



HILLINGDON  
LONDON



# Residents' Services Select Committee

## Councillors on the Committee

Councillor Wayne Bridges (Chairman)  
Councillor Colleen Sullivan (Vice-Chairman)  
Councillor Scott Farley (Opposition Lead)  
Councillor Janet Gardner  
Councillor Ekta Gohil  
Councillor Sital Punja  
Councillor Peter Smallwood

**Date:** WEDNESDAY, 29  
NOVEMBER 2023

**Time:** 7.00 PM

**Venue:** COMMITTEE ROOM 5 -  
CIVIC CENTRE

**Meeting  
Details:** Members of the Public and  
Press are welcome to attend  
this meeting

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Published: Tuesday, 21 November 2023

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## Terms of Reference

### Residents' Services Select Committee

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

Cabinet Member Portfolio	Cabinet Member for Residents' Services (Cllr Eddie Lavery)
Relevant service areas	<ol style="list-style-type: none"><li>1) Community Safety, Licensing, Standards and Enforcement</li><li>2) Planning &amp; Regeneration</li><li>3) Housing policy, homelessness &amp; tenancy management</li><li>4) Green Spaces, Sport &amp; Culture</li><li>5) Waste Services</li></ol>

#### Statutory Crime and Disorder Scrutiny

This Committee will act as a Crime and Disorder Committee as defined in the Crime and Disorder (Overview and Scrutiny) Regulations 2009 and carry out the bi-annual scrutiny of decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions. In practice, this is undertaken currently by a bi-annual review of the Safer Hillingdon Partnership, which includes senior officers from the Metropolitan Police, London Fire Brigade and Probation Service attending to answer questions from Councillors. More guidance on this important aspect of external scrutiny will be provided to the Committee.

#### Cross-cutting topics

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

- Climate Change
- Local impacts of Heathrow expansion
- Local impacts of High Speed 2
- Community Cohesion

# Agenda

- 1 Apologies for Absence
- 2 Declarations of interest in matters coming before this meeting
- 3 To receive the minutes of the previous meeting 1 - 6
- 4 To confirm that the items of business marked as Part I will be considered in public and those marked Part II will be considered in private

## **Part I - Members, Public and Press**

- 5 Hillingdon's Canals 7 - 16
- 6 Review Topic Selection 17 - 26
- 7 Forward Plan 27 - 38
- 8 Work Programme 39 - 42

## Minutes

### RESIDENTS' SERVICES SELECT COMMITTEE

25 October 2023



HILLINGDON  
LONDON

Meeting held at Committee Room 5 - Civic Centre

	<p><b>Committee Members Present:</b> Councillors Colleen Sullivan (Vice-Chairman, in the Chair), Darran Davies, Scott Farley (Opposition Lead), Janet Gardner, Ekta Gohil, Sital Punja and Peter Smallwood</p> <p><b>Others Present:</b> Melissa Blower (Housing Project Manager) Maggie Nelson (Head of Housing Needs) Liz Penny (Democratic Services Officer)</p>
23.	<p><b>APOLOGIES FOR ABSENCE</b> (<i>Agenda Item 1</i>)</p> <p>Apologies for absence were received from Councillor Wayne Bridges with Councillor Darran Davies substituting.</p>
24.	<p><b>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING</b> (<i>Agenda Item 2</i>)</p> <p>There were no declarations of interest.</p>
25.	<p><b>TO RECEIVE THE MINUTES OF THE PREVIOUS MEETING</b> (<i>Agenda Item 3</i>)</p> <p><b>RESOLVED:</b> That the minutes of the meeting dated 26 September 2023 be agreed as an accurate record.</p>
26.	<p><b>TO CONFIRM THAT THE ITEMS OF BUSINESS MARKED AS PART I WILL BE CONSIDERED IN PUBLIC AND THOSE MARKED PART II WILL BE CONSIDERED IN PRIVATE</b> (<i>Agenda Item 4</i>)</p> <p>It was confirmed that all the items of business were marked Part I and would be considered in public.</p>
27.	<p><b>THE LOCATA HOUSING SYSTEM</b> (<i>Agenda Item 5</i>)</p> <p>Maggie Nelson, Head of Housing Needs and Melissa Blower, Housing Project Manager, presented the Locata Housing System report.</p> <p>Members were informed that Locata was an online choice-based lettings (CBL) system which was available to anyone who wished to apply to join the social housing register. The Council's Social Housing Allocations Policy set out and governed how officers assessed and determined which applicants were eligible to join the housing register, which priority banding they were to be awarded and their bedroom size need. Locata was the most commonly used CBL system across all local authorities.</p> <p>The Committee heard that Locata was a computer-friendly system which could also be accessed via a tablet or mobile phone. It was easy to use, and applicants had direct</p>

access to the system to check their applications at any time. Once a Locata application had been completed and submitted, the information was fed into the Council's 'Civica' system where a process to carry out the assessment was initiated. The application also fed directly into the 'Northgate' system which catered for all other housing elements such as rent accounts, tenancy details and estates.

It was confirmed that all applicants were expected to apply online and only needed to have an email address to register. The application form took approximately 20 – 30 minutes to complete. All applicants were expected to upload their documents as part of their application. All documents added or any identified changes were updated through the same account. Bids for properties and offers of accommodation were also communicated through this account.

In response to questions from Committee Members, it was confirmed that banding was based on level of priority with A being the most urgent. Most properties that became available would be allocated to band A applicants hence those in band B tended to remain on the housing register for longer and numbers were higher. The information was reviewed annually to ensure people still wanted to remain on the housing register. Bandings would only be reviewed upon receipt of new information or when an applicant was at the point of becoming shortlisted for a property.

Members requested further clarification in respect of the waiting times set out on page 10 of the agenda pack. It was confirmed that these numbers were based on an average and did not necessarily fully reflect the length of waiting times – for example, an applicant could wait in band C for a considerable period and then move to band B for a short period of time before being allocated a property.

In response to questions from the Committee regarding enhanced banding, it was confirmed that an applicant could be moved up to a higher band if they met more than one of the priority criteria (medical need, overcrowding, 10-year residency etc). The housing register was only for those who had a housing need – those who were already suitably housed did not qualify. Members learnt that, within band A, enhanced priority was afforded to those who were required to move due to decanting, were under occupiers or were management transfers.

Members heard that banding letters were sent out to all new applicants detailing likely waiting times and explaining that it was unlikely the Council could offer a property to all those who joined the housing register due to the level of demand. New people were joining the register all the time hence those in lower bands were less likely to be housed. Allocation would also depend on bedroom need – someone in band B waiting for a one-bedroom property was much more likely to be successful than someone in the same band waiting for a larger house.

Members noted that some residents were not computer literate or did not have English as their first language and enquired how these residents were supported. Officers stated that letters were generally sent in English but translation services and user guides in different languages were available if needed.

Councillors requested further information regarding urgent cases. It was confirmed that, as set out in the Council's Social Housing Allocations Policy, urgency depended on the severity of need. Those in band A tended to include applicants who had an urgent medical need, needed to move to enable fostering or adoption, were in fear of violence or were hospital bed blockers. The system did not allow for more than one criterion to

be allocated to a case. Where more than one criterion applied, applicants could go to a panel where their case would be considered individually. A higher banding was sometimes awarded if there were multiple reasons why that person needed to move. If the applicant was already in the highest band, officers tended to apply the criteria which might attract additional priorities.

In response to further questions from the Committee, Members heard that, once an application had been submitted, the applicant was given a list of the documents needed to support their application. Officers assessed each application individually and requested additional information as required. Applicants could provide new information at any time which would be reviewed accordingly.

Members queried how digital poverty was being addressed. It was noted that residents could access the Locata system in libraries. If necessary, systems were in place to automatically bid for properties on behalf of residents. Those who lacked literacy skills were sometimes referred to support agencies who could assist them in completing the application form.

Councillors observed that some residents had reported difficulties whereby their banding had been updated but this had not been reflected on the Locata system. Members heard that the Council used two systems – Locata was the front of house system but there was also a back-office system. Sometimes there was a delay in data loading which could result in the two systems not matching up for a while. At the request of Members, it was agreed that officers would explore this further in an attempt to resolve this anomaly.

Members sought further details regarding the Hardship Panel. It was reported that the Panel usually comprised senior management officers from the Housing Team, although other professionals working with families also attended on occasion.

In response to further questions from Committee Members, it was confirmed that officers would not normally review a case unless they were notified of a change. If a resident felt they had been awarded the wrong banding, a review process was in place to enable people to appeal against the decision. Officers would then review the case to ensure the correct decision had been made.

With regards to fraud, Members heard that a system was in place to ensure the appropriate checks were carried out when someone was shortlisted for a property; the counter fraud team was also requested to carry out an inspection.

**At the request of Councillors, it was agreed that statistics showing the number of people on lower bandings who had been offered housing would be shared after the meeting.** Members were informed that smaller households on band B were more likely to secure a property because there were less people bidding for these properties and a higher proportion of stock. Waiting times and statistics regarding numbers of lets were published annually. The Locata system also provided a feedback option and advised residents of any properties for which they had been shortlisted. Officers always attempted to be as realistic as possible to ensure residents understood that those on a lower banding were much less likely to be offered a property.

Members welcomed this approach but regretted the fact that residents in need of a larger family home were less likely to be offered anything. It was confirmed that, at the beginning of October, 3575 residents had been registered to place bids for social

housing on Locata – this figure was quite an accurate representation of the total number of people who approached the Council with a housing need. Anyone who approached as homeless and was owed a prevention Duty or relief Duty would automatically be added onto the housing register, albeit it in one of the lower bands initially until the full application had been assessed – ten year residency in the Borough was not essential.

It was confirmed that the specific criteria for each banding were set out in the Council's Social Housing Allocations Policy; this could be further clarified by officers if necessary.

In response to further questions from the Committee, it was noted that, when a case was reviewed and an applicant was moved up a band, the priority date was reset at that point to reflect the change in circumstances and need. It would be unfair to retain previous waiting times at this point. When the Council had adopted the current Locata system, all existing cases had been migrated from the old system and priority dates / waiting times had been retained.

Members enquired how the Council ensured that all relevant criteria were considered in a holistic way. It was confirmed that this was the responsibility of the Hardship Panel. Officers also worked closely with colleagues in social services and other agencies and, when an applicant had a developing need, attempted to move them as quickly as possible.

Members were advised that applicants could place bids on Locata any day of the week. Most adverts for properties only stayed on the system for seven days, so residents were advised to log on the same day each week so as not to miss out on anything within a bidding cycle. New voids were added weekly and were only re-advertised if they had not been allocated in the first round which happened rarely.

Councillors reported that they had heard of cases whereby residents had been unable to bid on certain properties or properties had disappeared from Locata before the seven days had expired. It was confirmed that this sometimes happened when properties were withdrawn from Locata, either because the property was no longer becoming void or because an urgent need to move necessitated a direct allocation. It was also noted that, if residents did not log in to their individual accounts, they could see all the properties advertised on the Locata system including those they were not eligible to bid for.

Members enquired whether it would be possible for those residents who were unable to access the Locata system themselves and relied on automatic bidding, to be kept informed of the status of their bids and provided with feedback. It was acknowledged that this was not currently happening and applicants were only contacted when they were shortlisted for a property. **Officers agreed to explore the possibility of enhancing the Locata system to provide monthly feedback to those on automatic bidding.**

With regards to banding, Members learnt that, within band A, enhanced priority was afforded to those who were required to move due to decanting, people who were under occupiers and people who were management transfers.

**RESOLVED: That the Locata Housing System report be noted.**

28. **FORWARD PLAN** (*Agenda Item 6*)



	<b>RESOLVED: That the Forward Plan be noted.</b>
29.	<b>WORK PROGRAMME</b> ( <i>Agenda Item 7</i> ) <b>RESOLVED: That the Work Programme be noted.</b>
	The meeting, which commenced at 7.00 pm, closed at 7.50 pm.

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

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## HILLINGDON'S CANALS

<b>Committee name</b>	Residents' Services Select Committee
<b>Officer reporting</b>	Liz Penny, Democratic Services Officer
<b>Papers with report</b>	Hillingdon's Canals – "Hidden Asset and Golden Opportunity" (report from the Chair of the Hillingdon Canals Partnership)  List of Hillingdon Canals Partnership Community Canalside projects
<b>Wards</b>	Harefield, Uxbridge, Colham & Cowley, Yiewsley, West Drayton and Hayes Town

### HEADLINES

To enable the Committee to gain a better understanding of the canal network in Hillingdon and what it has to offer.

### RECOMMENDATIONS

That the Residents' Services Select Committee notes the content of the Hillingdon Canal Partnership report and seeks further clarification as necessary.

### SUPPORTING INFORMATION

Members of the Residents' Services Select Committee attended a canal site visit along a section of the Grand Union Canal on 1 November 2023. The visit provided an invaluable opportunity to engage with representatives of interested parties including the Hillingdon Narrowboats Association, the Canal & River Trust and the Hillingdon Canals Partnership. Councillors were able to view for themselves the work which has been undertaken thus far to improve the canal towpaths and to learn more about the current challenges faced in relation to antisocial behaviour, graffiti, signage, disability access and funding. Members welcomed the chance to be appraised of the potential opportunities the Canal presents, particularly in terms of its health, leisure and educational benefits.

Further to the Select Committee's site visit, the attached report provides an opportunity to discuss learnings, provide feedback and update those Members who were unavailable to attend the site visit due to prior commitments. David Brough, Chair of the Hillingdon Canals Partnership, will be in attendance to answer any Members' questions that may arise. Priscilla Simpson, Sport and Physical Activity Team Manager, who attended the site visit will also be present to update the Committee on matters relating to health and leisure activities.

### How this report benefits Hillingdon residents

The report will prompt further discussion in relation to the opportunities offered by the Canal and how its potential could be fully realised to benefit local communities.

**Financial Implications**

None at this stage.

**Legal Implications**

None at this stage.

**BACKGROUND PAPERS**

Nil.

## **HILLINGDON'S CANALS – HIDDEN ASSET AND GOLDEN OPPORTUNITY**

### **Introduction**

Hillingdon has more miles of canal than any other London Borough, but its enormous potential has yet to be fully realised. The Hillingdon Canals Partnership was formed more than 12 years ago by the Council, the then British Waterways and other key partners including the Inland Waterways Association, Hayes Town Partnership, Sharks Canoe Club and Stockley Park. Its remit was to promote the use and improvement of the canal through Hillingdon. Much has been achieved but there is still more to be done. That is why the Partnership was heartened to learn that the Residents' Services Select Committee had decided to organise a cruise between Yiewsley and Hayes and I was pleased to be able to help in securing the use of the Elsdale vessel.

### **What does the canal have to offer?**

The main line of the Grand Union Canal runs virtually the whole length of the Borough from Harefield in the north down to Uxbridge, Cowley, Yiewsley, West Drayton, Stockley Park and through Hayes Town before leaving the Borough and heading for Brentford and the Thames. The Paddington Branch runs from Bulls Bridge near to the Hayes By-pass and north through Yeading and into Greenford before joining the Regents Canal and proceeding into central London and beyond. A small stretch of the Slough Arm is also in Hillingdon.

As everybody will know, the canals were originally built to carry freight, but that role has dwindled to virtually nil. Now they are used almost entirely for leisure boating but their main impacts on the Borough are as a:

- Key element of the drainage system.
- Green corridor that enhances the environment.
- Walking and cycling route that can be used for exercise and transport.
- Part of important town centres that can add to the street scene.
- Generally quiet place that aids relaxation and good mental health.
- Opportunity for volunteering in litter clearing and local improvements.
- Source of water for cooling adjoining buildings.
- Part of the Borough's history.

What is remarkable is how few residents know what the canal has to offer. Indeed, many hardly realise that it exists as anything other than a water channel that they might glance at occasionally when crossing a bridge.

The stretch of the canal from Harefield to Cowley has a wonderful environment and needs little but careful protection. However, visitors to Hayes or West Drayton Town Centres would hardly know there is a canal and boaters passing through would hardly know there are town centres to visit.

## **The Council's contribution**

The canals are now run by the Canal and River Trust which is a national charity responsible for all the canals in England and Wales. The Trust relies heavily on the involvement and support of partner organisations including local Councils.

In Hillingdon the importance of the canal to the infrastructure and the environment has long been recognised in strategic planning and this is reflected in the Borough Plan.

The Trust has had a long-term programme for the improvement of the towpath through the length of the Borough and for a number of years it received financial support from Transport for London. As a result of the pandemic TfL was forced to cut that funding but the Council stepped in by negotiating and facilitating Section 106 agreements with developers to generate the money needed for the improvement of nearby stretches of towpath. Much has been achieved and unimproved gaps will gradually receive attention as further funds are forthcoming from already approved developments.

Section 106 and Chrysalis funding were used for a project in Hayes Town Centre that replaced high walls above the towpath with railings. The area had previously been a haunt for drinkers but, by making it more open, there has been an improvement in the situation. Unfortunately, for financial reasons, the Council has not been able to proceed with the boardwalk scheme on Botwell Bridge that would have opened up views of the canal for users of the Town Centre and made the towpath more welcoming.

Planning have worked with individual developers to ensure that new buildings make more positive use of the canal frontage and this has happened very effectively at a number of locations including Stockley Park and the former Nestles factory site in Hayes.

The Council has provided funding to enable the engagement of consultants by the Trust for a number of canal-side improvements which have been identified in full consultation with members of the Canals Partnership.

Ward budgets have been used to help fund the Hayes Canal Festival which has been a very successful initiative attracting around 2000 people from the diverse local communities to come and experience a range of water-based and land-based activities.

Waste Services have often helped with the collection and disposal of rubbish collected from towpaths by volunteer groups such as Hillingdon Litterpickers, Hayes Muslim Centre and the Hillingdon Gurkha Nepalese Community.

Individual primary schools have worked with the Trust's Learning & Skills Coordinator to deliver presentations and sometimes boat trips for local children to learn about the history of the canals and their environment. These sessions have also been an opportunity to highlight issues of water safety.

As a result of anti-social behaviour emanating from an over-staying moored boat, the Canals Partnership initiated a protocol to set out the respective roles of the Trust, the local Police and the Council and this was agreed by all three parties.

The above list is not exhaustive and there are probably many other initiatives and activities of which I am not aware. However, the important point to make is that there has never been an overall plan or programme for the Council to get the most out of the canals for its residents. As far as I am aware this has not been within the remit of any Council department or officer.

### **What more can be done to exploit the potential of the canal?**

Whether or not the Council sees the need for some sort of overall plan there are still a lot of steps that can be taken to make further improvements. A number of issues came up during the boat trip by Committee members including:

#### Use of the towpath for led walks.

Now that the quality of the towpath has been substantially improved there are good grounds for making more use of them through led walks. Both the Trust and the Council have programmes, and these could be more closely coordinated. In some parts of the country towpaths have become a central part of social prescribing with distances being marked out for people to reach as part of an exercise regime. Hillingdon could explore something similar.

#### Improved signage

During the boat trip we saw various examples of information boards that have been subject to graffiti and are also old and decrepit. Attractive well-designed boards are one way of informing people about the canal and encouraging them onto the towpath. Regrettably, the Trust's budget for a replacement programme has had to be cut. Opportunities are being taken to encourage developers to pay for such boards near to their sites but is there perhaps scope for Ward budgets to be used for this purpose?

#### Graffiti and tags

At a number of bridges and other locations we saw unsightly graffiti and tags. In some parts of the country professionally designed projects have resulted in

attractive displays that have then not been subject to graffiti. Is there scope for something similar in Hillingdon?

### School involvement

Mention has been made of the fact that some schools make use of the excellent curriculum materials produced by the Trust but unfortunately the previous boat trips provided by Hillingdon Narrowboats have been curtailed for financial reasons. There is probably potential for more schools to be involved in using online materials or by organising school visits and the Canals Partnership intends to make contact with schools that are not currently engaged. Members with links to schools within a reasonable distance of the canal might also be able to help.

### Elsdale

The boat we used for the trip was originally built by Groundwork Trust as a floating classroom. In the days of the Hillingdon Community Trust, it gave grants to schools to enable them to take children on trips free of charge, but that funding source eventually dried up as did a grant from the National Lottery. By being electrically-operate the boat was way ahead of its time but the lack of funding led to a deterioration in its condition and for a number of years it was rented out as a temporary church in east London. It is now back in west London under the management of the Sharks Canoe Club and a mooring space has been secured at the Nestles development in Hayes. The Sharks are in the process of devising a business plan for 2024 and although the Council may not be able to help financially there may be other ways in which it could assist.

### Canal-side improvements

Mention has already been made of a number of canal-side improvements that have been devised by the Trust in consultation with the Canal Partnership and with funding for consultants being provided by the Council. A list of these projects is attached for information.

Implementation of these projects depends on the identification of further funding, and this is going to be challenging. Any help that the Council can give in setting up opportunities with developers or other potential sources will be much appreciated by the Trust and the Partnership.

### Canal festivals

The Hayes Canal Festival has been very successful in raising the awareness of the canal by local people. It has provided a range of activities and entertainment for families at no charge, and it has also been a very good way of bringing diverse communities together. As mentioned above, some funding previously came from Ward budgets but by working with developers the Canals Partnership



has secured £20,000 a year from Colt Data Centre and their contractors. Is there any scope for starting similar events in other town centres?

**David Brough**  
**Chair**  
**Hillingdon Canals Partnership**

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## Hillingdon Canals Partnership Community Canalside projects

Hillingdon Canals Partnership Community Canalside projects – status November 2023

Location	Delivery lead	Status
Colham Bridge approach public realm and wayfinding	Council/Transport	Designs developed and to be delivered by end March 24. (S106 funding allocated)
Roberts Close canalside	TBA/council	Clear consensus on vision not achieved following residents' input. Further exploration of opportunities needed, to be delivered by council teams.
Horton Bridge Ramp	Trust	Design developed, subject to planning consent and funding to progress. (previously allocated funding by TfL but withdrawn due to pandemic impacts on funded programme).
Stockley Park Canalside, including wayfinding and interpretation sign	Prologis/Trust	Designs developed with Prologis as part of consented development, due for delivery starting this winter.
Western View – planting scheme and access improvements	Trust/council/ developers  TBA	Trust preparing to undertake vegetation clearance this winter season, subject to quote. Planting plan to follow. Requiring some funding.  Wider plans for improved access and natural surveillance to be pursued through canalside developments at Silverdale and Austin Estates.
North Hyde Gardens access ramp	Ark Datacentres	Consented scheme under advanced discussions with Council and Trust, to be delivered by developer.
Hayes Bypass underbridge and activity hub	Council/Transport	£10k council funding allocated and consultant to be appointed to progress stage 2 design development and engagement with asset owners and stakeholders. Some delivery funding in place.  Transport for London Bulls Bridge walking/cycling connections project progress currently unclear.
Bull's Bridge improvements including bridge repointing/repainting and interpretation sign replacement	Trust/Partnership	Seeking funding for bridge repointing/repainting and interpretation sign replacement.  Support from members of the Partnership in exploring potential for nearby uses and opportunities.

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## POLICY REVIEW DISCUSSION & GUIDANCE

<b>Committee name</b>	Residents' Services Select Committee
<b>Officer reporting</b>	Liz Penny, Democratic Services
<b>Papers with report</b>	Appendix A - Review topic selection scorecard
<b>Ward</b>	All

### HEADLINES

To discuss ideas regarding suitable review topics for the Select Committee. To assist, this report provides guidance on the Committee's remit, an overview of how reviews can be undertaken, potential new and previous review topics and a scorecard to use to assess.

### RECOMMENDATIONS

**That the Committee:**

- 1. Notes the guidance on undertaking policy reviews in Appendix 1;**
- 2. Seeks to make use of the scorecard attached in Appendix 1 (Annex A) to assess any policy review topic ideas;**
- 3. Develops a single or shortlist of potential topic ideas over the coming months or year for officers to scope further and report back to the Committee on feasibility.**
- 4. Delegates to the Democratic Services Officer, in conjunction with the Chairman (and in consultation with the Opposition Lead) any further agreement on review topic selection as required.**

### SUPPORTING INFORMATION

#### **The Committee's direct remit of activity**

This Select Committee's specific Terms of Reference are set out below. This sets the parameters (or service areas) in which the Committee can undertake a policy review, present findings, request reports and provide direct input on matters:

#### **Cabinet Member Portfolios:**

Cabinet Member for Residents' Services

#### **Relevant service areas:**

Community Safety, Licensing, Standards and Enforcement  
Planning & Regeneration  
Housing policy, homelessness & tenancy management  
Green Spaces, Sport & Culture  
Waste Services

## Statutory Crime and Disorder Scrutiny

### Cross cutting topics:

Climate Change  
Local impacts of Heathrow expansion  
Local impacts of High Speed 2  
Community Cohesion

### Selecting a topic and undertaking a review

Appendix 1 attached provides detailed guidance on selecting topics and undertaking any policy review. A Scrutiny Topic Scorecard is provided to assist with this. Further guidance can be sought from Democratic Services.

### Previous policy reviews

It is advised not to review an area that has either been recently reviewed by a committee or is subject to internal review or planned service transformation to avoid duplication and additional resourcing. A list of past reviews over the last 5 years, pertinent to this Committee's remit is shown below for information:

#### 2023/24

- [Alleygating in Hillingdon](#)  
(considered at the [Cabinet meeting on 9 November 2023](#))

#### 2022/23

- [Empty Homes and Council Tax](#)  
(considered at the [Cabinet meeting on 15 December 2022](#))

#### 2021/22

- [Our engagement with tenants and leaseholders](#)  
(considered at the [Cabinet meeting on 17 February 2022](#))

#### 2020/21

- [Review into Littering and Fly-tipping](#)  
(considered at the Virtual [Cabinet meeting on 22 October 2020](#))

#### 2019/20

- [Community safety and new policing structures in Hillingdon](#)  
(considered at the [Cabinet meeting on 25 July 2019](#))

#### 2018/19

- [Payment modernisation for key resident services](#)  
(considered at the [Cabinet meeting on 30 May 2019](#))

### Possible topics under current consideration:

Only where previously suggested or recorded in the minutes, below lists potential review topics for further discussion and who from. Members may wish to present their own new topic ideas at

the meeting and provide details of what particular aspects merit a review to assist officers in any scoping exercise.

It is important to differentiate between “information reports” you may wish to come before a committee to look at a service and then “review topics” which are more in-depth reviews resulting in a final report and the focus of this report.

As mentioned in Appendix 1, one way to ‘test out’ a potential policy review topic would be to add it as an ‘information report’ to an upcoming meeting on the work programme, to probe the matter further with Council officers or other stakeholders and ascertain whether it merits a fuller review – again perhaps running it through the Scrutiny Topic Scorecard provided.

### **Potential information items / review topics suggested at previous meetings:**

Housing Services / Housing Reception – registration process and information given to applicants (potential review topic).

Homelessness (potential review topic).

Parking Enforcement Contract (suggestion from other Members).

### **Implications on related Council policies**

A statutory role of the Select Committees is to undertake reviews and make recommendations to the Cabinet who are responsible for the Council’s policy and direction. Reviews selected should be consistent with the Council’s policy and budgetary framework.

### **How this report benefits Hillingdon residents**

None at this stage, pending any findings and recommendations devised in the final report.

### **Financial Implications**

None at this stage.

### **Legal Implications**

None at this stage.

### **BACKGROUND PAPERS**

NIL.

# Appendix 1 - Guidance on undertaking policy reviews

Over the years, Hillingdon's overview and scrutiny committees have undertaken successful in-depth reviews of Council services and policies. This has resulted in a number of positive changes locally, with some also affecting policy at a national level. Such committees engage Councillors in a wide range of Council activity and build a greater understanding about service provision to residents.

Policy reviews generally seek to:

1. Address a [significant] matter affecting the Borough
2. Seek to improve the delivery and/or efficiency of local services
3. Consider changes to policies or procedures to improve outcomes to residents/users

## REVIEW PHASES

The typical phases of a review are as follows and set out further below:

- 1 Selection of topic
- 2 Scoping the review / setting out objectives
- 3 Witness & evidence stage (this is the main activity)
- 4 Findings and Draft recommendations (possible early report draft)
- 5 Final report approved by Committee
- 6 Referred to Cabinet for consideration
- 7 Monitoring the implementation of recommendations once approved / amended by Cabinet at meetings, i.e. in six months

### 1. Selection of topic

It is always best to sound out and check the feasibility of potential review topics early on, as there will be lots of ideas coming forward and often knowing what topic will add most value will be difficult to gauge at this stage. It is important not to generalise, e.g. a review into waste services.

It may also not be known whether a topic is currently under review by the Cabinet or Council officers or part of a planned service transformation in due course. All of this and other factors need to be investigated and in particular, any duplication of review activity should not take place.

Whilst most policy reviews last a number of months, not all policy review ideas will suit this and may benefit from a single meeting review. It really depends on the scope of the review. It very narrow, i.e. a particular service policy, then a single meeting review may suffice. If a review seeks to look at an entire way a service operates then a number of months may be required to ensure you can undertake all your witness sessions and secure the necessary evidence and information before you formulate your findings.



Ideas for review topics can come from a number of sources including:

- Committee Members
- Cabinet Members.
- Council officers
- External partners / organisations
- Residents
- Ombudsman findings

When Councillors or the Committee itself considers a potential review topic, it is recommended running it through the Scrutiny Topic Scorecard (see Annex A). This gives you the opportunity to 'score' topics based upon their impacts under the following criteria:

<b>Resident focused</b>	<b>Influence</b>	<b>Achievable</b>
<b>Correct remit</b>	<b>New</b>	<b>Wider support</b>
<b>Drives improvement</b>	<b>Drives transformation and efficiency</b>	<b>National impact</b>

Another way to consider a potential review topic, is to add this as an information item at an upcoming meeting on your work programme, to probe the matter further with Council officers and ascertain whether it merits a fuller review – again perhaps running it through the Scorecard above.

It is strongly advised that one review topic is undertaken at any one time, given resources.

## 2. Scoping report

Once a topic is agreed upon by the Committee, then officers will prepare a scoping report setting out the objectives of the review for your consideration. The scoping report will show how the review can be timetabled and structured, i.e. through themed witness sessions, along with details of potential witnesses and other contextual information to get the review started, e.g. lines of enquiry or questioning of witnesses.

The scoping report is a 'live' document owned by the Committee. Should the review's focus change mid-review, then the scoping document and its objectives can be adapted.

## 3. Witness and evidence stage

Ultimately, the Committee's efforts are at their best when external witnesses and residents participate, adding value to intelligence gathering and findings. In support of this, Committees have undertaken a variety of both formal and informal activity "in meetings" and "outside meetings". It is important to pull together a broad evidence based for any potential findings later on. Additionally, the ability for Councillors to bring their 'local' insight is highly valuable. Activities the Committee can undertake include:

- Surveys / social media
- Promotion of review to seek views
- Invite the relevant Cabinet Member to attend for their views
- Question key council officers
- Hold informal workshops

- Networking events, e.g. with partners
- Have closed meetings, i.e. confidential, such as social care clients
- Commission reports from council officers / externally
- Request data and intelligence on the topic
- Visits to other local authorities
- Undertake site visits within the Borough or council facilities
- Appoint experts or advisors to join the Committee throughout its review
- Selecting the best range of witnesses to get a real user / resident perspectives
- Invite national experts in their field

Whilst information will be provided to Councillors, it may be helpful when preparing for this stage of a review, that Councillors:

- Prepare their draft questions for each witness in advance;
- Read a witness bio or find out more about their organisation;
- Do their own additional research on the topic - you may find something officers don't!
- Use their network of councillors in other local authorities to seek views;
- Tell residents at Surgeries / Ward Walks about your review, get their thoughts.

#### **4. Findings and draft recommendations & 5. Final Report**

After hearing from witnesses and receiving evidence, the Committee then will meet to pull together all the information and shape its collective findings, i.e. what needs to be improved or changed as a result.

The Committee will form 'draft' recommendations from this, which consistent with the Protocol on Cabinet and Scrutiny Relations, are usually shared with the Cabinet Member for their feedback and valuable insight.

In developing any recommendation, the Committee should bear in mind the following:

- Meet the initial aims / objectives of the review
- Be SMART, Specific, Measurable, Achievable, Relevant, Time-bound
- Not be a short-term fix, but a lasting outcome
- Consider the financial aspect, e.g. cost neutral, provide savings or if at a cost, then affordable – and if possible aligned with the MTFP (budget planning process)
- Be based on a broad evidence base as possible and 'user or resident' insight
- Not create additional bureaucracy, e.g. if it relates to a policy, then to seek to review or amend existing policies (unless there is an absolute imperative for a new policy)
- If publicity or wider engagement or education is recommended, to target such communications as best as possible rather than generally
- Consider 'conclusions' as well as any specific recommendations.

Around this time, the Democratic Services Officer supporting the Committee will advise further on findings and drafting recommendations. Throughout this process, their role is critical to the Committee, to guide Members and secure the information and any witness activity that Members wish to undertake. They also work with the Chairman to bring the final draft report for the Committee to approve before it is scheduled to Cabinet.

## **6. Referred to Cabinet & 7. Monitoring of recommendations**

The Committee's report will be shared with the Leader and Cabinet Member and scheduled to a Cabinet meeting as soon as possible. There is a legal requirement for any such report to be considered by the Cabinet.

Should Cabinet approve the Committee's recommendations, then they become official policy and officers are charged with implementing them.

A post report review is undertaken in say 6 months or a years' time to see how the Committee's recommendations have been implemented. This is scheduled on your work programme.

## Annex A – Scrutiny Topic Scorecard 2022-2026

	<i>Criteria scores showing 1-5 (5 being the highest, 0 the lowest). Then add up the total score. The higher the better review.</i>									
<b>Topic</b>	<b>Resident focused</b>	<b>Correct remit</b>	<b>Influence</b>	<b>New</b>	<b>Achievable</b>	<b>Wider support</b>	<b>Drives improvement</b>	<b>Delivers transformation and efficiency</b>	<b>National impact</b>	<b>Score</b>

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See criteria descriptions overleaf...

**Detailed criteria to assess review scoring** (5 being the highest, 0 the lowest)

**Resident-focused** – The topic will have high impact on residents and the community, with public interest and scope for making a positive difference (can be universal or a targeted group of people or an area of the Borough e.g. young people or a particular town centre)

**Correct remit** – A topic that is clearly covered in the Committee’s Terms of Reference and does it cut clearly into the domain of other Committees (unless a cross-cutting brief). If it does, then see if you can narrow the focus of the topic.

**Influence** - A topic that relates to a service, event or issue in which the Council is in control of, has a significant stake in or influence over the matter, e.g. with partners.

**New** - A new, fresh topic preferably. One which has not previously been reviewed by a Committee in the last 2-3 years, or which is not currently being reviewed by another Committee or internally by Cabinet Members and Officers, e.g. through service transformation.

**Achievable** – A topic that is not open ended. One where the Committee’s work programme can accommodate the review. Where there is likely to be a good level of expertise and information to draw on to complete. Does the topic need to be narrowed to make it more achievable?

**Wider support** - A topic that is likely to receive buy-in from the Committee and wider Council, e.g. Cabinet Members, Officers. Or support is welcome from partner organisations to review the matter.

**Drives improvement** - A topic where performance levels of a service have dropped on a consistent basis, or the contractor is not performing against agreed standards or there are significance (evidenced) complaints or feedback from residents on the matter.

**Delivers transformation and efficiency** – a topic in support of the Council budgetary objectives, any areas where service re-modelling is under consideration in the medium to longer-term, that with Members’ insight can help to deliver future savings, efficiencies and value for money services to residents. A topic where new ways of working could be adopted to benefit service delivery.

**National impact** – A topic where emerging or recent legislation mean that it would be timely to review the matter to ensure Hillingdon Council is well prepared. Or a topic, that whilst Hillingdon focussed, could potentially be of benefit to other local councils or governmental authorities.

## RESIDENTS' SERVICES SELECT COMMITTEE - CABINET FORWARD PLAN

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

### HEADLINES

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

### RECOMMENDATION

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

### SUPPORTING INFORMATION

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

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

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

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

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

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

	<b>Committee action</b>	<b>When</b>	<b>How</b>
1	<b>To provide specific comments to be included in a future Cabinet or Cabinet Member report on matters within its remit.</b>	<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	<b>To request further information on future reports listed under its remit.</b>	<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	<b>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.</b>	<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	<b>To identify a forthcoming report that may merit a post-decision review at a later Select Committee meeting</b>	<p>As part of its post-decision scrutiny and broader reviewing role, this would be where the Select Committee may wish to monitor the implementation of a certain Cabinet or Cabinet Member decision listed/taken at a later stage, i.e., to review its effectiveness after a period of 6 months.</p> <p>The Committee should note that this is different to the use of the post-decision scrutiny 'call-in' power which seeks to ask the Cabinet or Cabinet Member to formally re-consider a decision up to 5 working days after the decision notice has been issued. This is undertaken via the new Scrutiny Call-in App members of the relevant Select Committee.</p>	<p>The Committee would add the matter to its multi-year work programme after a suitable time has elapsed upon the decision expected to be made by the Cabinet or Cabinet Member.</p> <p>Relevant service areas may be best to advise on the most appropriate time to review the matter once the decision is made.</p>



## BACKGROUND PAPERS

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

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# Scheduled Upcoming Decisions

Ref

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)
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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 9 November 2023 (report deadline 23 October)

153	<b>London Borough of Hillingdon Smoke Control Order</b>	The Environment Act 2021 brings in new powers for Councils to enact Smoke Control Orders to include all waterways. The Council may enforce against persons using unapproved burners and may enforce against businesses selling unapproved fuels. Cabinet will be requested to - 1) Revoke all previous versions of Smoke Control Orders 2) Approve new Smoke Control Order for whole borough and all waterways	All		Cllr Eddie Lavery - Residents' Services	Residents' Services	P - Stephanie Waterford / Christopher Davis			Private (3)
SI	<b>Public Preview of matters to be considered in private</b>	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	<b>Reports from Select Committees</b>	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 - November 2023

SI	<b>Standard Items taken each month by the Cabinet Member</b>	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
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## Cabinet meeting - Thursday 14 December 2023 (report deadline 27 November)

175	<b>The Collection and Treatment of co-mingled dry recycling materials</b>	The existing contract for the collection and processing of co-mingled dry recycling expires in March 2024. This report will seek Cabinet approval to extend the contract for two years in accordance with the existing contract from April 2024.	N/A		Cllr Eddie Lavery - Residents' Services	Residents' Services	P/R - Anna Humphries / Allison Mayo		NEW ITEM	Private (3)
176	<b>Parking Enforcement Policy</b>	Cabinet will consider a significant change to the Council's Parking Enforcement Policy relating to observation periods before fines are issued and what happens when a Penalty Charge Notice cannot be served due to the vehicle driving away or because the Civil Enforcement Officer is prevented from serving it.	All		Cllr Eddie Lavery - Residents' Services	Residents' Services	P - Beth Rutherford		NEW ITEM	Private (3)

# Scheduled Upcoming Decisions

Ref

## 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										
185	<b>Library Strategy Update and Relocation of Uxbridge Library</b>	Cabinet will receive a report updating them on the implementation of the Library Strategy approved earlier in the year, along with proposals to relocate the Uxbridge flagship Library to the Civic Centre providing a more modern library experience, facilities and access improvements for residents, as part of the Civic Centre transformation project.	Uxbridge		Cllr Eddie Lavery - Residents' Services	Residents' Services	P - Darren Deeks		NEW ITEM	Public
139a	<b>Homelessness Strategy, Allocation Policy and Private Sector Placement Policy, Tenancy Strategy and Policy - Consultation Drafts</b>	Cabinet will consider for public consultation some key housing related policies. These are the Homelessness Strategy, the Housing Allocation Policy on how social housing is allocated to those on the housing register, along with the Council's policy on placing tenants in temporary accommodation and private rented accommodation. Cabinet will also consider the Council's Tenancy Strategy and Policy which provides guidance to registered social housing providers and sets out the approach to allocating and managing social housing tenancies, respectively.	All		Cllr Eddie Lavery - Residents' Services	Residents' Services	P - Debbie Weller	Public consultation / Select Committee		Public
04	<b>Local Flood Risk Management Strategy</b>	Following approval of the Flood Action Plan in May 2021, Cabinet will consider consultation on an updated Local Flood Risk Management Strategy detailing the Council and partner's approach to tackling local flooding. The Strategy is a statutory requirement.	All		Cllr Eddie Lavery - Residents' Services	Residents' Services	P - Ian Thynne	Select Committee and public consultation.		Public
110a	<b>The Council's Budget - Medium Term Financial Forecast 2024/25 - 2028/29 (BUDGET FRAMEWORK)</b>	This report will set out the Medium Term Financial Forecast (MTFF), which includes the draft General Fund reserve budget and capital programme for 2023/24 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 Martin Goddard - Finance	All	R - Andy Evans	Public consultation through the Select Committee process and statutory consultation with businesses & ratepayers		Public
SI	<b>Public Preview of matters to be considered in private</b>	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	<b>Reports from Select Committees</b>	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 - December 2023

## Scheduled Upcoming Decisions

Ref 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)
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SI = Standard Item each month/regularly Council Directorates: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services										
SI	<b>Standard Items taken each month by the Cabinet Member</b>	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 11 January 2024 (report deadline 11 December 2023)

178	<b>CCTV Service, Maintenance, Repair &amp; Upgrade Contract</b>	Cabinet will receive a report and make decisions regarding the Council's CCTV contracts following a procurement exercise.	N/A		Cllr Eddie Lavery	Residents' Services	P/R - Mike Emmett - P Soward		NEW ITEM	Private (3)
SI	<b>Planning Obligations and Community Infrastructure Levy Annual Monitoring report</b>	Cabinet will receive an annual update report to monitor spending on section 106 (developer contribution) monies along with the Community Infrastructure levy.	All		Cllr Eddie Lavery - Residents' Services	Residents' Services	P - Nicola Wyatt			Public
146 Page 33	<b>Residential Landlord, Shared Ownership and Mortgaged Properties Buildings Insurance Scheme Contract Award</b>	The existing short-term Residential Landlord, Shared Ownership and Mortgaged Properties Buildings Insurance Scheme contract managed by Housing expires on 1st April 2024. This report seeks Cabinet approval for new contracting arrangements beyond this date for a long-term agreement. The required statutory consultation will take place as per relevant regulations, including a first stage consultation in July/August and second stage consultation in November 2023, following the results of the procurement exercise.	N/A		Cllr Eddie Lavery - Residents' Services / Cllr Martin Goddard - Finance	Residents' Services	P / R - Rod Smith / Trudie Eldriny			Private (3)
SI	<b>Public Preview of matters to be considered in private</b>	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	<b>Reports from Select Committees</b>	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

SI	<b>Standard Items taken each month by the Cabinet Member</b>	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
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### Cabinet meeting - Thursday 15 February 2024 (report deadline 29 January)

# Scheduled Upcoming Decisions

Ref

## 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										
173	<b>Contract for environmental specialist cleaning services</b>	The existing Environmental Specialist Cleaning Services contract within Waste Services expires in March 2024. Such services include dog fouling bins, clinical waste, public toilets, dead animal collection and other waste materials. The report will seek Cabinet approval for new contracting arrangements from April 2024 following a procurement exercise.	N/A		Cllr Eddie Lavery - Residents' Services	Residents' Services	P/R - Anna Humphries / Allison Mayo		NEW ITEM	Private (3)
174	<b>Fencing Contract incorporating installation, repair and maintenance</b>	The existing Fencing Contract that covers the installation, maintenance and repair of damaged areas of fencing, gates, bollards, barriers etc.. across 240 Green Spaces sites expires in March 2024. This report will seek Cabinet approval for new contracting arrangements from April 2024 following a procurement exercise.	N/A		Cllr Eddie Lavery - Residents' Services	Residents' Services	P/R - Jamie Bell / Allison Mayo		NEW ITEM	Private (3)
182	<b>Library book contract</b>	The current contract for the provision of library books for Hillingdon libraries expires in March 2024. This report will present an appraisal of procurement options with a recommendation on contract award from April 2024. This includes adults and children's fiction & non-fiction materials to all libraries and mobile libraries.	N/A		Cllr Eddie Lavery - Residents' Services	Residents' Services	P/R - Darren Deeks & Carlos Montecino / Allison Mayo		NEW ITEM	Private (3)
184	<b>The Council's Budget - Medium Term Financial Forecast 2024/25 - 2028/29 (BUDGET FRAMEWORK)</b>	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	<b>Public Preview of matters to be considered in private</b>	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	<b>Reports from Select Committees</b>	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	CS - Democratic Services	TBC		Public
<b>Cabinet Member Decisions expected - February 2024</b>										
SI	<b>Standard Items taken each month by the Cabinet Member</b>	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)**

## Scheduled Upcoming Decisions

Ref

### 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	<b>Public Preview of matters to be considered in private</b>	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	<b>Reports from Select Committees</b>	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	<b>Standard Items taken each month by the Cabinet Member</b>	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
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### Cabinet meeting - Thursday 18 April 2024 (report deadline 1 April)

139b	Page 35	<b>Homelessness Strategy, Allocation Policy and Private Sector Placement Policy, Tenancy Strategy and Tenancy Policy</b>	Following public consultation, Cabinet will consider the responses and then make a decision regarding various key housing related policies. These are the Homelessness Strategy, the Housing Allocation Policy on how social housing is allocated to those on the housing register, along with the Council's policy on placing tenants in temporary accommodation and private rented accommodation. Cabinet will also consider the Council's Tenancy Strategy and Policy which provides guidance to registered social housing providers and sets out the approach to allocating and managing social housing tenancies, respectively.	All		Cllr Eddie Lavery - Residents' Services	Residents' Services	P - Debbie Weller	Public consultation / Select Committee		Public
SI		<b>Public Preview of matters to be considered in private</b>	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		<b>Reports from Select Committees</b>	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	<b>Standard Items taken each month by the Cabinet Member</b>	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
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### Cabinet meeting - Thursday 23 May 2024 (report deadline 3 May)

## Scheduled Upcoming Decisions

Ref

### 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	<b>Public Preview of matters to be considered in private</b>	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
<b>Cabinet Member Decisions expected - May 2024</b>										
SI	<b>Standard Items taken each month by the Cabinet Member</b>	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
<b>CABINET MEMBER DECISIONS: Standard Items (SI) that may be considered each month</b>										
SI	<b>Urgent Cabinet-level decisions &amp; interim decision-making (including emergency decisions)</b>	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		Cllr Ian Edwards - Leader of the Council	TBC	C - Democratic Services	TBC		Public / Private
SI	<b>Release of Capital Funds</b>	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	<b>Petitions about matters under the control of the Cabinet</b>	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		All	TBC	C - Democratic Services			Public
SI	<b>To approve compensation payments</b>	To approve compensation payments in relation to any complaint to the Council in excess of £1000.	n/a		All	TBC	various			Private (1,2,3)

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# Scheduled Upcoming Decisions

Ref

## 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	<b>Acceptance of Tenders</b>	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		Cllr Ian Edwards - Leader of the Council OR Cllr Martin Goddard - Finance / in conjunction with relevant Cabinet Member	TBC	various			Private (3)
SI	<b>All Delegated Decisions by Cabinet to Cabinet Members, including tender and property decisions</b>	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		All	TBC	various			Public / Private (1,2,3)
SI	<b>Chrysalis Programme of Environmental Improvements</b>	The Cabinet Member will be asked to consider the approval of projects.	Various		Cllr Eddie Lavery - Residents' Services	Residents' Services	P - Helena Webster			Public
SI	<b>External funding bids</b>	To authorise the making of bids for external funding where there is no requirement for a financial commitment from the Council.	n/a		All	TBC	various			Public
SI	<b>Response to key consultations that may impact upon the Borough</b>	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		All	TBC	various			Public

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## RESIDENTS' SERVICES SELECT COMMITTEE - WORK PROGRAMME

<b>Committee name</b>	Residents' Services Select Committee
<b>Officer reporting</b>	Liz Penny, Democratic Services Officer
<b>Papers with report</b>	Appendix A – Work Programme
<b>Ward</b>	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 Residents' Services Select Committee considers the Work Programme report 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
14 June 2023	CR5
19 July 2023	CR6
26 September 2023	CR6
25 October 2023	CR5
29 November 2023	CR5
16 January 2024	CR5
13 February 2024	CR5
13 March 2024	CR5
10 April 2024	CR5

### Site Visits

Members of the Residents' Services Select Committee have undertaken a number of site visits in recent months to include the CCTV room in the Civic Centre, Harlington Road Depot, Heathrow Imported Food Office, Hillingdon Fire Station and Breakspear Crematorium.

### Implications on related Council policies

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

## **How this report benefits Hillingdon residents**

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

## **Financial Implications**

None at this stage.

## **Legal Implications**

None at this stage.

## **BACKGROUND PAPERS**

Nil.

# MULTI-YEAR WORK PROGRAMME 2022 - 2026

	2023/24												2024/25						
	May No meeting	June 14	July 19 - Cancelled	August No meeting	September 26	October 25	November 29	December No meeting	January 16	February 13	March 13	April 10	May No meeting	June	July	August	September	October	November
<b>Residents' Services Select Committee</b>																			
<b>Review: TBC</b> Topic selection / scoping stage Witness / evidence / consultation stage Findings, conclusions and recommendations Final review report agreement Target Cabinet reporting																			
<b>IN PROGRESS: Major Review: tbc</b> Topic selection / scoping stage Witness / evidence / consultation stage Findings, conclusions and recommendations Final review report agreement Target Cabinet reporting																			
<b>Regular service &amp; performance monitoring</b> CIL Expenditure Monitoring - Annual Report & S106 Mid-year budget / budget planning report Strategic Climate Action Plan: Annual Update Cabinet's Budget Proposals For Next Financial Year Cabinet Forward Plan Monthly Monitoring																			
<b>One-off information items</b> ASB Service Update Local Flood Risk Management Strategy Update on housing transformation project The impact of HS2 (parking and traffic) High Street Regeneration post-Covid Public Spaces Protection Orders Graffiti Removal Sports - facilities, engagement & inclusivity Tree Planting Animal Welfare Street Champions Food Waste - success of the scheme Local - Live Demonstration Monitoring of Master Plan for Uxbridge (Council Strategy) Weed Spraying Housing Allocation Policy Consultation Draft Update on Canal Site Visit Resident usage of new digital system to report ASB & impact of increased fees on fly tipping																			
<b>Crime &amp; Disorder - Statutory Scrutiny (themed)</b> Safer Hillingdon Partnership Development Safer Hillingdon Partnership Performance Safer Hillingdon Partnership Performance & Theme 2 - TBC SHP Performance - Casey review / actions to address concerns																			
<b>Past review delivery</b> Review of Alley Gating																			
<b>Internal use only</b> Date deadline confirmed to report authors Report deadline Agenda publication date																			

Committee Site Visits (dates tbc)	
CCTV Control Room, Civic Centre (25 July 2022)	
Uxbridge and West Drayton Leisure Centre	
Harlington Road Depot (28 September 2022)	
Weed Killing Contractor (6 June 2023)	
Heathrow Airport (Imported Food Office) (4 October 2022)	
Noise Team	
Hillingdon Fire Station (7 December 2022)	
Graffiti Removal	
Breakepear Crematorium (25 January 2023)	
Harefield and Yiewsley Civic Amenity Sites	
Traffic wardens	
Canal Visit - 1 November 2023	
Abandoned Vehicles	
The Battle of Britain Bunker (26 July 2023 at 6pm)	
Building Control	
Planning Enforcement	
HS2 Site Visit	

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