controlled hours, provided that the zone on the permit matches the zone on the bay sign in which the vehicle is parked. These permits are only permitted to be used when the driver is required to attend the resident's property to provide care.

You are entitled to a Carer Permit if: your usual place of residence is within a Parking Management Scheme, and you require regular and ongoing care provided by an organisation or persons outside your household.

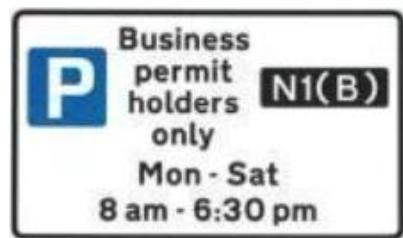
The permit is issued to the applicant and must be kept at the address to which it has been issued. It should be displayed in the carer's vehicle during the time that care is being administered and at the end of the care session must be returned to the applicant.

Business Permits

Commercial properties operating within business zones may be able to apply for a business permit to be able to park in a designated business parking bay. Business addresses able to apply for a business permit would be defined as per the Traffic Management Order.

With a valid business permit you can park in bays displaying a 'Business permit holders only' sign for that applicable business zone.

Business permits will only be granted to those that require the use of the vehicle for the needs of the business, such as loading and unloading. They will not be granted for the purpose of commuter parking.



Brown Badges

If you are a Hillingdon resident and over the age of 65, you can apply for a Brown Badge free of charge. The badge allows holders to use dedicated brown badge bays, on the street, in council owned car parks and in some privately operated car parks in Hillingdon.

Brown badge bays are located close to car park exit points and where possible near pay and display machines, as holders must pay the appropriate parking charge unless displaying a Blue Badge at the same time. A valid Brown Badge must be displayed clearly when parking in a Brown Badge Bay. Brown badges are issued for a period of 3 years and renewals are posted automatically.



The total number of applications received during 2024/2025 was 715. As of 31st March 2025; 14,411 brown badges were active

Car Park Permits

Permits can be applied for in a select number of car parks within the borough of Hillingdon. There is a limited number of permits that can be obtained per car park; therefore, if you apply for a permit but there is no space available, your application will be placed into a waiting list.

This permit does not guarantee you a space.

For information on the available car parks, please visit [Parking permits - Hillingdon Council](#)

About The Scheme

The Safer Parking Scheme is a national standard for UK car parks that have low crime and measures in place to ensure the safety of people and vehicles. Each car park undergoes a rigorous assessment by specially trained police assessors and a Park Mark is awarded to each car park that achieves the challenging standards.



The Safer Parking Scheme is managed by the BPA on behalf of Police Crime Prevention Initiatives Ltd, a subsidiary of the Mayor's Office for Policing and Crime (MOPAC)

Car Parks Awarded

The Council has ParkMark awards for 28 of the car parks managed by Parking Services, these are as follows:

- Blyth Road Car Park
- Botwell Green Leisure Centre (Central Avenue) Car Park
- Botwell Green Leisure Centre (Main) Car Park
- Brandville Road Car Park
- Civic Hall Car Park
- Community Close Car Park
- Devon Parade Car Park
- Devonshire Lodge Car Park
- Fairfield Road Car Park
- Falling Lane Car Park
- Grainges Yard Car Park
- Green Lane Car Park
- Harefield House Car Park
- Highgrove Car Park
- Hillingdon Sports & Leisure Complex Car Park
- Kingsend North Car Park
- Kingsend South Long Term Car Park
- Linden Avenue Car Park
- Long Lane Car Park
- North View Car Park
- Oaklands Gate Car Park
- Pembroke Gardens Car Park
- Pump Lane Car Park
- Rockingham Recreation Ground Car Park
- Ruislip Lido Main Car Park
- Sidmouth Drive
- St Martins Approach Car Park
- Willow Lawn Car Park

Blue Badges

The Blue Badge scheme gives a range of parking concessions for badge holders and operates throughout the UK. Parking concession can vary between different boroughs.

On-street parking

In Hillingdon Blue Badge holders can park free of charge for an unlimited time in the following on-street bays: disabled bays, pay and display bays, free time-limited bays (known as stop and shop bays) and resident bays (except zone RL2).

Maximum stay restrictions do not apply for Blue Badge holders when parking in these bays, except for Resident Management Scheme RL2, which has a 30-minute time limit for Blue Badge holders in all resident bays.

Blue Badge holders can also park on single or double yellow lines, where loading restrictions do not apply, for a maximum stay of three hours. A time clock is required to be displayed alongside the Blue Badge to indicate the time of arrival.

Off-street parking

Blue Badge holders can park free of charge for an unlimited period in any council-managed car park. Blue Badge holders can park in any bay except for those specifically reserved for other use, as indicated by signs and bay markings (e.g. permit holders only or Brown Badge bays - unless you have a valid Brown Badge, which you must display alongside the Blue Badge).

Disabled Persons Parking Bays

A disabled person's parking bay is a parking space marked on the public highway by a white painted box, with a sign indicating it's for Blue Badge holders only, and operational at all times.

The Council can install parking bays solely for the use of disabled motorists. We assist people with disabilities by providing bays close to their home wherever possible. However, even when a bay is provided in response to a request from a householder, the bay is available for any Blue Badge holder to use and is not specifically reserved for the resident.



Disabled Bay Permits

Residents who have a disabled bay outside their property can apply for a disabled bay permit. The permit is only valid in the disabled bay outside the resident's property and does not grant the applicant exclusive use of the disabled bay; however, it does mean they do not need to display the blue badge in the vehicle when parked in said bay.

Parking Dispensations

Suspensions

Parking bays around the borough can be suspended at a cost for a number of reasons. The most common operating times of parking suspensions are 8am to 6.30pm, Monday to Friday; however, under certain circumstances, the suspension can be operational 24 hours a day. When a parking bay is suspended, notification signs will be erected on the nearest lamppost or street sign 7 to 5 days prior to the start of the suspension commencing. In emergency instances, such as a gas leak or burst water pipe, bays may be suspended without notice.

If a suspension sign is in place at a location, the driver should check this sign to ensure they do not park during the suspended period. No vehicles are permitted to wait, park or load/unload in a suspended bay unless the vehicle has been specifically exempted on the suspension sign.

Between April 2024 and March 2025, 464 suspensions were issued.

Pie chart visual to be added showing the breakdown of suspensions.

Parking Waivers

A parking waiver is a permission granted by parking services, that allows a vehicle to park in contravention of a traffic management order. Parking waivers are only granted when it is deemed necessary to park near a location when any alternative arrangement would be unsatisfactory, for example, removals, building maintenance or repair works. The activity for which a parking waiver is issued must be taking place in order for it to be valid.

Between April 2024 and March 2025, 220 parking waivers were issued.

Total Income and Expenditure for Parking Services

The following information provides a full Parking Revenue Account statement on income generated and associated expenditure.

The Parking Revenue Account is maintained in accordance with section 55 of the Road Traffic Regulation Act 1984 which provides that a London Borough Council must keep an account of the income and expenditure in respect of parking places on the highway and sets out how any deficit must be treated and limitations on the use of any surplus.

Note: Information in red below is 2023/24 information to be updated for the final published 2024/25 report.

<u>Parking Revenue Account</u>	2024/25 £000
Penalty Charge Notices	(5,204)
On Street Pay & Display/Cashless Parking	(1,999)
Parking Permits	(892)
Other Income (e.g. Suspensions/Waivers)	(665)
Total	(7,852)
Allocation of income from EMR	(525)
Overall Income Total	(8,377)
Expenditure	4,523
Surplus	(3,854)

<u>Use of Surplus</u>	2024/25 £000
Concessionary Fares*	3,315
Development of Parking Management Schemes	194
Provision of Off-Street Parking	161
Traffic Management	184
Total Use of Surplus	3,854

<u>PRA Reserves</u>	2024/25 £000
Opening Balance	52
Closing Balance	52

Included below is income generated from car parks for paying to park and car park permits. Income generated from car parks is subject to VAT, the totals included are net income. Income generated from car parks does not fall within Section 55 as car parks are assets owned by the Council. Any surplus generated from off-street car parks contributes to the Council's general fund.

Off Street Parking (Car Parks)	2024/25 £000
Income (Net)	(2,365)

*The Council full concessionary fares obligation for 2023/24 was £5,016k

For further enquiries

Parking Enforcement: parkingenforcement@hillingdon.gov.uk

Parking Permits: parkingpermits@hillingdon.gov.uk

Car Parks: carparks@hillingdon.gov.uk

London Borough Of Hillingdon
Civic Centre
High Street
Uxbridge
UB8 1UW



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UXBRIDGE AND HAYES TOWN CENTRES UPDATE

Committee name	Residents' Services Select Committee
Officer reporting	Julia Johnson, Director of Planning and Sustainable Growth
Papers with report	None
Ward(s)	All but specifically focused on Uxbridge and Hayes Town

HEADLINES

This report outlines the work currently being undertaken by services within the Planning and Sustainable Growth Directorate to promote investment and improvements in Hayes and Uxbridge town centres.

RECOMMENDATIONS

That the Committee:

1. Notes and comments on the programme of work outlined in the report

SUPPORTING INFORMATION

Background

The Council's Regeneration and Economic Development service has been leading on a programme of work in the Borough's two largest town centres – Uxbridge and Hayes. This work has been externally funded through grants received from the Greater London Authority (GLA) (£140,000 for Uxbridge and £450,000 for Hayes) and Central Government through the UK Shared Prosperity Fund. This has enabled the Council to engage internal temporary resources and external partners in delivering a programme of work aimed at supporting the future success of both centres.

Town Centre Challenges and Opportunities

The first stage of this work has been to identify the current challenges and opportunities within both town centres:

Uxbridge

Uxbridge serves as the sole metropolitan town centre within the Borough. In light of recent global economic challenges and changes in working habits due to Covid-19, Uxbridge, although not in

a state of decline, has become susceptible, particularly due to the increasing vacancy rates prevalent in retail and office spaces. The funding awarded by the Greater London Authority (GLA) through its 'High Streets for All' programme has been utilised to develop a future vision for Uxbridge that addresses these challenges while ensuring its long-term economic prosperity. Evidence collected indicates that despite these challenges, Uxbridge harbours significant strengths. These strengths include excellent transport connectivity, a historically rich High Street, good civic facilities, a growing residential population, and a relatively robust local economy supported by prominent employers such as Coca-Cola and General Mills. However, preliminary feedback underscores the necessity for a more diverse retail and cultural offering, enhanced evening and leisure activities, and public spaces that are safer, greener, and more inviting. Overall, public feedback highlights the importance of preserving the town's social character while simultaneously enhancing its cultural identity and amenities.

Hayes

Hayes is classified as a district-level town centre. It is characterised by a rich industrial history and a dynamic, multicultural population, but it faces pressing socio-economic and spatial challenges. Once a manufacturing hub with companies such as EMI and Nestlé, the area has undergone significant evolution, particularly following the arrival of the Elizabeth Line. This has spurred regeneration, notably through developments like the Old Vinyl Factory and Hayes Village. The town's demographic is youthful and ethnically diverse, with high concentrations of residents under 30 and significant communities identifying as Asian, Black, and mixed heritage. While new developments have brought economic activity and younger residents, contrasts persist between these newer, more affluent zones and older, more deprived parts of town, often with physical and social barriers reinforcing inequality.

Challenges for Hayes include areas of relatively high deprivation compared to other parts of the Borough. There is also some strain on the social infrastructure which has not kept pace with population growth. Community feedback highlights a shortage of public leisure and meeting spaces—especially for youth—alongside concerns about safety, cleanliness, and connectivity across the town centre. The promise of the Old Vinyl Factory regeneration remains only partially realised with most of the new commercial space remaining empty and the associated new jobs yet to materialise, contributing to resident frustration. Despite these issues, there is strong local pride, especially in Hayes' cultural diversity, faith-based networks, and community organisations. Feedback emphasises that community-driven planning and investment are essential to ensure Hayes's growth is inclusive, cohesive, and responsive to residents' everyday realities.

Work Programmes

Uxbridge

The focus of work in Uxbridge has been the development of a new town centre vision working in partnership with Brunel University and a consortium of design and economic consultants led by Allies and Morrison.

A draft Vision document was published for consultation in February 2025. The key issues and themes set out in the draft vision are summarised below:

i. **Economic Resilience:** While not declining, the town centre's economy is vulnerable with high vacancy rates. The vision emphasises diversifying the economic offer, repurposing spaces to meet changing demands, and better serving residents' needs.

Principles: Diversify the offer, repurpose to meet demands, and better serve residents.

Strategic Moves: Create a leisure and culture focus, support the office market, establish the Civic Centre as a community hub, improve public transport, and introduce residential spaces.

ii. **Serving Local Communities:** The town centre needs to better cater to its local population, addressing the demand for leisure and cultural activities.

Principles: Enhance community engagement, provide diverse activities.

Strategic Moves: Engage local educational institutions, support community-oriented spaces and services.

iii. **Enhancing the Environment:** The town's public realm and built environment have potential but are currently underutilised. Improvements in transport infrastructure, green spaces, and overall town character are essential.

Principles: Restore connections, enhance public spaces.

Strategic Moves: Improve cycling and bus connections, introduce green spaces, and revitalise key areas like the High Street and Windsor Street.

The Vision is also supported by a delivery strategy that outlines short-term and long-term actions to realise the vision. Short-term actions include physical and non-physical interventions to attract more people and create a stronger identity for the town centre. Continuous community engagement and coordinated efforts across various domains will be crucial for successful implementation.

The next steps for the Uxbridge Vision are as follows:

- Ongoing – review of consultation feedback and finalisation of the Vision document
- July 2025 – Cabinet Report for the Adoption of the Uxbridge Vision
- July 2025 to March 2026 – Utilisation of UK Shared Prosperity Funding to progress the delivery of key actions concerning public realm enhancements. The most significant of these is a detailed proposal to reshape the St Andrews Roundabout adjacent to the civic centre, which could see it removed and replaced with a new junction and at-grade pedestrian crossings. This would have significant benefits for connecting the high street with the redevelopment of St Andrews Park (the former RAF Uxbridge site).

Hayes

The work undertaken in relation to Hayes Town Centre spans several strategic interventions aimed at revitalising the area. The Council, supported by the GLA's Good Growth Fund, commissioned multiple specialist consultants to deliver a programme of activities aimed at better understanding the issues and challenges in Hayes and developing a response to these challenges.

Brunel University were engaged to provide a detailed baseline of community sentiment and needs through diverse research methods, including surveys, ethnographic studies, and focus groups. This work focused on identifying gaps in social infrastructure, perceptions of safety, and desired public amenities, especially for young people. These findings informed recommendations for short-term, medium-term, and long-term improvements to the town centre, including enhanced cleanliness, improved lighting, the creation of public forums, better social infrastructure, and more inclusive and accessible green and leisure spaces.

Muf architecture was appointed to develop a design-led approach for key public spaces connecting Hayes & Harlington Station to the high street and the Grand Union Canal. Their work, guided by co-design principles, included site analysis, stakeholder engagement, and coordination across Council departments. They are producing a 'project bank' of interventions, which range from immediate, practical improvements to larger capital projects. These are being aligned with funding opportunities, including S106 contributions and national grants.

Efforts have been made to activate and promote Hayes town centre. This includes civic events like the Old Vinyl Factory Festival, coordinated by Intrepid Collective, which aimed to foster community engagement and assess the commercial potential of vacant spaces through activities that celebrate local heritage.

Other workstreams focused on commercial viability and landowner engagement. Augarde & Partners assessed market conditions and proposed strategic uses for commercial spaces in the Old Vinyl Factory, highlighting the need for flexible, smaller units and a stronger activation strategy. Officers have also been facilitating the interim use of a key community space ("Powerhouse Unit") and building landowner relationships. The Council is also progressing its involvement in the government's High Street Rental Auction pilot, aiming to reduce commercial vacancy and improve affordability for small businesses. These initiatives are coalescing into a broader Hayes Regeneration Framework to guide future development and policy integration.

In terms of next steps, the Council is in the process of submitting a further bid to the GLA for grant funding to support the development of the Hayes Regeneration Framework. Officers are also examining the utilisation of UKSPF grant funding and S106 contributions to deliver improvements to the public realm, such as enhanced tow path lighting.

Other High Streets and Town Centres

The resources of the Regeneration and Economic Development Service have been focused on Hayes and Uxbridge town centres during 2024/25. The Transport Planning and Projects team have carried out improvement works to Mulberry Parade in West Drayton, including a mural and repainting of the shop shutters. Some minor public realm improvements funded by S106 were also made to Ruislip High Street between Ickenham Road and Pembroke Road. This included new benches, additional cycle parking stands and bollards to protect pedestrians.

Promoting Inward Investment

A key aspect of efforts to enhance the Borough's town centres has been crafting an investment narrative that shows Hillingdon is 'open for business'. This new initiative, aimed at spurring

economic growth, was launched during the 'Hillingdon Takes Off' event at the Battle of Britain Bunker in February 2025. The event attracted over 100 businesses and investors, emphasising the benefits of investing in Hillingdon, recognised as one of the UK's best-connected areas, while also showcasing the emerging growth prospects in Uxbridge and Hayes. Additionally, the Council participated in the recent UK Real Estate Investment and Infrastructure Forum (UKREiiF), the leading national event for the property and regeneration sectors. This event provided further opportunity to highlight the Borough's goals for economic growth and development, while fostering the necessary strategic relationships to achieve these aims. Further work to promote growth in the Borough will be developed in support of the emerging Local Plan.

RESIDENT BENEFIT

The proposals for Uxbridge and Hayes town centres are in the early stages of development. Still, as outlined in the report, a significant programme of support is underway, which will benefit residents both living in and using the town centres to access shops and services.

Officers are now seeking to develop a programme of interventions in both town centres, which will include quick wins (such as the tow path lighting) alongside larger, long-term improvements, such as the potential redesign of areas of Uxbridge High Street to improve access for pedestrians and cyclists. These proposals will be subject to further review and will require consideration through the appropriate decision-making processes.

BACKGROUND PAPERS

Draft Uxbridge Vision: [Uxbridge vision - Hillingdon Council](#)

Past Town Centre Improvement Projects: [Past town centre improvement projects - Hillingdon Council](#)

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Update further to the Residents' Services Select Committee's Review of the Empty Homes Council Tax Premium

Committee name	Residents' Services Select Committee
Officer reporting	Tiffany Boreham
Papers with report	None
Ward	All

HEADLINES

This report presents an update further to the Residents' Services Select Committee review of the Empty Homes Premium along with details of the next steps.

RECOMMENDATIONS

That the Select Committee:

1. Notes the proposed next steps to increase the empty property premium to the maximum allowed and introduce the second home premium from 01/04/2026; and
2. Comments on the information within this report and provides feedback to Cabinet where necessary.

SUPPORTING INFORMATION

From 01/04/2013 billing authorities have been able to charge a premium on a property that has been unoccupied and unfurnished for 2 years or more.

Originally the premium was up to an extra 50% and in 2019 this was changed to 100%. Further increases are now possible on properties that are empty for longer than 5 years (200%) and ten years (300%).

As a result of the recommendations made by the Residents' Services Select Committee on 15 December 2022, the further increases were introduced at Hillingdon through a phased approach. The premium was doubled from 50% to 100% from 01/04/23. The 5 years (200%) was introduced on 01/04/24 and lastly the 10 years (300%) was introduced on 01/04/25.

Since the Select Committee Recommendations in 2022 the Government has made further changes to the empty home's premium that can be applied. As of 01/04/2025 a premium can be applied on a property that has been empty and unfurnished after only 1 year. In addition, a second home premium can be charged on a property that is substantially furnished and has no resident.

The Council has made a determination to introduce the empty home premium after 1 year and charge a second home premium as of 01/04/26. A notice was published in the local paper to confirm this.

There are some exceptions to applying the empty and second home premiums which came into effect on 01/04/25, details can be found here:

[Guidance on the implementation of the council tax premiums on long-term empty homes and second homes - GOV.UK](#)

To be able to correctly apply the second home premium officers plan to contact all customers who have a known second home during the summer 2025 to confirm their situation.

PERFORMANCE DATA

Current data

There are currently 2436 properties in the Borough that are known to the Council Tax department as being empty. Officers are aware that 712 of these are empty and furnished which means that no premium is being applied to these accounts.

Officers apply a premium of 100% when the property has been unoccupied and substantially unfurnished for 2 years or more (which means double the council tax charge is payable). If a property has been unoccupied and substantially unfurnished for 5 years or more the premium is increased to 200%. As of 01/04/25 the Council is applying a 300% premium to any property that has been empty for 10 years or more.

Number of premiums applied for 25/26

Type of premium	Number of accounts affected
2 years - 100%	84
5 years - 200%	44
10 years - 300%	36

The total number of accounts with a premium applied is 164; back in October 2022 it was 144. Unfortunately, this data does not support the idea that charging a premium would bring more properties back into use.

There are 1560 properties where no premium has been applied as they have been empty for less than 2 years.

Amount owed

The total balance outstanding across the 164 accounts is £1,010,341.17 which is an average of £6160.62 owed per account. This figure is double the average amount outstanding in July 2022 and represents the increase in premium applied and the fact that a number of these accounts have fallen into arrears due to the increased charge. It is costing the Council more to recover this

money as officers are having to obtain a liability order to be able to pursue additional recovery methods.

RESIDENT BENEFIT

Through charging a premium on empty and unfurnished properties the hope is that owners will make a quicker decision about the future of the property and potentially put it up for sale or rent. This helps increase the amount of housing in the area and reduces the risk of squatters and vandalism. Empty properties are also more likely to fall into disrepair and can become a home for pests which can create problems for neighbours.

In charging a premium, once collected, there is also more money available to fund public services.

FINANCIAL IMPLICATIONS

Currently only 164 residents are charged a premium which is not generating much extra income. However, once the empty property premium is changed to come in after only 1 year, more empty homes will incur a premium. If this had been applied from April 2025 a further 199 homes would have received a 100% premium on their bill.

In addition, the introduction of the second homes premium will generate additional income which officers will be able to estimate once the affected residents have confirmed the circumstances of their second home.

LEGAL IMPLICATIONS

[Guidance on the implementation of the council tax premiums on long-term empty homes and second homes - GOV.UK](#)

BACKGROUND PAPERS

Residents' Services Select Committee Minor Review Scoping Report – 2022/2023

<https://modgov.hillingdon.gov.uk/documents/s56927/05%20-%20REPORT%20Cabinet%20Report%20-%20Empty%20Homes%20Premium.pdf>

APPENDICES

Nil.

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Agenda Item 9

RESIDENTS' SERVICES SELECT COMMITTEE - CABINET FORWARD PLAN

Committee name	Residents' Services Select Committee
Officer reporting	Liz Penny, Democratic Services Officer
Papers with report	Appendix A – Latest Forward Plan
Ward	As shown on the Forward Plan

HEADLINES

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

RECOMMENDATION

That the Residents' Services Select Committee notes the Cabinet Forward Plan.

SUPPORTING INFORMATION

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

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

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

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

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

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

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

BACKGROUND PAPERS

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

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Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker			Cabinet Member Lead & Officers				Status
					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	
JUNE 2025												
52	UK Shared Prosperity Fund - 2025/26 allocation	A report to Cabinet to consider the allocation and priorities for spending the 2025/26 allocation of UK Shared Prosperity Fund (UKSPF) grant funding for Hillingdon. The report will also provide delegated authority to the Service Director for appropriate spending decisions in consultation with the Cabinet Member and agree to enter into the grant agreement.	All	NEW ITEM	26 June			Cllr Steve Tuckwell - Planning, Housing Growth	Residents' Services	Sam Robins	Karrie Whelan	Public
Page 59	The provision of a specialist grounds maintenance, horticultural and landscaping contract	Cabinet will be asked to consider the award of a grounds maintenance, horticultural and landscaping contract for a period of three years with optional extension of a further two years. This contract will support works required by the Green Spaces Team in its parks, gardens and open public spaces and can also be utilised by other Council departments.	All		26 June			Cllr Eddie Lavery - Community & Environment	Residents' Services	Nicola Herbert / Allison Mayo	Karrie Whelan	Private (3)
	Rural Activities Garden Centre	Cabinet will receive a report on the future of the Rural Activities Garden Centre.	Colham & Cowley		26 June			Cllr Eddie Lavery - Community & Environment	Residents' Services	Nicola Herbert	Karrie Whelan	Public
	Annual Performance Report	Cabinet will receive an annual report performance report, setting out how the Council is delivering on key service metrics and the Council Strategy.	All		26 June			All Cabinet Members	All	Ian Kavanagh	Matthew Wallbridge	Public
	Temporary Accommodation Action Plan Monitoring	Cabinet will receive a quarterly update, or at a frequency as determined by the Cabinet Member, on progress on the delivery of the Temporary Accommodation Strategy and Action Plan presented to Cabinet in February 2025. This will be aligned with the Homelessness Prevention and Rough Sleeping Strategy and the Medium-Term Financial Strategy, which is to include details of actions taken to bring empty homes across the Borough back into occupation.	All		26 June			Cllr Steve Tuckwell - Planning, Housing Growth	Residents' Services	Debbie Weller	Dan Kennedy	Public

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker			Cabinet Member Lead & Officers				Status
					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		26 June			TBC	TBC	Democratic Services	N/A	Public
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		26 June			TBC	TBC	Democratic Services	TBC	Public
57	Parking Services Pay and Display Machine Contract Extension	To determine whether to extend the current contract for parking pay and display machine maintenance and support and, if so, the period of the contract extension.	All	NEW ITEM		June		Cllr Eddie Lavery - Community & Environment	Residents' Services	Richard Webb	Karrie Whelan	Private (3)
40	Review of the Out of Hours Noise Service	Following the Council's consideration of the budget in February 2025, the Cabinet Member will consider a report regarding a review of the Out of Hours Noise Service and whether to continue this aspect of the services' operation.	All			June		Cllr Eddie Lavery - Community & Environment	Residents' Services	Richard Webb	Dan Kennedy	Public
18 e 60	Local List of Architectural and Historical Importance	Following Cabinet consideration in April 2024 and a decision to defer any designation on the site, the Cabinet Member will consider a proposal to locally list the North Hayes Telephone Exchange.	Hayes Town			June		Cllr Steve Tuckwell - Planning, Housing Growth	Residents' Services	Antonia Whatmore, Mathieu Rogers	Karrie Whelan	Public
JULY 2025												
58	Provision of a tree maintenance service on behalf of the Council	Cabinet will be asked to consider the contract extension for the specialist tree maintenance service undertaken on behalf of the Council.	All	NEW ITEM	24 July			Cllr Eddie Lavery - Community & Environment	Residents' Services	Sophie Coughlan / Allison Mayo	Karrie Whelan	Private (3)
19	Update on proposals for an Additional Licensing Scheme for HMO properties	Following the Full Council motion on 11 July 2024 to consider extending licensing obligations for Houses of Multiple Occupation, Cabinet's consideration of the way forward in October 2024, Cabinet will receive a further update on the matter.	All		24 July			Cllr Steve Tuckwell - Planning, Housing Growth	Residents' Services	Richard Webb / Stephanie Waterford	Dan Kennedy	Public

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker			Cabinet Member Lead & Officers				Status
					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	
20	Uxbridge Town Centre Vision	Following Cabinet approval in October 2024 to commence full public and stakeholder engagement on a proposed draft new masterplan / vision for Uxbridge, Cabinet will consider the outcome of the engagement exercise and receive the final vision for consideration. The Vision will form the basis for a consensus on the future redevelopment and prosperity of the town.	Uxbridge / all wards		24 July			Cllr Steve Tuckwell - Planning, Housing Growth	Residents' Services	Julia Johnson	Karrie Whelan	Public
25	Tender - Environmental Enforcement Service	Following a procurement exercise, Cabinet will consider the contract for the Environmental Enforcement Service.	All		24 July			Cllr Eddie Lavery - Community & Environment	Residents' Services	Joanne Howells	Dan Kennedy	Private (3)
26	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		24 July			TBC	TBC	Democratic Services	N/A	Public
27	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		24 July			TBC	TBC	Democratic Services	TBC	Public
AUGUST 2025												
SI	Cabinet decisions by the Leader of the Council	As there is no Cabinet meeting in August, the Leader of the Council may take decisions on behalf of the Cabinet. These will be notified and reported for ratification and public record.	Various			Aug-25		Cllr Ian Edwards - Leader of the Council	TBC	Democratic Services		Public / Private - TBD
SEPTEMBER 2025												
61	Provision of veterinary services (Imported Food Office) on behalf of the London Borough of Hillingdon	Cabinet will be asked to consider the tender for the provision of veterinary services operating out of the Imported Food Office at Heathrow Airport.	Heathrow Villages	NEW ITEM	18 September			Cllr Eddie Lavery - Community & Environment	Residents' Services	Samantha Doherty / Allison Mayo	Dan Kennedy	Private (3)

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker			Cabinet Member Lead & Officers				Status
					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	
24	Temporary Accommodation Action Plan Monitoring	Cabinet will receive a quarterly update, or at a frequency as determined by the Cabinet Member, on progress on the delivery of the Temporary Accommodation Strategy and Action Plan presented to Cabinet in February 2025. This will be aligned with the Homelessness Prevention and Rough Sleeping Strategy and the Medium-Term Financial Strategy, which is to include details of actions taken to bring empty homes across the Borough back into occupation.	All		18 September			Cllr Steve Tuckwell - Planning, Housing Growth	Residents' Services	Debbie Weller	Dan Kennedy	Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		18 September			TBC	TBC	Democratic Services		Public
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		18 September			TBC	TBC	Democratic Services		Public
28a Page 2	Statement of Licensing Policy (POLICY FRAMEWORK)	Every 5 years the Council is required to review its Licensing Policy, which Council officers and Licensing Sub-Committee operate within when making such licensing decisions. Cabinet will consider recommending a reviewed Statement of Licensing Policy for consultation, before it comes back for final consideration.	All		18 September		22 January 2026 - adoption	Cllr Eddie Lavery - Community & Environment	Residents' Services	P - Daniel Ferrer / Stephanie Waterford	Daniel Kennedy	Public
OCTOBER 2025												
SI	Strategic Climate Action Plan	Hillingdon Council passed a Climate Change Declaration at its full Council meeting on 16 January 2020 which set out the ambition to become carbon neutral across the Council's services by 2030. Cabinet will receive a progress update on its latest Action Plan.	All		23 October			Cllr Eddie Lavery - Residents' Services	Residents' Services	Ian Thynne	Karrie Whelan	Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		23 October			TBC	TBC	Democratic Services		Public

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker			Cabinet Member Lead & Officers				Status
					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		23 October			TBC	TBC	Democratic Services	TBC	Public
NOVEMBER 2025												
33	Tender contract for the collection & treatment of Co-mingled dry mixed recycling	Cabinet will receive an update on the current position within the dry mixed recycling materials market and potential legislative changes which may impact the way that the Council operates its recycling collections in the future. In considering this, Cabinet will consider a supplier for such services, after competitive tender.	N/A		20 November			Clr Eddie Lavery - Residents' Services	Residents' Services	Daniel Long	Karrie Whelan	Private (3)
90 33	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		20 November			TBC	TBC	Democratic Services		Public
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		20 November			TBC	TBC	Democratic Services	TBC	Public
DECEMBER 2025												
24	Temporary Accommodation Action Plan Monitoring	Cabinet will receive a quarterly update, or at a frequency as determined by the Cabinet Member, on progress on the delivery of the Temporary Accommodation Strategy and Action Plan presented to Cabinet in February 2025. This will be aligned with the Homelessness Prevention and Rough Sleeping Strategy and the Medium-Term Financial Strategy, which is to include details of actions taken to bring empty homes across the Borough back into occupation.	All		18 December			Clr Steve Tuckwell - Planning, Housing Growth	Residents' Services	Debbie Weller	Dan Kennedy	Public

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker			Cabinet Member Lead & Officers				Status
					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	
36	Infrastructure Funding Statement	Cabinet will receive an annual report setting out the Council's Infrastructure Funding Statement, a document it is required to publish which also monitors spending on section 106 (developer contribution) monies along with the Community Infrastructure levy over the past year.	All		18 December			Cllr Steve Tuckwell - Planning, Housing & Growth	Residents' Services	Andrew Tebbutt	Karrie Whelan	Public
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		18 December			TBC	TBC	Democratic Services		Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		18 December			TBC	TBC	Democratic Services		Public
28b Page 64	Statement of Licensing Policy (POLICY FRAMEWORK)	Every 5 years the Council is required to review its Licensing Policy, which Council officers and Licensing Sub-Committee operate within when making such licensing decisions. Following consultation, Cabinet will consider recommending a reviewed Statement of Licensing Policy to the Full Council	All		18 December		22 January 2026 - adoption	Cllr Eddie Lavery - Community & Environment	Residents' Services	P - Daniel Ferrer / Stephanie Waterford	Daniel Kennedy	Public
SI	2026/27 Budget and Future Medium-Term Financial Strategy (BUDGET FRAMEWORK)	This report will set out the Medium Term Financial Strategy (MTFS), which includes the draft General Fund reserve budget and capital programme for 2026/27 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration and may include Council Tax Reduction Scheme proposals.	All		18 December		26 February 2026 - adoption	Cllr Martin Goddard - Finance & Transformation	All	Andy Goodwin		Public

JANUARY 2026

SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		15 January			TBC	TBC	Democratic Services		Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		15 January			TBC	TBC	Democratic Services		Public

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker			Cabinet Member Lead & Officers				Status
					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	
28c	Statement of Licensing Policy (POLICY FRAMEWORK)	Every 5 years the Council is required to review its Licensing Policy, which Council officers and Licensing Sub-Committee operate within when making such licensing decisions. Following Cabinet consideration, full Council will consider the adoption of the Statement of Licensing Policy.	All				22 January 2026 - adoption	Cllr Eddie Lavery - Community & Environment	Residents' Services	P - Daniel Ferrer / Stephanie Waterford	Daniel Kennedy	Public
SI	Audit Committee Annual Report	The Audit Committee is required to submit an annual report to Council outlining the Committee's activities over the previous year. This report summarises the work of the Audit Committee and how it has undertaken its responsibilities in respect of: Internal Audit, External Audit, Counter Fraud, Risk Management and the Financial reporting process of the Statement of Accounts.	N/A				22 January 2026	N/A	N/A	Democratic Services	Matthew Wallbridge	Public
SI	Programme of Meetings for the next Municipal Year	Each year the full Council agrees the programme of meetings for the ensuing Municipal Year, setting out the dates and times of Council, Cabinet and Committee meetings.	N/A				22 January 2026	N/A	N/A	Lloyd White		Public
SI	Council Tax-Base and Business Rates Forecast 2026/27	This report sets out the proposed Council Taxbase and Business Rates Forecast for the forthcoming financial year and in accordance with the legislation for approval by the full Council. The Council is required to calculate both its Council Taxbase as at 30 November 2023 and the Business Rates forecast for the forthcoming year by the end of January.	All				22 January 2026	NA	N/A	Andy Goodwin		Public

FEBRUARY 2026

SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		19 February			TBC	TBC	Democratic Services		Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		19 February			TBC	TBC	Democratic Services		Public

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker			Cabinet Member Lead & Officers				Status
					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	
SI	2026/27 Budget and Future Medium-Term Financial Strategy (BUDGET FRAMEWORK)	Following consultation, this report will set out the Medium Term Financial Strategy (MTFS), which includes the draft General Fund reserve budget and capital programme for 2026/27 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration and any proposals for the Council Tax Reduction Scheme.	All		19 February		26 February 2026 - adoption	Cllr Ian Edwards - Leader of the Council / Cllr Martin Goddard - Finance & Transformation	All	Andy Goodwin		Public
SI	Members' Allowances 2026/27	The Council is required to undertake an annual re-adoption of its Allowances Scheme and, in doing so give due regard to the recommendations made by the report of the Independent Panel on the Remuneration of Councillors in London.	All				26 February 2026	N/A	N/A	Lloyd White		Public
MARCH 2026												
26 09 96	Temporary Accommodation Action Plan Monitoring	Cabinet will receive a quarterly update, or at a frequency as determined by the Cabinet Member, on progress on the delivery of the Temporary Accommodation Strategy and Action Plan presented to Cabinet in February 2025. This will be aligned with the Homelessness Prevention and Rough Sleeping Strategy and the Medium-Term Financial Strategy, which is to include details of actions taken to bring empty homes across the Borough back into occupation.	All		19 March			Cllr Steve Tuckwell - Planning, Housing Growth	Residents' Services	Debbie Weller	Dan Kennedy	Public
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		19 March			TBC	TBC	Democratic Services		Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		19 March			TBC	TBC	Democratic Services		Public
APRIL 2026												

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker			Cabinet Member Lead & Officers				Status
					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		23 April			TBC	TBC	Democratic Services		Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		23 April			TBC	TBC	Democratic Services		Public

Schedule of Individual Cabinet Member Decisions that may be taken each month (standard items non key-

Page 67	Urgent Cabinet-level decisions & interim decision-making (including emergency decisions)	The Leader of the Council has the necessary authority to make decisions that would otherwise be reserved to the Cabinet, in the absence of a Cabinet meeting or in urgent circumstances. Any such decisions will be published in the usual way and reported to a subsequent Cabinet meeting for ratification. The Leader may also take emergency decisions without notice, in particular in relation to the COVID-19 pandemic, which will be ratified at a later Cabinet meeting.	Various		Cabinet Member Decision - date TBC		Clr Ian Edwards - Leader of the Council	TBC	TBC			Public / Private
	Release of Capital Funds	The release of all capital monies requires formal Member approval, unless otherwise determined either by the Cabinet or the Leader. Batches of monthly reports (as well as occasional individual reports) to determine the release of capital for any schemes already agreed in the capital budget and previously approved by Cabinet or Cabinet Members	TBC		Cabinet Member Decision - date TBC		Clr Martin Goddard - Finance & Transformation (in conjunction with relevant Cabinet Member)	All - TBC by decision made	various			Public but some Private (1,2,3)
	Petitions about matters under the control of the Cabinet	Cabinet Members will consider a number of petitions received by local residents and organisations and decide on future action. These will be arranged as Petition Hearings.	TBC		Cabinet Member Decision - date TBC		All	TBC	Democratic Services			Public
	To approve compensation payments	To approve compensation payments in relation to any complaint to the Council in excess of £1000.	n/a		Cabinet Member Decision - date TBC		All	TBC	various			Private (1,2,3)

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker			Cabinet Member Lead & Officers				Status
					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	
SI	Acceptance of Tenders	To accept quotations, tenders, contract extensions and contract variations valued between £50k and £500k in their Portfolio Area where funding is previously included in Council budgets.	n/a			Cabinet Member Decision - date TBC		Cllr Ian Edwards - Leader of the Council OR Cllr Martin Goddard - Finance & Transformation / in conjunction with relevant Cabinet Member	TBC	various		Private (3)
SI	All Delegated Decisions by Cabinet to Cabinet Members, including tender and property decisions	Where previously delegated by Cabinet, to make any necessary decisions, accept tenders, bids and authorise property decisions / transactions in accordance with the Procurement and Contract Standing Orders.	TBC			Cabinet Member Decision - date TBC		All	TBC	various		Public / Private (1,2,3)
Page 89	Chrysalis Programme of Environmental Improvements	The Cabinet Member will be asked to consider the approval of projects.	Various			Cabinet Member Decision - date TBC		Cllr Eddie Community & Environment	Residents' Services	Neil O'Connor		Public
SI	External funding bids	To authorise the making of bids for external funding where there is no requirement for a financial commitment from the Council.	n/a			Cabinet Member Decision - date TBC		All	TBC	various		Public
SI	Response to key consultations that may impact upon the Borough	A standard item to capture any emerging consultations from Government, the GLA or other public bodies and institutions that will impact upon the Borough. Where the deadline to respond cannot be met by the date of the Cabinet meeting, the Constitution allows the Cabinet Member to sign-off the response.	TBC			Cabinet Member Decision - date TBC		All	TBC	various		Public

SI = Standard Item that may be considered each month/regularly

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

RESIDENTS' SERVICES SELECT COMMITTEE - WORK PROGRAMME

Committee name	Residents' Services Select Committee
Officer reporting	Liz Penny, Democratic Services Officer
Papers with report	Appendix A – Work Programme
Ward	All

HEADLINES

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

RECOMMENDATION:

That the Residents' Services Select Committee considers the Work Programme report and agrees any amendments.

SUPPORTING INFORMATION

1. The Committee's meetings will start at 7pm and the witnesses attending each of the meetings may include representatives from external organisations, some of whom travel from outside of the Borough. Forthcoming meeting dates are as follows:

Meeting Date	Room
12 June 2025	CR6
15 July 2025	CR6
9 September 2025	CR5
6 November 2025	CR5
8 January 2026	CR5
18 February 2026	CR5
10 March 2026	CR5
22 April 2026	CR5

Site Visits

Members of the Residents' Services Select Committee have undertaken a number of site visits to include the CCTV room in the Civic Centre, Harlington Road Depot, Heathrow Imported Food Office, Hillingdon Fire Station, Botwell Leisure Centre, Breakspear Crematorium, the Recycling Centre at Edmonton, visits with the Traffic Wardens and the Noise Team and a visit to view the Platinum Jubilee Leisure Centre works.

Implications on related Council policies

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

How this report benefits Hillingdon residents

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

Financial Implications

None at this stage.

Legal Implications

None at this stage.

BACKGROUND PAPERS

Nil.

MULTI-YEAR WORK PROGRAMME 2022 - 2026

2025/26											
Residents' Services Select Committee	January 14	February 19	March 13	April 22	May No meeting	June 12	July 15	September 9	November 6	January	February
Review: Homeless Prevention and the Customer Journey											
Topic selection / scoping stage Witness / evidence / consultation stage Findings, conclusions and recommendations Final review report agreement Target Cabinet reporting					Findings		Final report		Cabinet		
Regular service & performance monitoring											
Budget and Spending Report (Dan, Karrie, Ceri and Geetha) Infrastructure Funding Statement Update (previously CIL Expenditure Monitoring - Annual Report & S106) each November - Julia Johnson Mid-year budget / budget planning report - Andy Goodwin / Richard Ennis Strategic Climate Action Plan Update each Nov - Ian T (to Cabinet in September) Cabinet's Budget Proposals For Next Financial Year Cabinet Forward Plan Monthly Monitoring Parking Annual Report - Richard Webb Annual Performance Report (Ian Kavanagh) - DK and KW to attend to answer qus. Annual Complaints Submission to the Housing Ombudsman Service (Rod Smith/Debbie W) - Sam Strong or Gary Penticost to present the report	X	X	X	X		X	X	X	X		
						X		X	X		
						X	X	X	X		
						X		X			
One-off information items											
ASB Service Update (with updated FPN figures) Graffiti Removal Sports - facilities, engagement & inclusivity Animal Welfare Consultation on Uxbridge Master Plan Housing Allocation Policy Consultation Draft Heathrow Investment Heathrow Expansion Abandoned Vehicles Regeneration of Town Centres (Chambers of Commerce, Hayes T Partnership, Uxb BID) Success of Chrysalis Project Trading Standards - Tackling Underage Drinking / Vaping Licensing of Fun Fairs and enforcement measures for flyposting (Steph / Nicola Herbert) Community Payback Scheme - structure of the Scheme (Jo Howells / Richard Webb) Noise Team Structure, success of enforcement measures and update on site visit Review of Statement of Gambling Policy - policy framework consultation Sport for Young People - how the Council encourages participation in deprived areas APCOA Parking Enforcement - income / contract cost (Freddie Mohammed) The condition of allotments in the Borough Statement of Licensing Policy (Policy Framework) - Dan Ferrer Heathrow Employment and Skills Academy					X			X			
					X	X		X			
					X		X		X		
					X		X		X		
					X		X		X		
					X		X		X		
					X		X		X		
					X		X		X		
Crime & Disorder - Statutory Scrutiny (themed)											
Safer Hillingdon Partnership Development Safer Hillingdon Partnership Performance					X			X			
					X			X			
Past review delivery											
Update on Alley Gating Review Review of Empty Homes Council Tax Premium					X			X			
					X			X			
Internal use only											
Report deadline Agenda publication date											

Committee Site Visits
CCTV Control Room, Civic Centre (25 July 2022 and 4 November 2024)
Botwell Leisure Centre (27 February 2024)
Harlington Road Depot (28 September 2022)
Weed Killing Contractor (6 June 2023)
Heathrow Airport (Imported Food Office) (4 October 2022)
Out of Hours Noise Team (1 November 2024)
Hillingdon Fire Station (7 December 2022)
Graffiti Removal
Breakspear Crematorium (25 January 2023)
Harefield and Yiewsley Civic Amenity Sites
Traffic wardens / Abandoned Vehicles - 24 and 25 February 2025 at 5pm
Canal Visit - 1 November 2023
The Battle of Britain Bunker (26 July 2023 at 6pm)
Building Control
Planning Enforcement
HS2 Site Visit
Dogs Trust
Edmonton Recycling Centre (Tuesday 4 September 2024 - 09:45 - 10:45)
Custody Suite - Polar Park, Heathrow
Employment and Skills Academy, Heathrow
Uxbridge / Ruislip Lido
Mortuary

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