



HILLINGDON
LONDON



Corporate Resources & Infrastructure Select Committee

Councillors on the Committee

Councillor John Riley (Chair)
Councillor Adam Bennett (Vice-Chair)
Councillor Kaushik Banerjee
Councillor Farhad Choubedar
Councillor Stuart Mathers (Opposition Lead)
Councillor Elizabeth Garelick
Councillor Narinder Garg

Date: TUESDAY 17 JUNE 2025

Time: 7.00 PM

Venue: COMMITTEE ROOM 5 -
CIVIC CENTRE

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

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

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Contact: Anisha Teji , Democratic Services
Tel: 01895 277655
Email: ateji@hillington.gov.uk

Lloyd White
Head of Democratic Services
London Borough of Hillingdon,
3E/05, Civic Centre, High Street, Uxbridge, UB8 1UW
www.hillingdon.gov.uk

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Terms of Reference

Corporate Resources & Infrastructure Select Committee

Portfolio(s)	Directorate	Service Areas
Leader of the Council	Corporate Services	Communications & Engagement
		Governance
Cabinet Member for Corporate Services & Property	Corporate Services	Democratic Services
		Human Resources, including Health & Safety
		Legal Services
	Place	Capital Programme & Major Construction Projects
		Property (incl. estates, new housing supply (acquisitions and new build), disposals and maximising income from holdings)
		Building Safety
		Facilities Management
		Repairs & Engineering of Corporate Property, Housing & Assets (contractual & delivery), including the delivery of the planned capital programme for housing
		Civic Centre, Property and built assets (cross-cutting brief)
		Highways (operational maintenance delivery)
		Utility companies in the Borough (cross-cutting)
Cabinet Member for Planning, Housing & Growth	Place	Highways (incl. Highways strategic assessment & safety, Highways Policy and infrastructure including EV)
		Transportation (incl. road safety, traffic management and parking management schemes)
Cabinet Member for Finance & Transformation	Finance	All Finance (inc. school budgets, revenues and benefits, HRA)
		Statutory Accounting, Investments and Pensions
		Procurement and Commissioning (incl. fleet and energy)
		Counter Fraud
		Internal Audit & Risk Assurance (incl. risk management)

	Corporate Services Directorate	Council transformation & Hillingdon Improvement Programme
		Technology, Digital, Information Governance, Business Intelligence, Customer Experience and Business Support (incl. implementation of automation software)
		Complaints – “Member Responsible for Complaints” under Ombudsman Codes
Cabinet Member for Community & Environment	Homes & Communities	Emergency Response
All portfolios		Resident Experience (cross-cutting brief)
		Strategic Partnerships (cross-cutting brief)

Agenda

- 1 Apologies for Absence
- 2 Declarations of interest in matters coming before this meeting
- 3 Minutes of the previous meetings 1 - 6
- 4 To confirm that the items of business marked as Part I will be considered in Public and that the items marked as Part II will be considered in Private
- 5 Maximising Council Spaces: A Review of Business and Private Hire Opportunities - Witness Session 1 7 - 16
- 6 Cabinet Forward Plan 17 - 28
- 7 Work Programme 29 - 32

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Minutes

CORPORATE RESOURCES & INFRASTRUCTURE SELECT COMMITTEE

10 April 2025



Meeting held at Committee Room 5 - Civic Centre

	<p>Committee Members Present: Councillors John Riley (Chair), Adam Bennett (Vice-Chair), Kaushik Banerjee, Farhad Choubedar, Stuart Mathers (Opposition Lead), Elizabeth Garelick and Narinder Garg</p> <p>LBH Officers Present: Matthew Wallbridge (Chief Operating Officer) Karrie Whelan (Corporate Director of Place) Matt Davis (Director-Strategic & Operational Finance) Chris Malin (Head of Finance – Counter Fraud & Finance) Ceri Lamoureux (Head of Finance – Place) Andy Goodwin (Head of Strategic Finance) Michael Naughton (Head of Capital Programme) Anisha Teji (Senior Democratic Services Officer)</p>
66.	<p>APOLOGIES FOR ABSENCE (<i>Agenda Item 1</i>)</p> <p>There were no apologies for absence received.</p>
67.	<p>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING (<i>Agenda Item 2</i>)</p> <p>There were no declarations of interest.</p>
68.	<p>MINUTES OF THE PREVIOUS MEETING (<i>Agenda Item 3</i>)</p> <p>RESOLVED: That the minutes of the meeting from 4 March be approved.</p>
69.	<p>TO CONFIRM THAT THE ITEMS OF BUSINESS MARKED AS PART I WILL BE CONSIDERED IN PUBLIC AND THAT THE ITEMS MARKED AS PART II WILL BE CONSIDERED IN PRIVATE (<i>Agenda Item 4</i>)</p> <p>It was confirmed that agenda items 5-8 would be heard in Part I and agenda item 9 would be heard in Part II.</p>
70.	<p>ANY OTHER ITEMS AGREED BY THE CHAIR AS URGENT (<i>Agenda Item 5</i>)</p> <p>None.</p>
71.	<p>BUDGET & SPENDING REPORT - SELECT COMMITTEE MONITORING (<i>Agenda Item 6</i>)</p> <p>The Chief Operating Officer, Corporate Director of Place, Director-Strategic & Operational Finance, Head of Finance – Counter Fraud & Finance, Head of Finance –</p>

Place, Head of Strategic Finance and Head of Capital Programme provided an update on the Council's budget and spending.

The senior officers provided an overview of the financial performance relevant to the Corporate Resources and Infrastructure Select Committee's remit. Members received detailed breakdowns of the Committee's budget by portfolio and service area, adjustments made for inflation, corporate adjustments, growth and savings.

Members heard about the proposed structure and approach to financial monitoring, emphasising transparency and rigorous scrutiny of the Council's finances. It was reported that future reports would cover spending against the profiled budget, delivery against expected savings and actions to mitigate any issues.

The Chair opened Committee discussions by addressing the challenging financial situation both inside and outside the Council and noted the Committee's focus to scrutinising the Council's financial situation, assisting senior officers with budget monitoring and issuing interim reports to the Cabinet concerning budgetary pressures. The Chair emphasised the importance of financial scrutiny and budget monitoring, stating that the Committee would hold officers and Cabinet Members accountable.

Members raised queries about the financial robustness of the Council and how departments were working differently to ensure the delivery of savings across all service areas. It was explained that there were measures in place to monitor and manage savings, including regular meetings of the corporate management team, a performance management framework and transparent reporting. It was highlighted that the goal was not only to achieve savings but also to stick within the budget. The involvement of external expertise and the finance team to ensure the quality of savings and avoid cost shunting was noted. Additionally, improvements in financial management and systems were noted as new and different approaches compared to previous years.

In response to questions around the savings in the customer experience service budget, specifically how such a significant reduction in the budget would maintain the quality of the department. It was explained that the investment in digital data and technology had allowed the Council to improve customer service despite budget reductions.

A recent online article with the headline "Hillingdon Council faces financial crisis amid budgetary shortfall" was mentioned and the possibility of issuing a Section 114 notice due to declining reserves, overspending practices and failure to achieve savings targets. Members sought assurance that things had changed and queried the measures being taken to ensure financial stability and deliver savings. The Committee was advised that the Council had made significant investments in understanding the organisation better, leading to improved decision-making and better data analytics around services. Processes such as the ZBB review, and star chamber exercise had been implemented, and officers stressed the significance of regular monthly monitoring and early interventions to manage financial risks effectively.

In terms of the impact of the current economic market on investments and pensions, it was reported that the Council's General Fund investments were in money market funds, which offered a variable interest rate, and the pension fund was evaluated every three years.

	<p>The Committee discussed financial systems and noted that core system was working fine for some functions such as payments, invoices and ledger entries, but an add-on module for budget monitoring needed more work. External consultants had been brought in to help as they had the expertise, and the goal was to have a workable solution by May so that service managers could better understand and forecast their budgets. It was clarified that the add-on was not a new system instead it was part of the main system, Oracle, which was widely used in local government and the private sector.</p> <p>Members considered the Council's efforts to balance commercial and community leasing, emphasising the need to consider community decisions alongside financial ones to avoid negative impacts on the community. Significant budget pressures in areas like adult social care, childrens social care and homelessness were noted, suggesting early intervention and collaboration with the third sector to manage rising costs. Additional Members discussed income generation from the Council's garage portfolio, proposing options like selling, outsourcing management or investing in repairs. The Committee concluded with discussions on fees and charges uplifts, ensuring competitiveness while generating additional income.</p> <p>The Committee thanked officers for their attendance.</p> <p>RESOLVED: That the Committee agree the proposed approach to financial monitoring at this select committee as set out in this report.</p>
72.	<p>CABINET FORWARD PLAN (<i>Agenda Item 7</i>)</p> <p>RESOLVED: That the Cabinet Forward Plan be noted.</p>
73.	<p>WORK PROGRAMME (<i>Agenda Item 8</i>)</p> <p>RESOLVED: That the Work Programme be noted.</p>
	<p>The meeting, which commenced at 7.00 pm, closed at 8.34 pm.</p>

These are the minutes of the above meeting. For more information on any of the resolutions please contact Anisha Teji, Senior Democratic Services Officer on ateji@hillington.gov.uk or 01895 277655. Circulation of these minutes is to Councillors, Officers, the Press and Members of the Public.

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Minutes

CORPORATE RESOURCES & INFRASTRUCTURE SELECT COMMITTEE

8 May 2025



Meeting held at Council Chamber - Civic Centre,
High Street, Uxbridge UB8 1UW

	Committee Members Present: Councillors John Riley (Chair), Adam Bennett (Vice-Chair), Kaushik Banerjee, Farhad Choubedar, Stuart Mathers (Opposition Lead), Elizabeth Garelick and Narinder Garg
74.	ELECTION OF CHAIR (<i>Agenda Item 1</i>) RESOLVED: That Councillor Riley be elected as Chair of the Corporate Resources & Infrastructure Select Committee for the 2025/26 Municipal Year.
75.	ELECTION OF VICE-CHAIR (<i>Agenda Item 2</i>) RESOLVED: That Councillor Bennett be elected as Vice-Chair of the Corporate Resources & Infrastructure Select Committee for the 2025/26 Municipal Year.
	The meeting, which commenced at 8.55 pm, closed at 9.05 pm.

These are the minutes of the above meeting. For more information on any of the resolutions please contact Anisha Teji, Senior Democratic Services Officer on ateji@hillington.gov.uk or 01895 277655. Circulation of these minutes is to Councillors, Officers, the Press and Members of the Public.

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Review - Maximising Council Spaces: A Review of Business and Private Hire Opportunities

Committee name	Corporate Resources and Infrastructure Select Committee
Officer reporting	Anisha Teji, Democratic Services
Papers with report	Scoping Report for Review
Ward	All

HEADLINES

At its meeting on 9 January 2025, the Corporate Resources and Infrastructure Select Committee agreed to undertake a review into assessing the availability and utilisation of Council owned space.

RECOMMENDATION:

That the Committee meet with officers and ask questions pertaining to the review.

SUPPORTING INFORMATION

This first witness session sets out the Discovery Phase of the review. Officers attending are:

- Karrie Whelan – Corporate Director of Place
- Gary Penticost – Director of Operational Assets
- Fiona Sweet – Museums & Heritage Manager

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

- Establishing an understanding of the current scene and use of spaces for hire
- Timelines on how the review can best progress including ascertaining data on all available spaces for short term hire across all services
- Identification of key teams that can support the review
- Exploring the provisions already in place, particularly the work by the Cultural Team hiring venues.
- Challenges and any wider issues relating to the review.

Implications on related Council policies

A 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 from the Committees are presented to Cabinet to consider, and ultimately seek to improve the way the

Council provides services to residents.

Financial Implications

It is important that the Committee considers cost effective proposals that benefit resident taxpayers in relation to this review, which would ultimately be determined by Cabinet as part of the Council's broader budget planning process.

Legal Implications

None at this stage.

BACKGROUND PAPERS

NIL.

Major Review Working Title	"Maximising Council Spaces: A Review of Business and Private Hire Opportunities"
Committee	Corporate Resources and Infrastructure Select Committee
Review Year	2025/26 MY

1. OBJECTIVES

Aim of review

The review aims to assess the availability and utilisation of Council-owned spaces for private hire and temporary letting use. The objective would be to identify opportunities for the optimisation and commercialisation of these spaces, ultimately benefiting the local economy, community and generating additional revenue for the Council.

Terms of Reference

1. To identify all Council-owned spaces available for hire, including halls, rooms in buildings and libraries, rooms in the Civic Centre, and any other spaces managed by the Council.
2. To assess their current usage, facilities and the promotion of these spaces and identify ideas and opportunities to maximise income at such spaces for commercial, public and private use.
3. To explore marketing potential, an online register and booking service for such spaces, detailing their suitability for different types of events, locations, facilities, conditions, and management – aligned to any efficient regulatory requirements.
4. To explore best practice and synergies with partner, businesses and any other local organisations who may also hire spaces for events or provide services to events in spaces.
5. To review levels of fees and charges against private and public competitors to maximise income.
6. To present to Cabinet innovative and deliverable recommendations on the resourcing required, investment needed and charges to maximise income from these spaces, contributing to, and ideally, exceeding existing income targets.

2. BACKGROUND

Context

Hillingdon offers various spaces for hire, including commercial properties like office spaces, market stalls and industrial units, event venues such as community centres, halls, and outdoor spaces, theatres, and library meeting rooms. These spaces cater to all manner of business operations, private events, and community activities.

The Council itself has numerous opportunities for commercialisation and better usage of its assets, spaces and rooms. Given Hillingdon's position between London and the counties and great transport connections, there is the potential to further market these and commercialise. For residents, the ability to easily find and use local venues for family events would also support the Council's mission.

Scope

It is suggested the review considers, where feasible, the use of, and marketing of all the relevant assets the Council owns to maximise the opportunities for income. As a guide, therefore, it is suggested the review initially focuses on the following spaces:

- Halls of all sizes, with or without stages etc, (e.g., the Manor Farm estate in Ruislip, village Halls, small theatres, individual rooms or collections of rooms,
- Rooms in halls, buildings and libraries,
- Rooms in the Civic Centre
- Any other space owned / managed by the Council
- Appropriate outdoor spaces that could be hired and used for suitable outdoor events.
- Those spaces designated specifically to a council service, e.g. Adult Education, to see if there is any potential of co-use of spaces and rooms outside service requirements.

On assets that may not be suitable, it is suggested that the review does not look in detail at the leisure facilities currently marketed by the Council's Leisure Operator GLL for sports use, which has its own booking and marketing facility, but lessons could be learnt from how well used or effective this is.

Similarly, this review is about temporary hire or short-term letting, so it may not be practical to review any longer commercial or business leasing arrangements of Council facilities, e.g. shopping parades. Notwithstanding this, should opportunities present themselves around such leasing arrangements, e.g. as marketing empty shops, in the spirit of this review, the Committee may wish to consider this.

Involving witnesses from local businesses, universities and the voluntary sector to understand their needs and how they can use council services will be useful. Also exploring best practice from other London boroughs and considering how they manage and use assets. The Committee is keen to focus on a user centric approach including mapping out existing assets, understanding user needs and involving the community in the process.

Known factors

At present there is no central register of all known hireable spaces of this type, who is responsible for them, how they are let or most importantly, how they are promoted or if they are promoted at all. It appears there is a lack of any comprehensive understanding of what spaces are available, their potential and strategic management and marketing of these spaces.

The Committee is aware of some good practice examples of the marketing of spaces, e.g. by the library service for their rooms at Theatres, Manor Farm and the Bunker (links at end of

report). Room hire is one of their main income generators and are looking to maximise this by providing more rooms with better access in the future. The Service uses a system called Booking Plus to promote and take payment with a reduction in wasteful and transactional work.

Connected activity

1. **Strategy** - The Council Strategy 2022 – 2026 does not explicitly mention the impact on Council-owned spaces (rooms) for business, private hire, letting, and commercialisation in the Borough. However, it does emphasise making the best use of land and buildings, which could imply optimising the use of Council-owned spaces for various purposes, including business and private hire. Additionally, the focus on promoting investment, business growth, and supporting local businesses may indirectly support the commercialisation of Council-owned spaces. This aligns with the ambitions for the Council to be an efficient well run digital enable council offering a central base of information that can improve the lives of residents.
2. **Budget** - The Cabinet's budget proposals for 2025/26 include an income target of £40k for Meeting Room Hire Revenue in Libraries, along with additional savings around asset optimisation.
3. **Economic opportunities** - The hire of spaces for different types of local events also contributes to a thriving local economy using small businesses and other private sector services for connected services required e.g. catering, audio-visual, entertainment. This review could look at opportunities to link up such services and any potential for sponsorship of venues.
4. **Service innovation** - Recent services reviews, e.g. Youth Strategy and Family Hubs have also identified changes in use, co-location and innovation in spaces for the delivery of services, which will be worth exploring.
5. **Civic Centre Project** - The wider transformation and co-location of services to the Civic Centre also offers a range of opportunities with new spaces being created for use in the new Library and Registrars facilities etc...
6. **Regulatory aspects** - With the hire of any venue, and dependent on event type and numbers, there will be varying degrees of regulatory requirements, e.g. risk assessments, licensing permissions, health and safety and insurance. Looking at clarifying and streamlining any such processes to improve the customer experience should be investigated.
7. **Corporate Landlord / Asset Management Review** – the Council's property team act as the Corporate Landlord and the current position is where assets are operational, they are notionally let to the departments to use. Additionally, the Property Team are undertaking a strategic review of the Council's assets and the optimisation of their use for local services, so any duplication of (or benefit from) this should be factored.
8. **Digital** – a potential output of this review around online information/bookings, pending the review and ultimately Cabinet approval, may require input from the Digital Team. Therefore, resourcing requirements and timescales will need to be

considered in conjunction with them. It is important to note that a booking system across the council's assets is not currently within the planned work programme.

9. **Filming** – the approach being taken to commercialise and increasing filming income could be explored for any good practice, interrelationships or benefits from this review. This approach seeks to match sites and buildings the Council owns to specific filming location requests and consider a range of requirements to meet a client brief, e.g. a filming production company may wish to film at one of the Council's sites as well as a school and community hall, for example. A joined-up approach on locations/assets for wider marketing will help join up the dots to promote our Borough in this way.

Legislative context

The Local Government Act 1972 provides councils with the authority to manage and let their properties. It includes provisions for leasing and renting council-owned spaces to businesses and individuals.

3. EVIDENCE GATHERING

Core intelligence required

1. How many spaces indoor and outdoor can be identified?
2. Where are they, by address and Ward?
3. Parking and transport connections available
4. What facilities are available for each space?
5. What "condition" are they in?
6. In which directorate does each space sit?
7. Who is responsible for their management?
8. Lettings history / occupancy rate for last year
9. Any planned space improvements
10. Fees and Charges for spaces

Cabinet Members & Service relevant to this review

This review would fall fully under this Committee's approved remit set out in the Constitution.

It would also cut across all Cabinet Member portfolios as the range of buildings and spaces would cut across all Council Directorates and service areas. However, the primary Cabinet Members and immediate service areas in relation to the review are set out below:

Leader of the Council	Corporate Services	Communications & Engagement (e.g. marketing)
Cabinet Member for Corporate Services & Property	Place	Property (maximising income from holdings)

		Facilities Management
		Civic Centre, Property and built assets (cross-cutting brief)
Cabinet Member for Finance & Transformation	Finance	Income maximisation
	Corporate Services	Digital technologies

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

Potential witnesses and site visits

Officers from:

- Libraries and Cultural Services
- Property and Estates Team (all assets)
- Education (schools/adult education)
- Facilities Management
- Green Spaces
- Children's Services
- Youth Services
- Learning and Development
- Corporate Communications
- Digital Team

External witnesses / user testimony:

- GLL leisure provider or Sports Contract Manager
- Brunel University Events Team
- Local Community Centre operator
- Private sector event space operator, e.g. entertainment venue or hotel
- Wedding Planner or similar local event organiser
- Best practice local authority events / booking manager

Site visits:

- Hillingdon Civic Centre rooms / Manor Farm
- Brunel University
- Other London Borough Events Services – good practice on indoor and outdoor events with an App and Event Management Service.

Initial Papers / further reading

- [Council venues and spaces to hire - Discover Hillingdon](#)
- [Theatre spaces to hire - Discover Hillingdon](#)

- [Meeting rooms and spaces to hire in our libraries - Hillingdon Council](#)
- [Council GIS property browser](#) – internal only
- [EventApp - Camden](#) (example only)

Lines of Enquiry

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

A possible gap analysis exercise could be suggested by the Committee in which services are asked to complete surveys identifying spaces that are used in their service areas by various stakeholders. areas that are being met. This information would then be analysed and areas of improvement identified.

Members will be interested in identifying the number and types of spaces available for hire within the Borough, including their addresses and wards. Members will note the facilities available at each site and assess their conditions. Identifying the directorate responsible for each site, the management structure and the letting history over the past three years will enable Members to create a single point of useful information. Members will also wish to explore opportunities for better marketing and commercialisation of these spaces. The findings will provide valuable insights into the current state of these spaces, enabling the Council to make informed decisions that benefit the community and generate additional revenue.

Some early ideas to consider:

1. Business lettings for planned upgrades to rooms
2. Serviced business suites / conferences
3. Expanding online register / App / booking service
4. Event Management and Lettings Service (income generation is far greater than the cost)
5. Targeted communications locally amongst residents, community groups and the business sector.
6. Streamlined / online process for regulatory requirements for space hire

4. REVIEW PLANNER

Proposed timeframe & milestones for the review:

Meeting Date	Action	Purpose / theme	Witnesses / officers attending
11 February 2025	Agree Scoping Report	What do we need?	Democratic Services
April/May - Survey for data / informal meetings			
17 June 2025	Witness Session 1 Discovery Phase : Setting the scene	Where are we now?	Officers from core council services, e.g.

			Property, Libraries and Communications
23 July 2025	Witness Session 2 Discovery Phase : identifying spaces, uses and opportunities	Where are we now?	Officers from core council services, e.g. Property, Libraries and Communication
17 September 2025	Witness Session 3	Where do we want to be? What do residents, customers, businesses want?	External witnesses
Summer / Autumn 2025 - Site visits			
19 November 2025	Witness Session 4	Identifying potential uses and opportunities based on feedback	Officers from other service areas
6 January 2026	De-brief and emerging findings	To discuss key findings and identify potential recommendations	
12 February 2026	Approval of draft final report	Proposals – agree recommendations and final draft report to Cabinet	

Resource requirements

This review is not expected to require a financial assessment at the scoping stage. However, as the review progresses, Committees should seek to ensure any recommendations are feasible, cost-effective or indeed can save the Council money. Any early findings or recommendations by the Committee which may result in a call on Council budgets, or savings, should be discussed at the earliest opportunity by the Chairman, with the relevant Cabinet Member and Leader of the Council, along with service areas, to assess viability.

The aim of this review is to generate additional income.

Equalities impact

This review will seek to strengthen the Council's efforts ensuring equal access by residents to council services. No Equalities Impact Assessment will be required.

Scrutiny Benefit

This review demonstrates that independent overview and scrutiny in Hillingdon is:

1. Driving improvement and modernisation
2. Innovative with actionable outcomes
3. Supporting sound financial management
4. Aligned with local strategic and residents' priorities

Author of Scoping Report	Anisha Teji, Democratic Services Mark Braddock, Statutory Scrutiny Officer
Date	Created - 24 January 2025 Last updated - 4 June 2025

CABINET FORWARD PLAN

Committee name	Corporate Resources & Infrastructure Select Committee
Officer reporting	Anisha Teji, Democratic Services
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 Committee considers 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](#)

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												
51	School Conditions Building Programme 2025/26 – fire safety works at Schools	Cabinet will receive a report on the School Conditions Building Programme 2025/26. Specifically, it will be requested to vary the existing contract with the Council's fire door contractor to undertake fire safety works at community schools.	Various	NEW ITEM	26 June			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Neena Singh / Michael Naughton	Karrie Whelan	Private (3)
53	Contingent Labour review	Cabinet will receive a report following a review contingent labour services.	N/A		26 June			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Tony Sweeting / Stephen Ball / Trudie Eldriny	Matthew Wallbridge	Private (3)
54	Council's Revenues, Benefits & Housing Systems Contract	Cabinet will consider the award of a long-term contract for the continued provision of the hosted, support & maintenance of the Housing & Revenue and Benefits systems	N/A		26 June			Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Helen Vincent	Matthew Wallbridge	Private (3)
11	Irrecoverable Corporate Debt	A report to Cabinet to agree the write off of Business Rates debts that are over £50k which are irrecoverable due to liquidation.	N/A		26 June			Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Tiffany Boreham	Andy Goodwin	Private (3)
18	Disposal of the garage site at Black Horse Yard, Uxbridge	Cabinet will consider a report regarding the disposal of a garage site at 1-3 Black Horse Yard, Uxbridge, which is currently vacant of any tenants and in need of repair.	Uxbridge		26 June			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Tom Prevezer	Karrie Whelan	Private (3)
41	HRA Asset Management Plan	This report seeks approval of the Council's Asset Management Plan for the Housing Revenue Account, which provides details of how the Council will discharge its duty to properly maintain and manage its Social Housing properties.	N/A		26 June			Cllr Jonathan Bianco - Corporate Services & Property / Cllr Steve Tuckwell - Planning, Housing & Growth	Corporate Resources & Infrastructure	Bobby Finch	Karrie Whelan	Public
22	Fleet Replacement Programme - purchase of seven small street sweepers	As part of the Council's fleet replacement programme, the Cabinet Member will consider the procurement of seven street sweepers required as part of its operational mix to maintain cleanliness standards across the Borough.	All		26 June			Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Stephen Gunter / Michelle Kenyon	Matthew Wallbridge	Private (3)

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					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	Public or Private (with reason)
23	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
SI	Corporate Disposals Programme 2025/26	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the remainder of the financial year 2025-2026 and make the necessary decisions on sites to be declared surplus and provide delegated authority to enable the implementation of any decisions made.	Various		26 June			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	Minor Property Transactions	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		26 June			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	Budget Outturn 2024/25	Cabinet will review the Council's budget outturn position for the previous financial year.	All		26 June			Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Andy Goodwin	Andy Goodwin	Public
JULY 2025												
SI	Corporate Disposals Programme 2025/26	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the financial year 2025-2026 and make the necessary decisions on sites to be declared surplus and provide delegated authority to enable the implementation of any decisions made.	Various		24 July			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	Minor Property Transactions	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		24 July			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position.	All		24 July			Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Andy Goodwin		Public
AUGUST 2025												

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	Public or Private (with reason)
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												
56	Garage disposals	The Cabinet will consider the freehold disposal of garage sites at St Christophers Road in Cowley, St Clements Close in Cowley and at The Coppice, Yiewsley	Uxbridge, Colham & Cowley, Yiewsley	NEW ITEM	18 September			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	Corporate Disposals Programme 2025/26	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the financial year 2025-2026 and make the necessary decisions on sites to be declared surplus and provide delegated authority to enable the implementation of any decisions made.	Various		18 September			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	Minor Property Transactions	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		18 September			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position.	All		18 September			Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Andy Goodwin		Public
OCTOBER 2025												
29	London Borough of Hillingdon Digital Strategy - annual report	In approving the Council's Digital Strategy 2024-2027 in October 2024, Cabinet also agreed to receive an annual report setting out progress delivering the Strategy, the delivery of associated savings targets and to make any further decisions on programmes and projects or further delegated authority required to implement such activity.	N/A		23 October			Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Darren Persaud	Matthew Wallbridge	Public
SI	Transport for London Local Implementation Plan - Annual Spending Submission	Cabinet will consider the Council's submission to Transport for London for funding on local transport infrastructure projects.	All		23 October			Cllr Jonathan Bianco - Property, Highways & Transport	Corporate Resources & Infrastructure	Alan Tilly / Sophie Wilmot	Karrie Whelan	Public

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					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	Public or Private (with reason)
SI	Corporate Disposals Programme 2025/26	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the financial year 2025-2026 and make the necessary decisions on sites to be declared surplus and provide delegated authority to enable the implementation of any decisions made.	Various		23 October			ClIr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	Minor Property Transactions	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		23 October			ClIr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position.	All		23 October			ClIr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Andy Goodwin		Public
NOVEMBER 2025												
SI 22	Corporate Disposals Programme 2025/26	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the financial year 2025-2026 and make the necessary decisions on sites to be declared surplus and provide delegated authority to enable the implementation of any decisions made.	Various		20 November			ClIr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	Minor Property Transactions	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		20 November			ClIr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position.	All		20 November			ClIr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Andy Goodwin		Public
DECEMBER 2025												
34	Consideration of setting a licensed deficit budget for any schools in the Borough	A standard report each year, where Cabinet may consider whether it is required to set any licensed deficit budget for any schools that have applied.	TBC		18 December			ClIr Susan O'Brien - Children, Families & Education / ClIr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Luisa Hansen		Public

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					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	Public or Private (with reason)
SI	Corporate Disposals Programme 2025/26	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the financial year 2025-2026 and make the necessary decisions on sites to be declared surplus and provide delegated authority to enable the implementation of any decisions made.	Various		18 December			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	Minor Property Transactions	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		18 December			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		18 December			Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Andy Goodwin		Public
SI Page 23	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	Corporate Disposals Programme 2025/26	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the financial year 2025-2026 and make the necessary decisions on sites to be declared surplus and provide delegated authority to enable the implementation of any decisions made.	Various		15 January			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	Minor Property Transactions	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		15 January			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
FEBRUARY 2026												

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					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	Public or Private (with reason)
37	The Schools Budget 2026/27	Cabinet will asked to agree the Schools Budget for the next financial year, following a recommendation from the Schools Forum.	All		19 February			Cllr Susan O'Brien - Children, Families & Education / Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Luisa Hansen		Public
SI	Corporate Disposals Programme 2025/26	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the financial year 2025-2026 and make the necessary decisions on sites to be declared surplus and provide delegated authority to enable the implementation of any decisions made.	Various		19 February			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	Minor Property Transactions	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		19 February			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		19 February			Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Andy Goodwin		Public
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
MARCH 2026												
SI	Housing Forward Investment Programme 2026/27 (and 2025/26 review)	Following Cabinet's decision in September 2023, this new annual report will agree the forward programme of specific Housing Revenue Account works for the ensuing financial year and provide suitable delegated authority to the Director to implement the programme over the period. The report will also include a look-back at delivering the past year's programme and the investment being made by the Council to upgrade the Council's housing stock.	All		19 March			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Gary Penticost	Karrie Whelan	Public

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					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	Public or Private (with reason)
SI	Corporate Disposals Programme 2025/26	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the financial year 2025-2026 and make the necessary decisions on sites to be declared surplus and provide delegated authority to enable the implementation of any decisions made.	Various		19 March			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	Minor Property Transactions	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		19 March			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position.	All		19 March			Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Andy Goodwin		Public
APRIL 2026												
SI	Corporate Disposals Programme 2026/27	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the financial year 2026-2027 and make the necessary decisions on sites to be declared surplus and provide delegated authority to enable the implementation of any decisions made.	Various		23 April			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	Minor Property Transactions	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		23 April			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson	Karrie Whelan	Private (3)
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position.	All		23 April			Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Andy Goodwin		Public
Schedule of Individual Cabinet Member Decisions that may be taken each month (standard items non key-decisions)												

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	Public or Private (with reason)
SI	Urgent Cabinet-level decisions & interim decision-making (including emergency decisions)	The Leader of the Council has the necessary authority to make decisions that would otherwise be reserved to the Cabinet, in the absence of a Cabinet meeting or in urgent circumstances. Any such decisions will be published in the usual way and reported to a subsequent Cabinet meeting for ratification. The Leader may also take emergency decisions without notice, in particular in relation to the COVID-19 pandemic, which will be ratified at a later Cabinet meeting.	Various			Cabinet Member Decision - date TBC		Cllr Ian Edwards - Leader of the Council	TBC	TBC		Public / Private
SI	Ward Budget Initiative	To approve the spending of Ward Budgets following applications from Ward Councillors - this will be done on a monthly or regular cycle.	All			Cabinet Member Decision - date TBC		Cllr Eddie Lavery (Cabinet Member for Community & Environment) - Leader of the Council (if in Ickenham & South Ruislip ward)	Corporate Resources & Infrastructure	Natasha Norton		Public
SI	Business, shops and commercial rents, leases, surrenders and renewals	To approve various rents, leases, surrenders and lease renewals for a variety of businesses, organisations, properties or via commercial transactions, as per thresholds for decision-making set out in the Procurement and Contract Standing Orders.	Various			Cabinet Member Decision - date TBC		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson		Private (3)
SI	To consider rent reviews	To consider rent reviews of commercial and other premises.	tbc			Cabinet Member Decision - date TBC		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson		Private (1,2,3)
SI	Release of Capital Funds	The release of all capital monies requires formal Member approval, unless otherwise determined either by the Cabinet or the Leader. Batches of monthly reports (as well as occasional individual reports) to determine the release of capital for any schemes already agreed in the capital budget and previously approved by Cabinet or Cabinet Members	TBC			Cabinet Member Decision - date TBC		Cllr Martin Goddard - Finance & Transformation (in conjunction with relevant Cabinet Member)	All - TBC by decision made	various		Public but some Private (1,2,3)

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker			Cabinet Member Lead & Officers				Status
					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	Public or Private (with reason)
SI	Housing Buy-Back / The purchase of ex Council properties or new private properties for the Council's housing supply	Cabinet Member may determine, as and when required, the purchase and acquisition of new properties as part of the Housing Buy-back Scheme or using HRA funds to increase the affordable housing stock within the Borough.	TBC			Cabinet Member Decision - date TBC		Relevant Portfolio Cabinet Members	Corporate Resources & Infrastructure	Ben Sargent		Private (1,2,3)
SI	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
SI	Local Safety Schemes and Parking Revenue Account funded schemes	To consider petitions received and decide on future action	TBC			Cabinet Member Decision - date TBC		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	David Knowles / Steve Austin		Public
SI	Pedestrian Crossings	To approve schemes to provide crossing facilities	TBC			Cabinet Member Decision - date TBC		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	David Knowles / Steve Austin		Public
SI	To approve debt / write offs	To approve individual case of debt / write offs that are in excess of £5000 but under £50,000.	n/a			Cabinet Member Decision - date TBC		Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Tiffany Boreham		Private (1,2,3)
SI	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)
SI	Transport - Local Implementation Programme	Local Implementation Programme including schemes for the public realm, parking, road safety, school travel, walking, cycling, air quality improvement and Traffic Regulation Orders.	TBC			Cabinet Member Decision - date TBC		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	David Knowles / Steve Austin / Alan Tilly		Public
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)

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	Public or Private (with reason)
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)
SI	Sale, and conversion, of loft space to leaseholders and also extension of Leasehold Interests of flats under the 1993 Act	To consider any issues in relation to loft space and also consider an extension of the leasehold interests for several flats where the Council as freeholder has received an application under the Leasehold Reform Housing and Urban Development Act 1993. The report will recommend grant of the extensions in each case where the Notice is valid and in accordance with legislation.	TBC			Cabinet Member Decision - date TBC		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	TBC		Private (1,2,3)
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	Appeals in relation to business rates (NNDR)	To determine appeals in relation to business rates following a decision by the Council.	TBC			Cabinet Member Decision - date TBC		Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Tiffany Boreham		Private (1,2,3)
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												

WORK PROGRAMME

Committee name	Corporate Resources and Infrastructure Select Committee
Officer reporting	Anisha Teji – Democratic Services
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.

RECOMMENDATIONS

That the Committee considers the Multi-Year Work Programme attached and agrees any amendments.

SUPPORTING INFORMATION

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
23 July 2025	CR5
17 September 2025	CR5
19 November 2025	CR5
6 January 2026	CR5
12 February 2026	CR5
5 March 2026	CR5
7 April 2026	CR5

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.

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Multi Year Work Programme 2022 - 2026

2024/25 MY

Service Area	Corporate Resources and Infrastructure Select Committee	May No meeting	July 23	Sept 17	Nov 19	Jan 6	February 12	March 4	April 21
Democratic Services + relevant service(s)	Major Review: Maximising Council Spaces: A Review of Business and Private Hire Opportunities Topic selection / scoping stage Witness / evidence / consultation stage Findings, conclusions and recommendations Final review report agreement Target Cabinet reporting		X	X	X	X			
	Regular service & performance monitoring and scrutiny								
Business Intelligence	Annual Performance Monitoring			X					
Highways	Electric Vehicle Infrastructure Strategy - annual update				X				
Assets	Building Safety Strategy - Annual Monitoring Report							X	
Democratic Services	Cabinet Member attendance								
Digital	Digital & Transformation Update								
Business Intelligence	Annual complaints & service update report TBC			X					
Finance	Cabinet's budget proposals for next financial year					X			
Finance	Budget & Spending Report		X	X	X	X	X	X	X
Democratic Services	Cabinet Forward Plan Monthly Monitoring		X	X	X	X	X	X	X
	One-off information / service update and scrutiny								
Democratic Services	Remit of new Select Committee / Changes to ToR / Scrutiny updates/news								
Human Resources	Staff skills, learning and development TBC								
Technology	Cyber Security Update								
Planning and Regeneration	Hayes Estate Regeneration Progress				X				
Assets	Update on Council's Fleet					X			
Transportation	Hillingdon Cycling Strategy - implementation		X						
Health Safety/ Emergency Response	Emergency Response Service (Grenfell Town Inquiry recommendations)								
Assets	Ensuring Fire Safety in Private Residential Properties (request from full Council)								
Counter Fraud	Counter Fraud Update								
Assets	Right to buys backs			X					
	Cross-cutting topics for wider scrutiny								
Council wide	Resident experience								
CEO	Strategic Partnerships (Brunel, SNP, Businesses etc...)				X				
External	Utility company scrutiny (broadband, water, electricity, gas, mobile operators)							X	
	Past review delivery - implementation of recommendations to Cabinet								
Procurement and Commissioning	Procurement Review 2023/24					X			
Transportation	Road Safety Review 2023/24			X					
Highways	Highways Resurfacing 2023/24						X		
	Committee Site Visits + reporting back to subsequent meeting								
Assets	Civic Centre Tour / New Library etc... Capital Programme (Date TBC)								
Adult Social Care	Mortuary (Date TBC)				X		X		
Assets / Capital Programme	Platinum Jubilee Leisure Centre (Date TBC)		X						
	Internal use only								
	Agenda		15-Jul-25	09-Sep-25	11-Nov-25	29-Dec-25	04-Feb-26	25-Feb-25	13-Apr-26

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