

Property, Highways and Transport Select Committee

Councillors on the Committee

Councillor Keith Burrows (Chair)
Councillor Steve Tuckwell MP (Vice-Chair)
Councillor Alan Chapman
Councillor Darran Davies
Councillor Elizabeth Garelick
Councillor Kamal Preet Kaur
Councillor Peter Money BSC (Hons) MSc
(Res) PhD (Opposition Lead)

Date: WEDNESDAY 10 JANUARY
2024

Time: 7.00 PM

Venue: COMMITTEE ROOM 5 -
CIVIC CENTRE

**Meeting
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Terms of Reference

Property, Highways and Transport Select Committee

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

Cabinet Member Portfolios	<ul style="list-style-type: none">• Cabinet Member for Property, Highways & Transport
Relevant service areas	<ol style="list-style-type: none">1. 1) Property & Estates2. 2) Capital Programme - Major Projects3. 3) Transportation4. 4) Highways5. 5) Repairs & Engineering (including housing repairs)6. 6) Building Safety / Facilities Management

Cross-cutting topics

This Committee will scrutinise and review the work of utility companies whose actions affect residents of the Borough.

This Committee will also act as lead select committee on the monitoring and review of the following cross-cutting topics:

- Civic Centre, Property and built assets

Specific portfolio responsibilities of the Cabinet Member for Property, Highways and Transport

To oversee and report to the Cabinet on the Council's responsibilities and initiatives in respect of:-

- Major construction projects
- Housing stock development and construction
- Housing maintenance and refurbishment
- Facilities management including Energy / Carbon use and consumption
- Building Safety
- The Council's land and property holdings including its industrial and business units, shops, car parks and meeting halls
- Maintenance of Heritage Assets
- Highway maintenance
- Bus routes and transportation
- Fleet and Passenger Services
- Road safety
- Traffic management and parking management schemes

The Cabinet Member for Property, Highways & Transport, in conjunction with the Leader of the Council and Chief Officers, will oversee the acquisition, development, use and disposal of land and property assets across all Cabinet portfolios.

Agenda

- 1 Apologies for absence and to report the presence of any substitute Members
- 2 Declarations of interest in matters coming before this meeting
- 3 To receive the minutes of the previous meeting 1 - 4
- 4 To confirm that the items of business marked as Part 1 will be considered in Public and that the items marked Part 2 will be considered in Private
- 5 Select Committee Review Into The Council's Road Safety Initiatives And Activities Around The Borough's Schools - Witness Session 3 5 - 18
- 6 Cabinet's Budget Proposals For Next Financial Year 19 - 32
- 7 Cabinet Forward Plan 33 - 44
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Minutes

PROPERTY, HIGHWAYS AND TRANSPORT SELECT COMMITTEE

14 November 2023



Meeting held at Committee Room 5 - Civic Centre

	<p>Committee Members Present: Councillors Keith Burrows (Chair), Alan Chapman, Kamal Preet Kaur, Peter Money (Opposition Lead), Philip Corthorne and Barry Nelson-West</p> <p>Attendees Present: Lisa Mayo - Road Safety and School Travel Manager Danielle Stanley-Watts - School Travel and Road Safety (STaRS) Officer Rayna Ramtohul-Butler – Representative from Grange Park Junior School (School Travel Plan Lead) Leo Harrington - Representative from St Helen's College (School Travel Plan Lead) Sharon Cargill - Representative from St Helen's College Charlee Green – Junior Travel Ambassador, St Helen's College Raiden Bhabara – Junior Travel Ambassador, St Helen's College</p>
38.	<p>APOLOGIES FOR ABSENCE AND TO REPORT THE PRESENCE OF ANY SUBSTITUTE MEMBERS (<i>Agenda Item 1</i>)</p> <p>Apologies were received from Councillors Garelick, Tuckwell and Davies. Councillor Barry Nelson-West substituted for Councillor Garelick and Councillor Philip Corthorne substituted for Councillor Tuckwell.</p>
39.	<p>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING (<i>Agenda Item 2</i>)</p> <p>There were none.</p>
40.	<p>TO RECEIVE THE MINUTES OF THE PREVIOUS MEETING (<i>Agenda Item 3</i>)</p> <p>RESOLVED: That the minutes of the meeting dated 18 October 2023 be approved as a correct record.</p>
41.	<p>TO CONFIRM THAT THE ITEMS OF BUSINESS MARKED AS PART 1 WILL BE CONSIDERED IN PUBLIC AND THAT THE ITEMS MARKED PART 2 WILL BE CONSIDERED IN PRIVATE (<i>Agenda Item 4</i>)</p> <p>It was confirmed that all items on the agenda were marked as Part 1 and would therefore be considered in public.</p>
42.	<p>SELECT COMMITTEE REVIEW INTO THE COUNCIL'S ROAD SAFETY INITIATIVES AND ACTIVITIES AROUND THE BOROUGH'S SCHOOLS - WITNESS SESSIONS 2 (<i>Agenda Item 5</i>)</p> <p>The Chairman introduced the item and welcomed a number of witnesses to the</p>

meeting with regard to the Committee's major scrutiny review into road safety initiatives and activities around the Borough's schools. It was noted that this session would focus on gathering evidence from external stakeholders such as school representatives, travel leads and pupils.

The Chairman welcomed the witnesses to the meeting and thanked them for attending. Witnesses for this session included:

- Lisa Mayo - Road Safety and School Travel Manager
- Danielle Stanley-Watts - School Travel and Road Safety (STaRS) Officer
- Rayna Ramtohul-Butler – Representative from Grange Park Junior School (School Travel Plan Lead)
- Leo Harrington - Representative from St Helen's College (School Travel Plan Lead)
- Sharon Cargill - Representative from St Helen's College
- Charlee Green – Junior Travel Ambassador, St Helen's College
- Raiden Bhabara – Junior Travel Ambassador, St Helen's College

The two Junior Travel Ambassadors (JTAs) from St Helen's College addressed the Committee delivering a presentation and summary of their work on the JTA programme. They noted how proactive the programme was and informed the Committee of a number of different projects and activities the JTAs had engaged in, including:

- The JTAs submitted a Dragon's Den style pitch to apply for funding for their projects.
- They ran a comic strip competition for students of St Helen's College years 2 – 6 with prizes for the winners and entrants including a road safety box with high visibility clothing and cycle helmets.
- The St Helens College JTAs had also won an award for 'top road safety influencers', the award was presented at an evening event held at the Kennington Oval.
- They had written to Blue Peter to propose the introduction of a new road safety Blue Peter badge to raise awareness for road safety within the younger community. The JTAs had created some eye-catching designs to go with the letter, unfortunately they were unsuccessful, however in their response, Blue Peter were supportive of the children's efforts.
- They noted that the Hillingdon School Travel and Road Safety (STaRS) Team had run sessions with the school promoting road safety and various projects that the pupils could take part in.
- Other projects run by the JTAs at their school included their weekly meetings, a walk to school loyalty card scheme, Be Bright Be Seen days, having police officers attend the school to teach pupils about speed awareness, Parents Parking Pledges and a JTA suggestion box.

The Committee commended the JTAs and the staff supporting them on the work they were doing for the safety of pupils, staff, parents and residents around their school. Members commented that it was important to have a good level of enthusiasm and engagement at both student and staff levels. It was noted that there were six JTA positions at St Helen's College, the students were asked to apply for the positions in the style of a job application. It was noted that there were over 20 applications for the JTA positions. It also was noted that the JTA role would soon be rebranded by Transport for London to Travel for Life Explorers (TfL Explorers). Officers noted that

	<p>they would look into contacting other London Boroughs to see if it would be possible to adopt a cross London approach to taking forward the JTAs idea of a bespoke road safety Blue Peter badge.</p> <p>In terms of suggestions that the witnesses had for actions that could improve the levels of road safety around their schools, it was highlighted that encouraging parents who drive to school to use the correct locations for drop-off/pick-up, and to adopt usage of the Park and Stride maps which detailed the locations at which parents could drop-off/pick-up whilst causing the least disruption to the school and highways in the immediate vicinity of the school. A further prominent issue that was primarily caused by parents of pupils at the schools was inconsiderate parking and blocking of residents driveways during pick-up and drop-off, it was a huge issue that caused considerable amounts of disorder at the school gates on a regular basis. The JTAs had attempted to combat this by installing “Think before you park” signs at the school gates.</p> <p>The Committee highlighted that engagement with schools was paramount and discussed the difficulties of engaging with schools who were less willing to reach out and access the positive projects that the Council offered. Officers noted that every school willing to engage would receive support from the STaRS Team. The school representatives present highlighted that programmes such as the JTAs were reliant on school leaderships willingness to put in the additional work required to facilitate them, this enthusiasm from school staff was seen as the crux of making programmes such as the JTAs viable.</p> <p>School representatives highlighted that a key thing the Council could do to assist schools in cooperating with parents and residents on road safety matters was to give schools effective and comprehensive advice as to what they could do as schools to intervene, communicate and advise parents and residents when instances of inconsiderate parking were taking place.</p> <p>It was highlighted that parking restrictions had been implemented outside of a number of schools which were deemed incredibly useful and effective by school staff in terms of alleviating pressures; however, the levels of enforcement varied and once parents were aware that they may not receive any enforcement action, they were more willing to disregard the restrictions and park illegally.</p>
43.	<p>CABINET FORWARD PLAN (<i>Agenda Item 6</i>)</p> <p>The Committee discussed the Cabinet Forward Plan. The Democratic Services Officer noted that a call-in request had been initiated by Councillor Money with regard to item 21 from the Thursday 09 November Cabinet meeting - 54 Hallowell Road Northwood: formerly Northwood Young Peoples' Centre. The call-in request was live, and Members had received further information via email, to become a valid call-in request, it would require approval from a majority of Select Committee Members.</p> <p>The Committee requested sight of the decision made at the 09 November Cabinet meeting regarding the Uxbridge Golf Course and Haste Hill Golf Course. Officers confirmed that the report and minutes for the item would be circulated to Members following the meeting.</p> <p>RESOLVED: That the Property, Highways and Transport Select Committee noted the Cabinet Forward Plan.</p>

44.	<p>WORK PROGRAMME (<i>Agenda Item 7</i>)</p> <p>The Committee discussed the work programme noting that the January 2024 meeting would consist of a third witness session for the major review into road safety, as was agreed at the Committee's previous meeting. The objective of the session would be to gather evidence from residents living in the vicinity of schools in the Borough.</p> <p>The Chairman highlighted a new item on the Cabinet Forward Plan scheduled for the 21 March 2024 meeting – Housing Forward Investment Programme 2024/25. Members sought to see a draft of this item, officers confirmed that they would liaise with the relevant Cabinet Member and officers to bring this to the Committee at an appropriate juncture.</p> <p>RESOLVED: That the Property, Highways and Transport Select Committee noted the Committee's Work Programme and agreed to amend the Work Programme as discussed.</p>
	<p>The meeting, which commenced at 7.00 pm, closed at 8.22 pm.</p>

SELECT COMMITTEE REVIEW INTO THE COUNCIL'S ROAD SAFETY INITIATIVES AND ACTIVITIES AROUND THE BOROUGH'S SCHOOLS - WITNESS SESSION 3

Committee name	Property, Highways and Transport Select Committee
Officer reporting	Anisha Teji, Democratic Services Officer
Papers with report	None
Wards	All Wards

HEADLINES

At its meeting on 20 September 2023, the Property, Highways & Transport Select Committee formally agreed to commence a scrutiny review into the Council's road safety initiatives and activities around the Borough's schools.

The Select Committee held their first witness session with internal officers and the Cabinet Member for Property Highways and Transport on 18 October 2023. On 14 November 2023 Members heard from a variety of witnesses including the Council's Road Safety and School Travel Manager, the School Travel and Road Safety Officers and representatives from two schools.

This item will act as the third witness session of the Select Committee's review into road safety around the Borough's schools. The aim of the review is for the Committee to hear from residents that are in close vicinity of schools and make recommendations to Cabinet for ways in which the Council could enhance its activities for the safety of the Borough's school children and residents as a whole. By looking at the local context within Hillingdon and the London-wide setting, the Select Committee will be in a position to offer their findings and recommendations to the decision-making Cabinet.

RECOMMENDATIONS:

That the Select Committee use the third witness session of the review to gain an understanding of the experiences of local residents with regard to road safety around the Borough's schools.

SUPPORTING INFORMATION

The following witnesses will be present to take part in the third information gathering session on 10 January 2024:

Rakesh Kumar	Local resident living in close vicinity to school
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Classification – Public

Property, Highways and Transport Select Committee –10 January 2024

The following Terms of Reference were set out at the start of the review:

1. To understand the Council's current position and procedures with regard to road safety initiatives around schools;
2. To explore the legislative setting and initiatives undertaken by other London Boroughs and local authorities in relation to school road safety, particularly neighbouring and outer London Boroughs;
3. To explore road safety trends both locally and nationally;
4. To broadly assess the Council's approach to road safety within the vicinity of schools;
5. To influence any emerging Council plans with respect to road safety and traffic calming within the vicinity of schools;
6. Subject to the Committee's findings, to make any conclusions, propose actions, service and policy recommendations to the decision-making Cabinet.

Implications on related Council policies

A key role of Select Committees is to monitor the performance of Council services within their remit. Select Committees may also 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

The vision for the Councils road safety initiatives sits within some of the Councils core commitments and ambitions to residents contained within the Council Strategy 2022 - 2026 (*To be / feel safe from harm and Safe and Strong Communities*).

Financial Implications

There are no direct financial implications associated with this report.

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.

APPENDICES

NIL.

Classification – Public

Property, Highways and Transport Select Committee –10 January 2024

2024/25 BUDGET PROPOSALS FOR SERVICES WITHIN THE REMIT OF PROPERTY, HIGHWAYS & TRANSPORT SELECT COMMITTEE

Committee name	Property, Highways and Transport Select Committee
Officer reporting	Andy Goodwin & Ceri Lamoureux, Finance
Papers with report	N/A
Ward	All

HEADLINES

1. To comply with the Budget and Policy Framework procedure rules as part of the agreed consultation process for the General Fund and Housing Revenue Account budgets, alongside the Council's Capital Programme, this report sets out the draft revenue budget and Capital Programme for the services within the remit of the Property, Highways & Transport Select Committee. Following consideration by Cabinet on 14 December 2023, these proposals are now under consultation, and the relevant proposals being discussed at the January cycle of the Select Committees.
2. Cabinet will next consider the budget proposals on 15 February 2024, and the report will include comments received from Select Committees. At the meeting on 15 February 2024 Cabinet will make recommendations to full Council regarding the budget and Council Tax levels for 2024/25. Subsequently, Council will then meet to agree the budgets and Council Tax for 2024/25 on 22 February 2024.
3. The Committee needs to consider the budget proposals as they relate to the relevant service areas within the Property, Highways & Transport Cabinet Portfolio, but within the corporate context and the constraints applying as a result of the aggregate financial position of the authority.

RECOMMENDATIONS

4. **It is recommended that the Committee notes the budget projections contained in the report and comments as appropriate on the combined budget proposals affecting the relevant service areas within the Property, Highways & Transport Cabinet Portfolio, within the context of the corporate budgetary position.**

General Fund Budget

Budget Strategy

5. Budget proposals for 2024/25 have been prepared in the context of a wider strategy addressing the five-year MTFF period through which service expenditure is to be managed within available resources in the context of a challenging economic environment both in terms of an exceptional inflationary pressures, the impact of the cost-of-living crisis and the

continuing legacy of COVID-19. To balance the budget, the Council has a number of mechanisms at its disposal to deliver this including a combination of delivering efficiency savings, increases in the Council Tax, and Fees and Charges, whilst setting a strategy that increases reserves above those forecast within the 2023/24 position.

6. This budget strategy is based upon the principle of sound financial management set against the backdrop of these challenging economic conditions, with the latest monitoring position for the 2023/24 financial year reporting a net underspend of a minor £2k which will leave uncommitted General Balances at £26,848k entering the 2024/25 financial year.
7. However, the 2023/24 position reflects the use of Earmarked Reserves to fund £3,622k of exceptional inflationary pressures on service budgets including the 2023/24 pay award. Furthermore, the Council is drawing down £1,785k from reserves to fund local priorities, £1,535k to fund legacy impacts against taxation income driven by the pandemic and £692k of other costs. With windfall income from the West London Waste Authority of £1,500k offsetting these drawdowns, the net impact is a £6,134k use of reserves, leaving a closing balance of £13,926k against the Council's Earmarked Reserves.
8. The Month 7 monitoring position for the services within this select committee present a net variance of £422k favourable as presented in the table below:

Table 1: Service Operating Budgets

Cabinet Member Portfolio		Approved Budget	Forecast Outturn	Variance (As at Month 7)	Variance (As at Month 6)	Movement from Month 6
		£'000	£'000	£'000	£'000	£'000
Property, Highways & Transport	Expenditure	20,277	20,431	154	3	151
	Income	(10,418)	(10,994)	(576)	(421)	(155)
	Sub-Total	9,859	9,437	(422)	(418)	(4)
Services within the remit of other committees	Expenditure	140,708	140,493	(215)	(304)	89
	Income	(106,809)	(107,297)	(488)	(399)	(89)
	Sub-Total	33,899	33,196	(703)	(703)	0
Total Service Operating Budgets		260,767	260,765	(2)	(2)	0

9. With the following narrative setting out the variances and movement from Month 6 on an exception basis:
 - a. **Property, Highways & Transport** – An underspend of £422k is forecast, representing a favourable movement of £4k from Month 6. The movements in this area relate to the costs associated with property works increasing, offset by recharge income from the capital programme due to the intrinsic link between the property team and the delivery of the Council's capital programme. The overall variance in this area is driven by that connection between the properties service and the capital programme.

10. Of the £22,762k savings within the 2023/24 budget, 75% are banked or on track for delivery in full, with potential risks arising on 1% (£242k), relating to timing issues on practical implementation of two projects, which are ultimately expected to be resolved. Further information on this position is set out in the month 7 budget monitoring report also presented to Cabinet on this agenda, but it is expected that all 2023/24 savings will ultimately be banked in full or replaced with alternative measures in the event of any ongoing shortfall.
11. The position on the savings included in the 2023/24 budget within the remit of this Select Committee is as follows:

Table 2: Savings Tracker

Cabinet Member Portfolio	Blue Banked £'000	Green Delivery in progress £'000	Amber I Early stages of delivery £'000	Amber II Potential problems in delivery £'000	Red Serious problems in delivery £'000	Total £'000
Cabinet Member for Property, Highways & Transport	(721)	(733)	(100)	(303)	0	(1,857)
Services within the remit of other committees	(6,263)	(8,813)	(532)	(2,107)	(242)	(17,955)
Cross-Cutting	(500)	0	(500)	(1,950)	0	(2,950)
Total 2022/23 Savings Programme	(7,484) 33.0%	(9,545) 42.0%	(1,132) 5.0%	(4,360) 19.0%	(242) 1.0%	(22,762) 100.0%

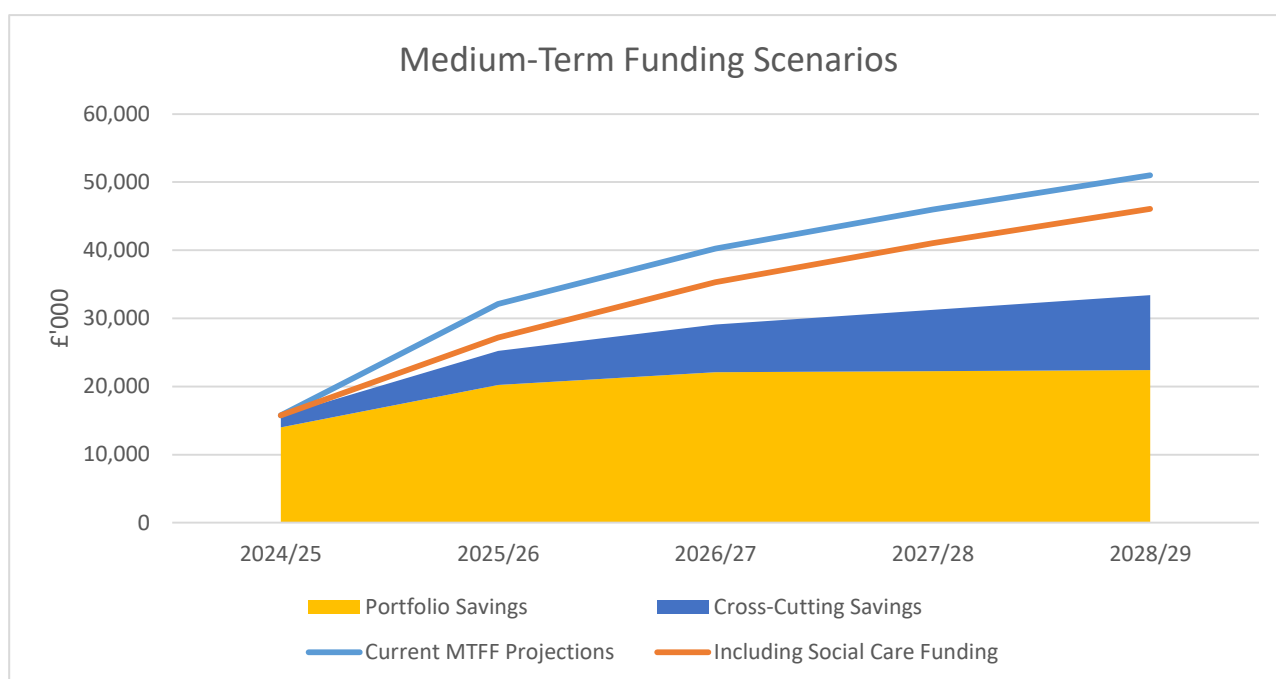
12. Based on 2.99% per annum increases in the core Council Tax and 2% per annum increases in the Social Care Precept for 2024/25, reducing to 3.8% overall increase in 2025/26 and 2.8% thereafter, funding available to support service expenditure is projected to grow by £35,209k to £298,487k between 2024/25 and 2028/29. A combination of exceptional inflationary pressures particularly in the earlier years of the budget strategy and demand-led pressures (including the legacy impacts of the COVID-19 pandemic), together with capital investment plans is projected to generate a £52,788k uplift in service expenditure across the five-year term. In order to address this differential, to date, a savings programme of £33,411k has been developed, leaving a residual budget gap of £17,579k across the five-year MTFF period, with £15,752k of savings being proposed for 2024/25 increasing throughout the later years of the MTFF period.

Table 3: Budget Strategy

	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Total Resources	263,278	280,712	280,462	287,245	292,253	298,487
Total Service Expenditure	263,278	280,712	287,351	298,386	306,971	316,066
Cumulative Budget Gap	0	0	(6,889)	(11,141)	(14,718)	(17,579)
<u>Of which, Service Expenditure in the remit of this committee:</u>						
Property, Highways & Transport	10,798	9,746	10,035	10,277	10,526	10,781
Services within the remit of other committees	253,102	273,059	282,568	295,264	305,501	316,240
Corporate Budgets	(622)	(2,093)	(5,252)	(7,155)	(9,056)	(10,955)
Total	263,278	280,712	287,351	298,386	306,971	316,066

13. As is the case for the vast majority of local authorities, the Council has experienced exceptional economic factors that are driving a material inflationary requirement, which is having a significant impact on the cost of providing services to residents, with Government funding no longer keeping pace with the increased expenditure the Council is facing. The generally accepted measure of inflation, the Consumer Price Index (CPI) continues to track above the Bank of England target rate of 2% and peaked at 11.1% in October 2022 before falling to 4.6% in the latest published data for October 2023. This high inflation environment has yielded a forecast inflationary requirement of £16,659k in 2024/25, rising to £48,176k by 2028/29.
14. This compares to a forecast of £10,906k for 2024/25 when the Council set out the previous iteration of the budget strategy in February 2023, with this latest refresh presenting a 53% increase from these projections. Inflation, together with further increase in demand-led growth and corporate items has generated the need for the continuing development of savings programmes. It is expected that this will continue to be a key requirement within our budget strategy in the years ahead.
15. The Autumn Statement announced in parliament on 22 November 2023 implied spending targets for unprotected Government departments from 2025/26 onwards will result in real terms spending reductions, with the OBR estimating spending on unprotected departments would fall by 2.3% in real terms from 2025/26, with this number forecast to increase to 4.1% per year, should the government follow through on its ambition to increase defence spending to 2.5% of GDP and return overseas development assistance to its 0.7% of gross national income target. This therefore might imply that the best-case scenario would see cash flat settlements from 2025/26 onwards.

Chart 1: Medium Term Funding Scenarios



16. As can be seen from the analysis above, the savings programme outlined in this budget strategy would only be sufficient to contain service expenditure within the resource envelope in a scenario where the £4.9m funding allocated by the Government in core Adult Social Care spending is retained in 2025/26 and beyond. However, the current savings programme reflects specifically identified actions at this time and we expect to develop and increase the programme further over the life of the MTFF. It should be recognised that in the absence of the retention of the aforementioned Adult Social Care Funding and increased savings, a requirement for a 30% uplift in core government grant support would be necessary in order to balance later years budgets.
17. The continuation of a second year of adverse economic conditions and the stubbornly high inflationary pressures represents the main cause of the current cost-of-living pressures, with the impact from increasing costs and declining revenues having negative impacts on local residents and businesses, with the Council in turn exposed to these forces and facing similar challenges in service delivery, albeit on a larger scale and in the context of a range of statutory responsibilities. The impact of this is particularly evident in the Council's homelessness prevention service, which is experiencing a sustained period of high demand, with the Council needing to materially increase the level of budgetary provision in this area. Furthermore, COVID-19 legacy issues continue to impact on Council services and finances, with pandemic related pressures believed to be a strong driver for the ongoing financial pressures within Adult Social Care.
18. Notwithstanding the additional challenges presented by adverse economic conditions and the legacy impacts from the pandemic, this budget strategy does not rely upon use of General Balances to support service expenditure and aims to increase net reserves over the five-year MTFF period to build the Council's financial resilience going forward, with this strategy

proposing an increase in reserves of £7,500k by 2028/29 if no unforeseen economic shocks are sustained. A review of the range of general risks affecting the Council and the anticipated release of significant sums from provisions and EMRs in 2023/24 indicates that the recommended level of uncommitted reserves (General Balances) should be between £22,000k and £41,000k, meaning that £4,848k over and above earmarked reserves remains available to the Council to deploy, should it be required.

19. In addition to General Balances, the Council holds Earmarked Reserves to manage specific risks, projects and cyclical expenditure commitments. At 31 March 2024, these are projected to total £13,926k, with £3,048k being the remaining balance of identified funding to meet exceptional inflationary pressures. This strategy includes no further release from earmarked reserves to fund ongoing service expenditure.
20. Savings proposals totalling £33,411k have been developed towards mitigating the emerging expenditure pressures as funding levels are projected to grow at a slower rate than demand for Council Services, with a residual £17,579k budget gap to be mitigated over the period from 2024/25 to 2028/29. As in previous years, savings proposals for the forthcoming financial year are specific in nature, with medium-term plans structured around wider strategic approaches to transformation of local services. Proposals have been developed within the themes of Service Transformation, Effective Procurement, Digital Strategy, Workforce, Managing Demand and Income Generation & Commercialisation and Zero Based Reviews, with an overview of specific measures set out within this report.
21. Following on from the Autumn Statement announcement in November 2023 and whilst the Local Authority settlement is still awaited, it is considered highly likely that Government Grants and Business Rates income will fail to match prevailing levels of inflation currently being experienced in the medium term and that demand levels for Adult and Children's Social Care provision have shown and will continue to show unrelenting growth. It has therefore proved necessary for the Council to continue the approach of proposing increases in Fees & Charges to keep pace with inflation and in part mitigate the shortfall in Government funding.
22. This draft budget outlines £346,869k of proposed capital expenditure – including substantial investment in local infrastructure, a new leisure centre and delivery of significant additional SEND capacity in the borough's schools – of which £74,076k is to be financed through borrowing. Taken together with historic capital spending, this investment will result in the Capital Financing Requirement peaking at £318,748k in 2025/26 and declining thereafter. Of this peak borrowing requirement, £271,057k is expected to necessitate external borrowing, with £47,691k being financed through General Fund reserves and working capital.
23. The following sections of this report and Appendix A provide further commentary and analysis to support the General Fund budget strategy, before returning to a summary of the Schools Budget position and Housing Revenue Account in turn.

Risk Management

24. In developing a strategy to deliver services within a constrained resource envelope, it is necessary to reflect upon both risk and opportunity arising from the Council's current financial standing, with this assessment in essence representing an informed view of the organisation's financial resilience. The following paragraphs provide an update on the constituent elements of this assessment:

- a. **General Fund Reserve-levels:** a key indicator of financial resilience, the Council is projected to retain £45.2m at 31 March 2023 between general and earmarked reserves at the time of budget setting in February 2023, with the final outturn for the year seeing this sum increase to £46.9m. Latest projections for the 2023/24 year would see this sum fall to £40.5m by 31 March 2024, which remains broadly in line with budget strategy assumptions as one-off or windfall gains are being deployed to meet additional cost pressures arising from the ongoing high inflation environment while also reflecting that the Council has historic commitments against specific earmarked reserves. Of this sum £26.9m is projected to be held in unallocated General Balance, with £13.9m earmarked for specific purposes.

The Corporate Director of Finance is required to set out a recommended range for unallocated reserves, which was set between £22m and £41m for the 2023/24 financial year. Current reserve levels are therefore towards the lower end of the acceptable range for an authority such as Hillingdon, and as outlined in the Section 25 Statement in the Budget Strategy report presented to Cabinet in February 2023, this budget now proposes increasing reserves by £7.5m by 2028/29. The recommended range for General Balances is predicated on the Council being able to deliver balanced budgets and makes no provision for substantial deployment of reserves over the MTFF period.

While reserve-levels remain within the recommended range, it is notable that the Council's absolute levels of reserve are an outlier in London – being ranked 31 from 33 authorities at 31 March 2022 (the last date for which comparable data is available). This will impact how the Council develops its budget strategy over the coming years with a focus on building resilience through £7.5m budgeted contributions to reserves over the five year period of the MTFF.

- b. **Dedicated Schools Grant Deficit:** the cumulative deficit arising from sustained underfunding of SEND provision by the Department for Education stood at £21.9m at 31 March 2023, equivalent to 47% of the Council's total General Fund Reserves. There is currently a time-limited statutory override in place until 31 March 2025 which ensures that this deficit does not impact upon general reserves, and the Council's General Fund budget strategy is predicated on the further continuation of this override. As the Council continues to invest significant funds and capacity to bring this ringfenced account into balance over the medium term, the DSG deficit will continue to represent an additional call on financial capacity.

- c. **Capital Financing Requirement:** this reflects the Council's underlying need to borrow and the element of historic investment that has not yet but will ultimately be funded from Council Tax receipts. At the time of the last budget setting in February 2023 this was projected to total £259.7m at 31 March 2023, with the final outturn position falling marginally to £257.6m as a result of slippage in planned capital spending. At 21.5% of the Council's £1,196m asset base, this does not represent an excessive level of borrowing for an authority such as Hillingdon and plans are in place to fully meet this obligation over the useful economic lives of the associated assets.

The Council retains no material interest in investment property or other commercial interests on its balance sheet, with assets held primarily for delivery of services to local residents. As a result, a material write-down of asset values is not considered a material risk for Hillingdon and economic conditions would not be in a position to require accelerated funding of the Capital Financing Requirement.

Shareholding in the Council's housing development company currently totals £4.9m, with facility for further lending to finance specific schemes on a case-by-case basis. Given the scale of projects delivered by the company and the Council's status as sole shareholder and lender, the risk of this operation adversely affecting the Council's broader financial resilience is limited.

25. On the basis of these core balance sheet measures, Hillingdon maintains significant capacity for capital investment with limited exposure to commercial risk, albeit with a lower level of reserves cover than other authorities which emphasises the requirements for a greater focus on reliable delivery of balanced budgets. While it is likely that almost all local authorities are facing a budgetary challenge of a similar nature to Hillingdon, it is notable some of those authorities may have higher debt and associated risk with the recent increases in interest rates. In this context the current MTFF strategy depends on the achievement of asset sales with circa £75 million assumed over the next five years and these providing the financing towards the Council's transformation programme and DSG Safety Valve agreement requirements.
26. Based on the Council's assessment of its financial resilience, the budget strategy presented in this report has taken a prudent approach to the review of inflation, with the Council's core inflation assumption being that CPI continues to track at circa 7% per annum for 2023/24 and 2024/25, before falling to 4% for 2025/26 before returning to the Bank of England target rate of 2% for the remainder of the five-year strategy. The approach assumes that much of the Council's core contracted expenditure ultimately presents for an increase of this magnitude, albeit with an expectation that the timing of uplifts will present on a staggered basis. On a similar approach, Social Care continues to generate a significant inflation requirement against an expenditure budget exceeding £110m. Energy and fuel inflation forecasts continue to track significantly above inflation, predominantly linked to the impact from the war in Ukraine with a further risk from the current Israeli-Palestinian Conflict.

27. Following ten years of Hillingdon freezing Council Tax before applying more modest increases in recent times, Hillingdon has positioned itself as a low tax authority, however, as the Government assume that Councils will raise Council Tax in line with the referendum threshold, the Council's core spending power is tracking behind where Government models would assess it to be. Indeed, it should be noted that as a result of the ten-year freeze, even after an increase in 2023/24, Council Tax levels in Hillingdon are amongst the lowest in London. This means that the robustness of estimates is critical as the Council needs to ensure that Service Operating Budgets are sufficient to fund services going forward without the reliance on reserves.
28. The Council continues to take a robust approach to the recommended Savings Programme, which is focussed on making improvements and efficiencies in service delivery rather than service reductions, with assessed proposals being included in the Council's budget strategy, and the majority of savings targets assigned to specific service departments, This allows the Council to have greater certainty in the delivery of the saving programme, albeit with an inherent level of risk due to continuing adverse economic conditions and the increasingly complex nature of the savings initiatives being undertaken.
29. The combination of this substantial savings programme and proposed uplifts in Fees & Charges are projected to secure £15.7m benefit in the 2024/25 financial year, indicating the scale of measures required to manage the increased savings requirement for the forthcoming financial year.
30. Based on the approach adopted to generating the Council's budget strategy, the procedures it follows, and the assumptions included in this report, the budget strategy is deemed to be based on sound forecasting and realistic assumptions that enable the Cabinet to present this position to the public, local businesses and Council members for consideration.
31. As part of the Cabinet's final budget proposals to Council presented in February 2024, the Corporate Director of Finance will provide assurances around robustness of estimates and adequacy of reserves as part of the statutory framework for local authority budget setting. These assurances will be framed with reference to principles and standards included within CIPFA's Financial Management Code.

Budget Proposals for the Property, Highways & Transport Select Committee

32. Service expenditure will grow due to inflationary pressures, demand-led growth and other corporate items including capital financing costs. The below table sets out the impact of these expenditure movements across the Cabinet Portfolios within the remit of this Select Committee for 2024/25.

Table 4: Service Expenditure Budget Proposals

	2023/24	Inflation	Demand-led Growth	Corporate Items	Savings Proposals	2024/25
	£'000	£'000	£'000	£'000	£'000	£'000
Property, Highways & Transport	10,798	732	0	0	(1,784)	9,746
Services within the remit of other committees	253,102	15,648	10,454	6,073	(12,218)	273,059
Corporate Budgets & Cross-Cutting Initiatives	(622)	279	0	0	(1,750)	(2,093)
Total Service Expenditure	263,278	16,659	10,454	6,073	(15,752)	280,712

33. Inflation: Cost pressures of £732k are projected against 2023/24 expenditure going into 2024/25, with material uplifts in relation to workforce budgets, contracted expenditure and energy costs. In line with wider MTFF modelling, inflation projections are predicated on CPI being 7% during 2023, 3% in 2024 and 2% from 2025 onwards, with a forecast one-year time lag on these indices impacting on Council expenditure. For a second successive year, the exceptional inflationary environment within the national, and global, economy is the largest driving force behind the Council's saving requirement in the short-term, with 2023/24 pay award being greater than the Council's assumptions at the time of setting the 2023/24 budget, leading to the 2024/25 budget proposals including an element of funding for the 2023/24 pay award above the budgeted level which is being funded from Earmarked Reserves in-year.
34. Demand-Led Growth: items within the remit of this Select Committee account for £0k of the £23,950k increase across the Council over the life of the budget strategy to 2028/29, with no items falling within the remit of this committee.
35. Corporate Items: budget movements within the remit of this Select Committee account for £0k of the £14,073k increase across the Council over the life of the budget strategy to 2028/29, with no Corporate Items falling within the remit of this committee.

Savings Proposals

36. As mentioned above, £15,752k of savings proposals have been incorporated into the draft budget for 2024/25, with £1,784k falling within the remit of this Select Committee. Details of the savings programme propels within the remit of this Select Committee are discussed below.
37. Property, Highways & Transport: Maximising the use of assets is core to the wider transformation programme and projects are underway to review assets across the Borough including a wide-ranging programme for the use of the Civic Centre, which will reduce running costs by £975k in 2024/25 and an asset review of the Garage Sites delivering a further £250k. As part of the review of assets, leases to voluntary sector organisations will be considered with a view to consolidating assets, which is anticipated to deliver £50k.

38. A comprehensive review of contracts within Facilities Management along with the appropriate recharging of works to leaseholders and licensors will deliver £360k. Zero-based reviews across Operational Assets and Highways will target a reduction of £145k from budgets.
39. Implementation of electric vehicle charging point (EVCP) infrastructure across the borough over the next 7 years is expected to deliver £36k in 2024/25. Sites include staff parking, Harlington Road Depot, High Street and on and off-street parking locations.
40. New maintenance technology has been implemented in the Highways Team resulting in cost savings for highways asset maintenance in 2024/25 of £30k.
41. A further £117k is to be delivered from reviewing staffing vacancies across the portfolio.

Capital Proposals

42. Capital investment of £217,772k over the period 2024/25 to 2028/29 has been incorporated into the wider General Fund budget strategy set out within this report, with £88,800k investment in major projects, primarily delivering new or expanded infrastructure, and £128,972k investment in recurrent programme of works, ensuring that existing infrastructure is maintained and improved. An overview of these investment plans including changes from the programme approved by Council in February 2023 is detailed below, with further detail available in Appendix A8 that accompanied the Consultation Budget Report presented at December Cabinet.

Table 5: General Fund Capital Programme by Cabinet Portfolio

	Major Projects £'000	Programme of Works £'000	Total £'000
Total Capital Programme	88,800	128,972	217,772
<u>Of which, Service Expenditure in the remit of this committee:</u>			
Property, Highways & Transport	70,034	88,736	158,770
Services within the remit of other committees	18,766	40,236	59,002
Total	88,800	128,972	217,772

43. Further to the overview presented above, the below section sets out the Capital Proposals within the remit of this Select Committee.
44. **Property, Highways and Transport** – total investment of £158,770k from 2024/25 to 2028/29 includes £16,738k to complete the construction of the new West Drayton Leisure Centre in 2025/26, and £23,296k to develop the new Hillingdon Water Sports facility, replacing facilities dispersed by the HS2 project. Other projects include £6,500k on the redevelopment of the Uxbridge Civic Centre to provide a modern base for Council services and release land for housing delivery, £4,736k investment in initiatives to reduce the borough's carbon footprint and £10,858k funding for Hillingdon First Limited to deliver high

quality homes. In addition, major projects to deliver new libraries in Yiewsley and Northwood as part of wider developments, and a range of new investment in other Council assets have been included in this budget.

45. Complementing major projects investment is £88,736k programme of works spend, including £40,000k for the borough's roads and footways infrastructure, £18,497k works to improve the fabric of the borough's existing schools, and £10,730k investment in adaptations for residents through the Disabled Facilities Grant Programme. Other programmes include the cyclical renewal of the Council's existing asset base, ensuring that this remains fit for purpose.

Housing Revenue Account

Capital Programme

46. Capital investment of £441,770k in expansion and enhancement of the housing stock over the period 2024/25 to 2028/29 has been fully reflected within this draft budget, including £264,951k funding to deliver 614 new dwellings gross and £176,819k investment in existing housing stock. Further detail on these investment plans can be found in Appendix B4, with a brief overview set out below.
47. Investment in new housing includes £131,248k budgets for the flagship regeneration projects on the Avondale and Hayes Town Centre estates which are expected to deliver 370 new homes, a net increase of 72 on the current configuration. A further £133,703k has been allocated to deliver 340 units through internal development and acquisitions, with project timelines set out to maximise use of retained Right to Buy receipts over the MTFF period.
48. £176,819k has been budgeted for an enhanced programme of works to stock, based around a five-year cycle and including renewal of key components such as kitchens, bathrooms, roofs, windows and boilers. Through these works and further investment in insulation measures, this programme of investment is intended to increase energy efficiency and thereby contribute towards tackling fuel poverty. Additionally, investment in major adaptations to properties will continue, ensuring that the wider needs of HRA tenants can be supported in their own homes where appropriate.

Table 7: HRA Capital Programme

	2024/25	2025/26	2026/27	2027/28	2028/29
	£'000	£'000	£'000	£'000	£'000
Major Projects	24,858	45,171	46,526	8,447	8,701
Housing Regeneration Programme	30,749	16,021	13,206	39,357	31,916
Programmes of Work	36,930	36,170	37,419	37,885	28,413
Total	92,537	97,362	97,151	85,689	69,030

Implications on related Council policies

Select Committees are at the heart of how the Council shapes policy at Member level.

How this report benefits Hillingdon residents

Select Committees directly engage residents in shaping policy and recommendations from 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

THE COUNCIL'S BUDGET: MEDIUM TERM FINANCIAL FOECAS 2024/25 - 2028/29, presented to 14 December 2023 Cabinet Meeting

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CABINET FORWARD PLAN

Committee name	Property, Highways and Transport 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 Property, Highways and Transport 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.

BACKGROUND PAPERS

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

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>

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Ref	Scheduled Upcoming Decisions	Further details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
SI = Standard Item each month/regularly Council Directorates: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services										
Cabinet meeting - Thursday 11 January 2024 (report deadline 11 December 2023)										
194	Queens Lodge Garages	Cabinet will consider a report regarding the disposal of the garages at the Queens Lodge, which is a Council owned apartment property in Margate.	N/A		Cllr Jonathan Bianco - Property, Highways & Transport	Property, Highways & Transport	P - James Raven / Julia Thompson		NEW ITEM	Private (3)
195	Black Horse Yard, Hayes	Cabinet will consider a report regarding the disposal of a smallholding used as a yard / storage at Black Horse Yard, Church Walk, near Barra Hall Park in Hayes.	Wood End		Cllr Jonathan Bianco - Property, Highways & Transport	Property, Highways & Transport	P - James Raven / Julia Thompson		NEW ITEM	Private (3)
177	Manned Guarding and General Security Contract	Cabinet will consider the Council's security contract for its building and infrastructure following a procurement exercise.	N/A		Cllr Jonathan Bianco - Property, Highways & Transport	Property, Highways & Transport	P/R - Sean Stone / P Soward			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		Cllr Jonathan Bianco - Property, Highways & Transport	Property, Highways & Transport	P - James Raven			Private (3)
153	Void Property Repair Service Contract	Cabinet will consider appointing a suitably experienced and qualified contractor(s) to undertake the Void Property Repair Service Contract. The Contract is predominantly for general building fabric repairs in all trades to Hillingdon's properties and dwellings, including outbuildings.	N/A		Cllr Jonathan Bianco - Property, Highways & Transport	Property, Highways & Transport	P / R - Liam Bentley / M Breen			Private (3)
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		All Cabinet Members	All	C - Democratic Services			Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	C - Democratic Services	TBC		Public
Cabinet Member Decisions expected - January 2024										

Scheduled Upcoming Decisions		Further details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
Ref										
SI = Standard Item each month/regularly Council Directorates: AS = Adult Services & Health P = Place C = Central Services R = Resources CS = Children's Services										
131a	Hillingdon Water Sports Facility and Activity Centre - Pre Contract Service Agreement	Cabinet in June 2022 agreed to progress this project and provided for delegated decision-making going forward for efficient project delivery. Therefore, Cabinet Members will receive a report regarding the appointment of a contractor for a Pre Contract Service Agreement and enabling works for the new Hillingdon Water Sports Facility and Activity Centre at Broadwater Lake, Harefield. This will include dredging works of the lake during September in close consultation with Natural England.	Harefield Village / Ickenham & South Harefield		Cllr Ian Edwards - Leader of the Council / Cllr Jonathan Bianco - Property, Highways & Transport / Cllr Martin Goddard - Finance	Property, Highways & Transport	P - Michael Naughton / Richard Weston			Private (3)
131b	Hillingdon Water Sports Facility and Activity Centre - Main Works Contract	Cabinet in June 2022 agreed to progress this project and provided for delegated decision-making going forward for efficient project delivery. As part of this, Cabinet Members will consider the appointment of the main works contractor for the detailed design and construction of the new Hillingdon Water Sports Facility and Activity Centre at Broadwater Lake, Harefield.	Harefield Village / Ickenham & South Harefield		Cllr Ian Edwards - Leader of the Council / Cllr Jonathan Bianco - Property, Highways & Transport / Cllr Martin Goddard - Finance	Property, Highways & Transport	P - Michael Naughton / Richard Weston			Private (3)
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	C - Democratic Services	Various		Public
Cabinet meeting - Thursday 15 February 2024 (report deadline 29 January)										
197	Purchase of Heavy Plant and Machinery for Fleet	Cabinet will consider the purchase of Heavy Plant and Machinery in support of the waste management operation at New Years Green Lane & Harlington Road.			Cllr Jonathan Bianco - Property, Highways & Transport	Property, Highways & Transport	R - Steve Gunter / Trudie Eldriny		NEW ITEM	Private (3)
198	Willowtree Marina, Yeading	Cabinet will consider a report regarding the disposal of land at the Willowtree Marina, Yeading.	Yeading		Cllr Jonathan Bianco - Property, Highways & Transport	Property, Highways & Transport	P - James Raven / Julia Thompson		NEW ITEM	Private (3)
057	Fleet Replacement Programme	As part of the Council's 7-year fleet replacement programme, Cabinet will consider the procurement of circa 90 vehicles required across Housing, Maintenance and Green Spaces.	All		Cllr Jonathan Bianco - Property, Highways & Transport	Property, Highways & Transport	R - Steve Gunter / Trudie Eldriny			Private (3)

Scheduled Upcoming Decisions			Further details			Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
Ref													
SI = Standard Item each month/regularly Council Directorates: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services													
166	Planned Works Roofing Program - Melbourne House	Cabinet approval will be sought to appoint the successful contractor for roofing and associated works at Melbourne House, a high rise housing block, Yeading Lane, Hayes	Yeading			Cllr Jonathan Bianco - Property, Highways & Transport	Property, Highways & Transport	P/R - Merrik Knight - P Soward					Private (3)
172	Planned Works Window Replacement Program	Cabinet approval will be sought to appoint the successful contractor, following competitive tender for future phases of the Council's replacement window programme in council housing.	N/A			Cllr Jonathan Bianco - Property, Highways & Transport	Property, Highways & Transport	P - Merrick Knight / Michael Breen					Private (3)
110a	The Council's Budget - Medium Term Financial Forecast 2024/25 - 2028/29 (BUDGET FRAMEWORK)	Following consultation, this report will set out the Medium Term Financial Forecast (MTFF), which includes the draft General Fund reserve budget and capital programme for 2024/25 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration.	All		Proposed Full Council adoption - 22 February 2024	Cllr Ian Edwards - Leader of the Council / Cllr Martin Goddard - Finance	All	R - Andy Evans	Public consultation through the Select Committee process and statutory consultation with businesses & ratepayers				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			All Cabinet Members	All	CS - Democratic Services					Public
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			Cllr Jonathan Bianco - Property, Highways & Transport	Property, Highways & Transport	P - James Raven					Private (3)
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All			All	TBC	CS - Democratic Services	TBC				Public
Cabinet Member Decisions expected - February 2024													
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various			All	TBC	CS - Democratic Services	Various				Public
Cabinet meeting - Thursday 21 March 2024 (report deadline 4 March)													

Ref	Scheduled Upcoming Decisions	Further details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
SI = Standard Item each month/regularly Council Directorates: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services										
057	Fleet Replacement Programme	As part of the Council's 7-year fleet replacement programme, Cabinet will consider the procurement of circa 90 vehicles required across Housing, Maintenance and Green Spaces.	All		Cllr Jonathan Bianco - Property, Highways & Transport	Property, Highways & Transport	R - Steve Gunter / Trudie Eldriny			Private (3)
SI	Housing Forward Investment Programme 2024/25 (and 2023/24 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 Corporate 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		Cllr Jonathan Bianco - Property, Highways & Transport	Property, Highways & Transport	P - Perry Scott / Gary Penticost			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		All Cabinet Members	All	CS - Democratic Services			Public
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		Cllr Jonathan Bianco - Property, Highways & Transport	Property, Highways & Transport	P - James Raven			Private (3)
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	CS - Democratic Services	TBC		Public
Cabinet Member Decisions expected - March 2024										
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	CS - Democratic Services	Various		Public
Cabinet meeting - Thursday 18 April 2024 (report deadline 1 April)										

Ref	Scheduled Upcoming Decisions	Further details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
SI = Standard Item each month/regularly Council Directorates: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services										
SI	School Capital Programme Update	The twice yearly update to Cabinet on the Council's major school infrastructure programme and upgrading of educational facilities to deliver a good quality education for all children in the Borough.	Various		Cllr Jonathan Bianco - Property, Highways & Transport / Cllr Susan O'Brien - Children, Families & Education	Property, Highways & Transport	P - Bobby Finch			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		All Cabinet Members	All	C - Democratic Services			Public
SI Page 29	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		Cllr Jonathan Bianco - Property, Highways & Transport	Property, Highways & Transport	P - James Raven			Private (3)
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	Various		All	TBC	C - Democratic Services	Various		Public
Cabinet Member Decisions expected - April 2024										
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	TBC	C - Democratic Services	Various		Public
Cabinet meeting - Thursday 23 May 2024 (report deadline 3 May)										
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		Cllr Jonathan Bianco - Property, Highways & Transport	Property, Highways & Transport	P - James Raven			Private (3)

Scheduled Upcoming Decisions			Further details		Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
Ref	SI = Standard Item each month/regularly Council Directorates: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services											
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		All Cabinet Members	All	C - Democratic Services					Public
Cabinet Member Decisions expected - May 2024												
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	TBC	C - Democratic Services	Various				Public
Cabinet meeting - June 2024 (date TBC)												
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		All Cabinet Members	All	C - Democratic Services					Public
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		Cllr Jonathan Bianco - Property, Highways & Transport	Property, Highways & Transport	P - James Raven					Private (3)
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Cabinet Member Decisions expected - June 2023												
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All		C - Democratic Services	Various				Public
CABINET MEMBER DECISIONS: Standard Items (SI) that may be considered each month												
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		Cllr Jonathan Bianco - Property, Highways & Transport	Property, Highways & Transport	P - TBC					Private (3)
SI	To consider rent reviews	To consider rent reviews of commercial and other premises.	tbc		Cllr Jonathan Bianco - Property, Highways & Transport	Property, Highways & Transport	P - TBC					Private (1,2,3)

Ref	Scheduled Upcoming Decisions	Further details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
SI = Standard Item each month/regularly Council Directorates: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services										
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		Cllr Martin Goddard - Finance (in conjunction with relevant Cabinet Member)	All - TBC by decision made	various	Corporate Finance		Public but some Private (1,2,3)
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 aquisition 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		Relevant Portfolio Cabinet Members	Property, Highways & Transport	P - Perry Scott			Private (1,2,3)
SI Page 31	Local Safety Schemes and Parking Revenue Account funded schemes	To consider petitions received and decide on future action	TBC		Cllr Jonathan Bianco - Property, Highways & Transport	Property, Highways & Transport	P - David Knowles	Traffic Liaison Group		Public
	Pedestrian Crossings	To approve schemes to provide crossing facilities	TBC		Cllr Jonathan Bianco - Property, Highways & Transport	Property, Highways & Transport	P - David Knowles			Public
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		Cllr Jonathan Bianco - Property, Highways & Transport	Property, Highways & Transport	P - David Knowles			Public
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		Cllr Jonathan Bianco - Property, Highways & Transport	Property, Highways & Transport	P - James Raven			Private (1,2,3)

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PROPERTY, HIGHWAYS AND TRANSPORT SELECT COMMITTEE - WORK PROGRAMME

Committee name	Property, Highways and Transport Select Committee
Officer reporting	Anisha Teji - Democratic Services
Papers with report	Appendix A – Work Programme
Ward	All

HEADLINES

To enable the Committee to track the progress of its work in 2023/24 and forward plan its work for the current municipal year.

RECOMMENDATION

That the Property, Highways and Transport Select Committee considers the Work Programme and agrees any amendments.

SUPPORTING INFORMATION

1. The Committee's meetings tend to start at 7pm and the witnesses attending each of the meetings are generally representatives from external organisations, some of whom travel from outside of the Borough. The forthcoming meeting dates for the Committee are as follows:

2023/24 Municipal Year Meetings	Room
10 January 2024, 7pm	CR5
08 February 2024, 7pm	CR5
06 March 2024, 7pm	CR5
09 April 2024, 7pm	CR5

Implications on related Council policies

A role of the Council's 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

The Council's Select Committees directly engage residents and external partners in the work they do.

Financial Implications

None at this stage.

Legal Implications

Classification: Public

Property, Highways and Transport Select Committee – 10 January 2024

None at this stage.

BACKGROUND PAPERS

NIL

MULTI-YEAR WORK PROGRAMME 2022 - 2026

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