



HILLINGDON  
LONDON



# Corporate Resources & Infrastructure Select Committee

## Councillors on the Committee

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

**Date:** TUESDAY 23 JULY 2024

**Time:** 7.00 PM

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

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

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

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## Terms of Reference

<b>Cabinet Member Portfolios</b>	<ul style="list-style-type: none"> <li>• Leader of the Council</li> <li>• Cabinet Member for Corporate Services</li> <li>• Cabinet Member for Finance</li> <li>• Cabinet Member for Property, Highways &amp; Transport</li> </ul>
<b>Relevant service areas</b>	<ol style="list-style-type: none"> <li>1) Democratic Services</li> <li>2) Finance</li> <li>3) Procurement &amp; Commissioning</li> <li>4) Counter Fraud &amp; Business Assurance</li> <li>5) Digital &amp; Information (Customer Access, Business Intelligence, Digital, Technology, Information Governance)</li> <li>6) Strategic Partnerships</li> <li>7) Consultation &amp; engagement</li> <li>8) Corporate Communications</li> <li>9) Legal Services</li> <li>10) Human Resources</li> <li>11) Business Administration (incl. Mortuary)</li> <li>12) Transformation (BID)</li> <li>13) Operational Assets (Repairs &amp; Engineering, Planned Works, Disabled Facilities, Building safety &amp; FM)</li> <li>14) Property Services</li> <li>15) Capital Programme (inc. Major Projects)</li> <li>16) Transportation</li> <li>17) Highways</li> <li>18) Health &amp; Safety / Emergency Response</li> </ol>

### Cross cutting topics

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

- Resident Experience
- Civic Centre, Property and built assets

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

# Agenda

- 1 Apologies for Absence
- 2 Declarations of interest in matters coming before this meeting
- 3 Minutes of the previous meeting 1 - 4
- 4 To confirm that the items of business marked as Part I will be considered in Public and that the items marked as Part II will be considered in Private
- 5 Electric Vehicle Infrastructure Review: 12 Month Update 5 - 14
- 6 Internal/External Communications Update 15 - 24
- 7 Forward Plan 25 - 34
- 8 Work Programme 35 - 38

# Agenda Item 3

## Minutes

### CORPORATE RESOURCES & INFRASTRUCTURE SELECT COMMITTEE

12 June 2024



Meeting held at Committee Room 5 - Civic Centre

	<p><b>Committee Members Present:</b> Councillors John Riley (Chair), Adam Bennett (Vice-Chair), Kaushik Banerjee, Farhad Choubedar, Stuart Mathers (Opposition Lead) and Narinder Garg</p> <p><b>LBH Officers Present:</b> Anisha Teji, Democratic Services Kirstie Newham, Emergency Management and Response Service Manager</p>
3.	<p><b>APOLOGIES FOR ABSENCE</b> (<i>Agenda Item 1</i>)</p> <p>Apologies for absence were received from Councillor Elizabeth Garelick.</p>
4.	<p><b>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING</b> (<i>Agenda Item 2</i>)</p> <p>None.</p>
5.	<p><b>MINUTES OF THE PREVIOUS MEETING</b> (<i>Agenda Item 3</i>)</p> <p><b>RESOLVED:</b> That the minutes of the previous meeting be agreed as an accurate record.</p>
6.	<p><b>MINUTES FROM THE PROPERTY, HIGHWAYS AND TRANSPORT SELECT COMMITTEE - 9 APRIL 2024</b> (<i>Agenda Item 4</i>)</p> <p><b>RESOLVED:</b> That the minutes of the Property, Highways and Transport Select Committee meeting dated 9 April 2024 be agreed.</p>
7.	<p><b>MINUTES FROM FINANCE AND CORPORATE SERVICES SELECT COMMITTEE - 17 APRIL 2024</b> (<i>Agenda Item 5</i>)</p> <p><b>RESOLVED:</b> That the minutes of the Finance and Corporate Services Select Committee meeting dated 17 April 2024 be agreed as an accurate record.</p>
8.	<p><b>TO CONFIRM THAT THE ITEMS OF BUSINESS MARKED AS PART I WILL BE CONSIDERED IN PUBLIC AND THAT THE ITEMS MARKED AS PART II WILL BE CONSIDERED IN PRIVATE</b> (<i>Agenda Item 6</i>)</p> <p>It was confirmed that all items would be heard in Part I.</p>

9.	<p><b>INTRODUCTION TO THE CORPORATE RESOURCES AND INFRASTRUCTURE SELECT COMMITTEE AND ITS REMIT</b> (<i>Agenda Item 7</i>)</p> <p>The Committee considered the report detailing the Corporate Resources and Infrastructure Select Committee's remit. Members received information on the Committee's Terms of Reference, recent and current activity undertaken by other Select Committees, policy reviews and a full breakdown of different service areas.</p> <p>Members took the view that the title of the Committee should be renamed to the ' Finance, Corporate Resources and Infrastructure Select Committee. It was considered that this would help to convey one of the primary responsibilities of the Committee. Members asked Democratic Services to explore this further.</p> <p>Members acknowledged that this was a committee with a huge remit that considered various service areas. Ensuring thorough preparation and understanding of the agenda in advance was important to enable focussed and effective discussions at meetings. It was noted that site visits would also be useful.</p> <p><b>RESOLVED: That Democratic Services explore the possible renaming of the Committee and that the report be noted.</b></p>
10.	<p><b>COUNCIL'S EMERGENCY MANAGEMENT AND RESPONSE SERVICE</b> (<i>Agenda Item 8</i>)</p> <p>The Emergency Management and Response Service Manager provided Members with an overview of the service and recent examples of emergency management.</p> <p>Members were advised that the service existed due to legal obligations under the Civil Contingencies Act 2004 which required local authorities to plan, respond and provide resolutions during emergencies. Emergencies included events or situations that posed serious harm to human welfare, the environment, or national security.</p> <p>The legal requirements of the act included assessing the likelihood of emergencies, conducting horizon scanning for risks and developing emergency plans to mobilise resources effectively. It also included establishing business continuity management arrangements, warning and informing residents during emergencies and sharing information with other local partners such as the ambulance, police and fire services. A key function of the service was to maintain the Hillingdon Multi Agency Community Risk Register by identifying any threats and mitigating any risks.</p> <p>The Committee heard that a template for business continuity plan was provided to every service across the Council to complete and these were audited to ensure that they were fit for purpose. The Council's Corporate Emergency Response Plan set out the procedures for emergency communications with a focus on communicating to residents and staff during an emergency</p> <p>Members were informed that the Hillingdon Resilience Forum (HRF) had 84 members that facilitated cooperation among local responders through multi-agency training and exercises. The Council's Emergency Management and Response Service involved category one and category two responders, including blue light partners, utility companies, transport providers, telecommunications, charities, and the voluntary sector. Additionally, the Council maintained an Emergency Management command structure ensuring 24/7 capabilities for responding to emergencies.</p>

The Committee heard that the Emergency Management and Response Service operated on the nationally recognised model of bronze, silver, and gold. This standardised model ensured efficient multi-agency working and officers were informed of emergencies by the services or the contact centre. Officers would then assess the situation and coordinate the necessary response. Common emergencies included floods and fires.

The Committee was provided with real life examples of emergencies that had recently occurred such as car collision in Hayes, a suspected unexploded World War Two ordinance and a serious fire impacting two neighbouring houses.

Further to Member questions regarding the use of the bronze, silver and gold system, it was explained that this operated both locally and nationally and the roles ensured 24/7 coverage to respond to emergencies. In terms of the impact of location and risk of emergencies, it was noted that being close to Heathrow Airport posed increased risks such as counter terror, aviation collisions and fires.

In response to questions around managing emergencies in the Borough and available resources, it was noted that concurrent emergencies anywhere in the Borough would put pressure on council resources. However, mutual aid arrangements across London allowed resources to be borrowed from other local authorities. External resource could be sought after at least 48 hours. Members were advised that the ability to manage emergencies depended on the specific circumstances such as size, scale and complexity. It was noted that there tended to be approximately three emergencies a month.

During Member questions it was noted that not all emergencies required a local authority response, and many were dealt in isolation by the emergency services. In order to ensure that the risk register was up to date the Emergency Management and Response Service liaised with different service areas to identify emerging risks. Joint working with other councils and county authorities was key in managing emergencies. A collaborative effort was required to ensure that residents were prepared for emergencies such as having fundamental basics in the home.

Members were informed that London, like many places, faced the threat of cyber-attacks and recent incidents highlighted the impact of these threats. Members were advised that London had a cyber response framework in place to guide its actions if targeted by such attacks. Additionally, business continuity plans addressed scenarios where technology failed entirely, including power outages. Preparing for these contingencies was crucial to maintaining essential services. The Committee was assured that cyber security was a high priority on the Hillingdon risk register.

The Committee thanked the Emergency Response Manager for the informative, detailed and insightful presentation. Members considered that it would be useful to receive yearly data on the volume and types of emergencies at the next update to the Committee.

**RESOLVED: That the Committee noted the presentation on the Council's Emergency Response Service.**

11.	<p><b>ROAD SAFETY REVIEW UPDATE</b> (<i>Agenda Item 9</i>)</p> <p>The Committee considered the report on the former review into the Council’s Road Safety Initiatives and Activities around the Borough’s Schools. The report outlined the review and the draft recommendations put together by the former Committee.</p> <p><b>RESOLVED: That the Committee:</b></p> <ol style="list-style-type: none"> <li>1. <b>Noted the former select committees’ review and their final draft conclusions, findings and recommendations in Appendix 1.</b></li> <li>2. <b>Delegated submission of these, and the final report on the matter to the Cabinet to the Democratic Services Officer, in consultation with this Committee’s Chair and other Members as appropriate.</b></li> </ol>
12.	<p><b>FORWARD PLAN</b> (<i>Agenda Item 10</i>)</p> <p>The Committee requested further information on the London Borough of Hillingdon Digital Strategy prior to going to Cabinet in September 2024. It was agreed Democratic Services would look into this further and report back to the Committee.</p> <p><b>RESOLVED: That the Committee noted the Forward Plan and requested further information on the London Borough of Hillingdon Digital Strategy.</b></p>
13.	<p><b>WORK PROGRAMME</b> (<i>Agenda Item 11</i>)</p> <p>After reviewing the minutes of the former Property, Highways and Transport Select Committee at agenda item 4, Members expressed concern regarding the status of the Council’s Fleet. An update was requested by Members to explore this matter further at the July 2024 meeting. It was agreed that Democratic Services would liaise with officers to arrange an update.</p> <p>It was also agreed that Democratic Services would liaise with officers to obtain an update on digitalisation.</p> <p><b>RESOLVED: That the Committee noted the Work Programme and agreed to hear updates on the Council’s Fleet and Digitalisation.</b></p>
	<p>The meeting, which commenced at 7.00 pm, closed at 8.23 pm.</p>

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



## Electric Vehicle Infrastructure Review: 12 Month Update

<b>Committee name</b>	Corporate Services & Infrastructure Select Committee
<b>Officer reporting</b>	Poonam Pathak, Place Directorate
<b>Papers with report</b>	Appendix 1 – EV units Select Committee recommendations 2022
<b>Ward</b>	All

### HEADLINES

The report provides a 12-month update on the former Public Safety & Transport Select Committee's major review into Electric Vehicle (EV) Infrastructure, approved by the Cabinet. This report will act as the annual report into the implementation and condition of the Borough's EV infrastructure.

### RECOMMENDATIONS

**That the Corporate Services and Infrastructure Select Committee notes the contents of the report and provide any comments to officers as appropriate on the EV Infrastructure implementation by the Council.**

### SUPPORTING INFORMATION

#### Background

The UK government announced in 2021 that the sale of cars powered solely by petrol and diesel would be prohibited by 2030, which has now been extended until 2035. In response to the UK government's statement in 2021, TfL modified the 'Mayors Transport Strategy 2018' and altered its commitment to achieving a net-zero carbon objective for London by 2030, including the deployment of EVs as a key component of the strategy.

The Council's 'Strategic Climate Change Action Declaration and Plan (Released July 2021)' and 'Local Implementation Plan (LIP) 2019–2041' established a primary goal to deliver and improve electric vehicle (EV) charging infrastructure throughout the borough for both present and future EV customers.

In support of these plans the Council developed and approved the EVCP Strategy last year which outlines:

EVCP types -	The selection of suitable EVCP types based on local user needs.
Setting targets -	Targets for the introduction of EVCPs across the network.
Delivery model -	A model for EVCPs from installation, operation maintenance and life expiry.
Delivery plan -	The short-, medium- and long-term EVCP delivery plan.

In summary, the Council's strategy which was approved last year suggests the installation of 300 EVCPs on/off-highway Council-owned property located around the borough (including maintenance compounds and depots) by 2030, including both Council and private land. In addition to developing the EV strategy last year, the council successfully completed the procurement process to obtain a new EV partner to assist with implement the EVCP infrastructure in the borough in order to meet the EV commitment.

## **Delivery Model**

The Council has a short, medium and long term delivery plan for the introduction of EVCP charging infrastructure on adopted Highway or other Council owned property, each stage of the delivery plan is –

- Short Term (2023) = remove / upgrade / remove legacy assets based on independent assessment of each site.
- Medium Term (2026) = introduce 125 public destination EVCPs on off-street Council property.
- Long Term (2030) = introduce 300 public destination EVCPs on off-street Council property.

The Council proposed a number of funding options in order to find the optimum finance model for implementing EV infrastructure; nonetheless, the Council's preferred commercial model is an EV charging infrastructure that is partially funded/ shared by the Council. This option has given the Council control over the EV rollout alongside the supplier while also obtaining a competitive revenue share option that best serves the Council's vision and values, particularly that focused on residents and stakeholders.

## **Delivery Progress**

The short-term programme to upgrade the existing EVCP in our car parks is now being implemented. We have also increased the number of electric vehicles charging points in the car parks. The phase 1 of the project entailed the installation of 46 EVCPs of 7 KW and utilise the existing feed in the car parks. This phase of work is almost completed, with the exception of a few of locations that remain due to site conditions. In addition, 14 rapid EVCPs with a capacity of 75 -150KW will be deployed in our car parks and are expected to be completed soon.

The officers have secured the On-Street Residential Chargepoint Scheme (ORCS) funding in order to install both on-street and EVCPs in our car parks as part of the Phase 2 installation programme. This grant will allow us to build an additional 34 EVCPs throughout the borough based on demand and in areas where off-street parking is not available. The feasibility investigation for these locations is under way and a work plan will be developed accordingly.

Local Electric Vehicle Infrastructure (LEVI) funding - The government has announced the LEVI Fund, a £400 million capital grant scheme administered by OZEV and supported by the Energy Saving Trust, Cenex, and PA, to assist local authorities in England to collaborate with the chargepoint industry to improve the rollout and commercialisation of local charging infrastructure. London will receive £35.6 million across the borough for EV infrastructure. The Expression of Interest for this bid was submitted last year. This will be a joint bid with other boroughs, and we will submit our bid application alongside Harrow, Hammersmith and Fulham, Ealing, Brent, and

Haringey, as per the application requirement. This partnership has been granted £7.5 million, which will be shared between the boroughs. The stage 2 application is currently being prepared for submission. To be eligible for grant funding, a separate procurement process will be essential. The officers are working on site selection and demand mapping in preparation for the bid. The grant condition imposes that the majority of the installations be on-street EVCPs to assist residents. If the bid is successful, we could receive C£1.2 million to install EVCPs in the borough, additional match funds from the suppliers.

## **SELECT COMMITTEE RECOMMENDATIONS**

As a reminder to the Committee, and to act as a guide on the Council's progress, attached are the recommendations of the former select committee on their major review into the Borough's electric vehicle infrastructure, which was approved by Cabinet in March 2022.

## **RESIDENT BENEFIT**

The proposed EV strategy and delivery plan will assist the council meet its commitment to carbon reduction and cleaner air by increasing the use of electric vehicles charging infrastructure in the borough. As more electric vehicles are purchased, the demand for EV charging infrastructure will rise. Improved EV charging facilities will benefit residents by providing easy access to charge their vehicles.

## **FINANCIAL IMPLICATIONS**

The preferred Council option on commercial model is an EV charging infrastructure that is partially funded / shared by the Council.

Phase 1 EVCP – installation programme – These works had been authorised adopting the recommended 50/50 investment approach. Our EV provider, APCOA, offered a discount to implement the Phase 1 EVCPs, hence the council will only pay 27.4% of the overall investment cost. The council's investment cost will be paid by the S106 Air Quality Fund. The operation and maintenance costs will be calculated based on the supplier's tendered rate and annual inflation. The revenue share will likewise be determined using the tendered shared option.

Phase 2 EVCP – The officers received ORCS funding to progress the Phase 2 work programme, as well as £100k in match funding from our supplier to implement the Phase 2 EVCP installation plan. The officers will bid for LEVI funds to increase the number of EVCPs in the borough.

## **LEGAL IMPLICATIONS**

None.

## **BACKGROUND PAPERS**

[Select Committee Full Review report](#)

# APPENDIX 1

## 1. Phase 1a - Replacement of 22 existing EV Units

### Locations

Car Park Name	Address	Area	No. EVCPs
Botwell Green Car Park	Central Avenue, Hayes, UB3 2LU	Hayes	2
Brandville Road Car Park	Brandville Road, West Drayton, UB7 7LT	West Drayton	2
Fairfield Road Car Park	Fairfield Road, Yiewsley, UB7 8EY	Yiewsley	2
Green Lane Car Park	Green Lane, Northwood, HA6 2GX	Northwood	2
Highgrove Pool Car Park	Hume Way, Ruislip, HA4 8DZ	Ruislip	2
Hillingdon Sports & Leisure Complex	Gatting Way, Uxbridge, UB8 1ES	Uxbridge	2
Pembroke Gardens Car Park	Pembroke Gardens, Ruislip, HA4 8NX	Ruislip Manor	2
Pump Lane Car Park	Pump Lane, Hayes, UB3 3LJ	Hayes	2
Ruislip Lido Willow Lawn Car Park	Reservoir Road, Ruislip, HA4 7TY	Ruislip	6
<b>Total</b>			<b>22</b>

## 2. Phase 1b - Installation of 24 additional EV units

### Locations

Car Park Name	Address	Area	No. EVCPs
Botwell Green Car Park	Central Avenue, Hayes, UB3 2LU	Hayes	2
Brandville Road Car Park	Brandville Road, West Drayton, UB7 7LT	West Drayton	2
Civic Centre Car Park	Cricket Field Road, Uxbridge, UB8 2NZ	Uxbridge	6
Fairfield Road Car Park	Fairfield Road, Yiewsley, UB7 8EY	Yiewsley	2
Green Lane Car Park	Green Lane, Northwood, HA6 2GX	Northwood	2
St Martins Approach Car Park	St Martins Approach, Ruislip HA4 8BD	Ruislip	3
Pembroke Gardens Car Park	Pembroke Gardens, Ruislip, HA4 8NX	Ruislip Manor	3
Pump Lane Car Park	Pump Lane, Hayes, UB3 3LJ	Hayes	2
Ruislip Lido Willow Lawn Car Park	Reservoir Road, Ruislip, HA4 7TY	Ruislip	2
<b>Total</b>			<b>24</b>

## Phase 1c – Ultra-Rapid Charging Proposal

Location	Spaces	Charger Type	Charging Speed per Space
Green Lane Car Park	4	150kW Single Chargers	150kW
Ruislip Lido	4	150kW Dual Chargers	75kW
Devonshire Lodge	6	150kW Single Chargers	150kW
	14		

# **SELECT COMMITTEE RECOMMENDATIONS**

From the review by the former Public Safety & Transport Select Committee during 2021/22, approved by Cabinet March 2022.

## **Short-Term Recommendations (for implementation in the next 6 – 12 months)**

- 1) That Cabinet seek to increase the transparency of information available on the Council's website relating to EV charging infrastructure projects and installations to residents.**
- 2) That Cabinet seek to improve levels of engagement with residents through a mechanism to express their interest in local EV charging provision.**
- 3) That Cabinet note the objectives of the Council's Strategic Climate Action Plan, with reference to sustainable transportation and the development of an EV charging action plan that will commit to increasing the availability of EV charge points across the Borough.**
- 4) That a report be prepared for the relevant Select Committee on an annual basis regarding the implementation of the new EV charge point contract, usage and monitoring data from those newly installed charge points where possible, and the development of EV Infrastructure across the Borough as it progresses.**

## **Medium-Term Recommendations**

- 5) That Cabinet consider the merits of a more proactive enforcement effort to ensure developers make available suitable EV charging provision in their developments to fulfil their planning obligations.**
- 6) That Cabinet explore the viability of a policy to ensure equitable use of on-street residential charge points and incorporate EV considerations into the design of future Parking Management Schemes, in advance of any future decision on the feasibility of introducing on-street EV charging points.**
- 7) In support of the Council's Strategic Climate Action Plan, that Cabinet endorses plans to replace all diesel-powered vehicles 3.5T and smaller within the Council's fleet with EVs before 2030.**

## **Longer-Term Recommendations**

- 8) That Cabinet concurs with the Committee's findings that, whilst the Council is not wholly responsible at this time for directly providing EV infrastructure or the necessary utilities that support it, with such a societal paradigm shift, the Council should play a leading 'enabling' role to ensure that the Borough is working cooperatively with partners and is well prepared for the growing EV demand and the resultant technological, infrastructure and behavioural changes arising.**

9) That Cabinet considers the Select Committee’s long-term horizon findings from its review and the variables it has identified in how current and emerging EV technology and infrastructure may develop and change over time. This is so the Council can be both adaptive and responsive to future requirements and its residents - these have been set out in Annex A to these recommendations.

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## **ANNEX A – to Review Recommendations**

For the Council to best serve its residents, and to effectively play its part in facilitating the transition from Internal Combustion Engine (ICE) Vehicles to Electric Vehicles (EVs), it must be both adaptive and responsive to future EV infrastructure requirements. The EV sector is changing rapidly, and emerging battery technologies, future developments and government policy could prove to overhaul the direction that the sector is moving. The Public Safety and Transport Select Committee specifically wish to highlight some of the long-term horizon findings from its review and the variables it has identified in how current and emerging EV technology and infrastructure may develop and change over time.

### **Emerging Technologies**

#### **Rapid Charging Hubs**

With inevitable improvements in EV charging times, rapid charging hubs may form an integral part of the future charging network, especially for individuals who are unable to charge their EV at home. Taking much the same form as petrol stations, EV owners will be able to add a significant amount of charge within a relatively short time using rapid charging speeds. Rapid charging hubs have already sprung up at motorway service stations across the UK and it is likely that private companies currently operating petrol stations will seek to gradually transform some of their existing petrol stations into rapid charging hubs.



#### **Solid State Batteries**

Solid state batteries represent a paradigm shift in terms of battery technology. In today’s lithium-ion batteries, ions move from one electrode to another across a liquid electrolyte. In solid state batteries, the liquid electrolyte is replaced by a solid compound vastly improving safety and sustainability. Solid electrolytes are non-flammable when heated, unlike their liquid counterparts. With regard to sustainability, solid state batteries permit the use of innovative, high-voltage high-capacity materials, enabling denser, lighter batteries with a better shelf-life. Although still in development at the scale required for EVs, solid state batteries can exhibit a high power-to-weight ratio and may be ideal for use in future EVs.

## Hydrogen Fuel Cells

In simple terms, a hydrogen fuel cell vehicle uses hydrogen to power an electric motor. Hydrogen fuel cells have an energy to weight ratio ten times greater than lithium-ion batteries. This means that hydrogen powered vehicles have the potential to offer much greater range, while being lighter. Additionally, whereas lithium-ion batteries have a limited lifespan and need to be replaced, hydrogen fuel cells do not degrade in the same way. Further benefits to hydrogen powered EVs is that they can be refuelled in a similar manner to ICE vehicles, emulating the times currently experienced by traditional vehicle owners. There are a number of downsides to hydrogen fuel cell vehicles however, there are currently only two hydrogen fuel cell cars commercially available in the UK: the Hyundai Nexo and the Toyota Mirai. There are also only 11 publicly available hydrogen filling stations in the UK (5 being within Greater London). Additionally, it takes more energy to produce hydrogen than it does the electricity to charge a lithium-ion battery; this is a major barrier in the widespread proliferation of hydrogen fuel cell vehicles. If the production of hydrogen becomes more viable in future, it could have a significant impact on the EV industry, and the charging infrastructure required. Large commercial fleets, such as those operated by Transport for London are likely to be early adopters of hydrogen fuel cell vehicles.

## Induction / In-road Charging

Although limited in its charging capacity, induction charging may offer a hassle-free alternative to cable charging. Charging plates are installed under the road or an individual's driveway which would then begin delivering a charge to an EV once it was appropriately positioned on top of it. It's uses are currently being applied in Oslo, Norway for a fleet of taxis to enable charging whilst they are stationed at a taxi rank. Albeit in very early stages of development, induction charging could evolve into a useful component of EV infrastructure.



## Bi-directional Charging

For those able to charge their EV at home, bi-directional charging may play a huge part in future charging behaviours. Bi-directional charging can not only take power from the grid to charge the EV battery, but it can also supply power back to the grid, or power a home, using energy from the EV battery. Effectively it enables an EV to act as a home battery, storing energy that can be used to power a home or sold back to the grid.

## Battery Swapping

By eliminating recharging times, battery swapping has emerged as a possible alternative to traditional EV charging. Battery swapping is a process by which an EV's depleted battery is changed, often at an automated battery swapping station, for a fully charged one. Whilst



theoretically seeming like an ideal solution to long EV charge times; there are a number of downsides to the implementation of battery swapping on a large scale. Namely that vehicle manufacturers are likely to be against standardising battery sizes to make them interchangeable at public battery swapping stations. Additionally, there would be logistical issues with ensuring a sufficient, fully charged stock of batteries at times of peak demand. There is, however, potential for battery swapping to be applied at scale for fleet vehicles with a shared depot such as delivery and transport companies. Whilst heavily dependent on the future development of more portable EV batteries, there is the possibility that future EV owners may have multiple batteries for their EV. One may be in use whilst the other is charging elsewhere, eliminating a large proportion of the need for public charging.

## **Future issues with current technologies**

Many of the technologies utilised by the EV industry today may become obsolete in the mid to long term future as a result of future technological developments. This has the potential to fundamentally alter people's EV charging behaviours and the way in which EV infrastructure is laid out across the country.

### **Current Lithium-ion Batteries**

The vast majority of today's EVs make use of lithium-ion battery technology, the same battery technology that has been used in mobile phones for a number of decades. Developments in lithium-ion battery technologies are expected to continue for the foreseeable future and will be set to improve range and charge times. However, many EV manufacturers are already looking to move away from some of the materials used in today's lithium-ion batteries such as cobalt; a material where current mining practices are often environmentally damaging and ethically unsound. Further to this, lithium-ion batteries that have come to the end of their usable life are notoriously difficult to recycle. Currently only around 5% of the world's used lithium-ion batteries are recycled. Sodium-ion batteries have been touted as a possible future replacement for EV batteries utilising more abundantly available materials, however the use of sodium-ion batteries within the EV industry is in its infancy.



### **Charging Behaviours and Pavement Mounted Chargers**

People's charging and refuelling behaviours are expected to change as the transition to EVs takes place and behavioural charging concepts such as 'destination charging' and 'grazing' grow in popularity, particularly for individuals without the facility to charge at home. Destination charging is utilising the charging infrastructure available at an individual's destination where they intend to stay for a number of hours, for example their workplace. Grazing is the concept of delivering a smaller amount of charge during shorter, frequent trips such as when using public car parks, supermarkets and leisure facilities. Whilst it will be important to facilitate the availability of on-street residential charging, concerns have been raised with regard to the potential addition of a high volume of pavement mounted EV charge points and the possible overloading of footways and pavements with street furniture.

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## Internal/External Communications Update

<b>Committee name</b>	Corporate Resources and Infrastructure Select Committee
<b>Officer reporting</b>	Emma Gilbertson, Corporate Communications
<b>Papers with report</b>	None
<b>Ward</b>	All

### HEADLINES

Following a request from the Select Committee for information on communications, this report provides a general summary of the Council's communications channels and some of the activity delivered during the past year.

### RECOMMENDATION

**That the Committee notes the content of the report.**

### SUPPORTING INFORMATION

Communications across a range of channels plays a key part in the effective delivery of services and priorities, and ensures that residents, businesses, partners, our workforce, and other stakeholders (including the media) are well informed about the work the Council does, the services it provides and how to access them.

Clear, accurate, meaningful, relevant, and timely communications, that is representative of the Council and its brand, is imperative in building a positive reputation that we are putting residents first.

The Council's core communication functions are:

- media relations
- campaigns and marketing
- publications
- social media
- website content
- internal communications
- design.

Corporate Communications works in partnership with teams across the Council to deliver external and internal communications.

Some of the key outcomes are:

- informed and engaged residents, businesses and partners who understand what the council does (in line with the Council Strategy) and how services can be accessed
- a well-managed and enhanced reputation and a strong and recognisable brand/identity
- contributing to organisational outcomes, supporting transformation and change programmes, generating income or savings, maximising access or managing demand, and driving behaviour change
- developing and promoting opportunities for residents, community groups and other stakeholders to engage with the Council and support decision making
- increased employee satisfaction and engagement
- evidencing impact through evaluation.

Communications channels are regularly evaluated, including sentiment and coverage for media relations; engagement for social media, e-newsletters and website content; the outcome of marketing ie. service sign-ups/attendance, income generated or behaviour change; and qualitative feedback from residents and services.

### **Media relations**

Media relations includes effective management of reactive issues and a proactive approach to highlighting the council's good work through press releases.

Corporate Communications reactively deals with media enquiries from journalists on behalf of the Council. The service assists media outlets with their requests and enquiries, providing them with responses or statements and rebutting any inaccurate statements or coverage.

The team horizon scans and works with services to identify and prepare statements for issues that may pose a risk to the Council's reputation.

The service also delivers proactive media relations by sending press releases to the media and 'selling in' stories to outlets that highlight the Council's good work and by setting up interviews or filming opportunities.

The Council sends press releases via a media management system containing a database of journalists, and press release lists are created to target certain audiences (local, national or trade) depending on the release's content.

Press releases are also uploaded to the news section of the Council's website, publicised via social media and shared with all councillors. Press release stories are also often included in Hillingdon People and the Council's general e-newsletter, Hillingdon People Extra.

Coverage is regularly fed back to services and Corporate Management Team.

## Media relations in 2023/2024

Number of media enquiries	262
Number of press releases	120
Instances of positive coverage (estimate)	770
Total number of news articles generated relating to the Council	2,100

On the whole, the Council's media coverage is mostly neutral to positive, and anecdotally, Hillingdon is acknowledged as having a good reputation.

Nationally, local press is declining, while there are several local titles servicing Hillingdon, readership has reduced. London-wide is also a challenging space for media relations, given that all London local authorities and wider organisations are competing to get coverage for limited space. To succeed, stories need to be unique or best in London to stand out.

Given the decline and the crowded media space in the Capital, this increases the importance of the Council's other corporate channels and reaching further digitally.

Last year, coverage for releases was mostly local, with national coverage gained for the Council's ULEZ legal challenge, work at Heathrow Airport in seizing vapes, the success in once again securing the most Green Flag Awards in the country, and several prosecutions (blue badge fraud, housing fraud and an illegal HMO).

Many releases relating to housing, prosecutions and team successes have also garnered trade press coverage.

During the past two months, the Council has received London-wide coverage for its new foster carer payment and benefits package, the Tashan Daniel bursary scheme, and D-Day 80 commemorations, which saw BBC London present its early evening news programme from the Battle of Britain Bunker.



## Campaigns and marketing

Corporate Communications liaises with services across the Council to plan, develop and advise on communications strategies and implement coordinated communications campaigns.

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Public – 23 July 2024

Corporate Resources and Infrastructure Select Committee

The Council's campaigns predominantly raise awareness and market events or services, manage transformational change, and change or challenge behaviour.

Campaigns/communications projects in 2023/24 included the ULEZ lobbying campaign, Voter ID, a campaign to attract visitors to the Battle of Britain Bunker, the rollout of PayByPhone, publicity of the council's Coronation events, the Hillingdon Community Awards, foster carer recruitment, White Ribbon Day, and various changes/improvements for waste and recycling.

Communications is this year changing its approach to campaigns to deliver more strategic communications through the development of priority areas and priority campaigns.

Each campaign has a communications plan with measurable objectives, features bespoke content across a variety of targeted channels, a budget and will be evaluated.



Communications outside of the priority campaigns will be classed as business as usual.

Business as usual communications is short-term or one-off, requiring minimal asset or content creation and placement on one or a few channels.



## Publications

The Council produces several publications.

This includes Hillingdon People magazine, which is produced bi-monthly and delivered to all households in the borough. The magazine covers a vast range of Council services and news, as



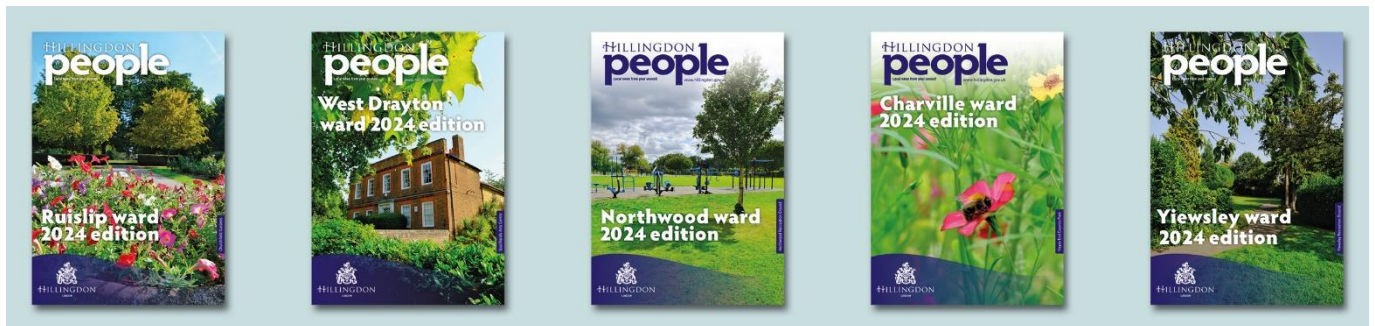
well as featuring residents' experiences of the services they access and where they have made a positive difference to their lives.

Given the decline in local media, it allows the Council to regularly reach all households highlighting the authority's work and plans, successes and achievements, how residents can access services, and how they can inform decision making through consultations.

Some design changes were carried out in 2023/24 to further align the magazine to the authority's strategic objectives.



This year, the Council also produced the Hillingdon People Local pamphlets which are produced every two years detailing some of the things that the Council has been doing across the borough and in each of the borough's 21 wards during the past two years.



Other publications include:

- culture and heritage brochure
- adult learning course leaflets
- digital school admissions brochure
- digital council tax guide and printed insert included with annual bills
- e-newsletters (Hillingdon People Extra, culture and heritage, waste and recycling, adult learning and tenants and leaseholders).



The quarterly culture and heritage brochure promotes events in theatres, libraries, museums and archives, and sport and physical activities. During the past year, the print run has been reduced in line with the council's channel shift agenda, with residents encouraged to instead subscribe to a new culture and heritage e-newsletter or access content on the Discover Hillingdon events and activities portal on the council's website.

Corporate Communications continues to develop digital marketing content. A variety of publications are now either digital only or their format has been changed. This includes the annual school admissions guide (digital only), council tax guide (digital only with a printed A5 leaflet included in bills signposting to the guide and to sign up for online billing) and adult learning brochure (now three small A5 leaflets).

Following the successful introduction of a new and more efficient e-newsletter system in December 2021, the service produces five e-newsletters. Each has high open rates and click through rates well above average for the sector (34 per cent open rate and 2 per cent click through rate).

Hillingdon People Extra is produced bi-monthly and has 35,000 subscribers and an average open rate of 52 per cent.

In 2023/24, Corporate Communications took on the production of the culture and heritage e-newsletter from Cultural Services, moving it from an inefficient system to the corporate platform and redesigning it. The newsletter is produced monthly with 31,075 subscribers and has an average open rate of 49.3 per cent.

Targeted e-newsletters linked to campaigns are also produced for waste and recycling (quarterly) and adult learning (termly). Both have high open rates (79 per cent and 69 per cent respectively) with 6,506 subscribers for waste and 2,377 for adult learning.

In June, the Council launched a new quarterly e-newsletter for tenants and leaseholders, which has 5,100 subscribers and had an opening rate of 57 per cent for its first edition.

Corporate Communications will continue to promote these e-newsletters to build up their subscriber base, and a families e-newsletter is currently being planned.



## Social media

The Council uses various social media channels to proactively promote Council services and share Council news, and to engage with/share/amplify news from others, including partners, emergency services, government departments, businesses and residents.

The core social media channels are Facebook, X (formerly Twitter), and Instagram, while the Council also uses LinkedIn, Nextdoor and YouTube.

The table below highlights the Council's social media channels, their following (including a comparison to other London boroughs), how followers have changed during the past two years, and some detail on the number of posts/reach/reactions for 2023/24.

Channel	Following	Change	Average posts per month (including reshares)	Average reach per month	Average reactions per month
<b>Facebook</b> <b>(London Borough of Hillingdon)</b>	13K likes and 15K followers  (8 <sup>th</sup> out of 32 London boroughs)	Increase of 2K in the past two years.	80	130,000 each month	18,600 likes, comments and shares
<b>X formerly Twitter</b> <b>(@Hillingdon)</b>	50.1K followers  (2 <sup>nd</sup> highest of 32 London boroughs)	Increase of 2K in the past two years.	97	98,400 each month	1,180 comments, retweets, likes and mentions
<b>Instagram</b> <b>Hillingdon Council</b>	4,980 followers  (21 <sup>st</sup> out of 32 London boroughs)	Increase of 1.5K in the past two years.	29 (excluding stories)	29 (excluding stories)	665
<b>LinkedIn</b>	11,971 followers  (24 <sup>th</sup> out of 32 London boroughs)	Increase of 2.5K in the past year.	7	1,6350 each month	295
<b>Nextdoor</b>	47,000 members across 22 localities.	Decrease of 10K during the past year (they changed algorithm).	30	17,000 each month	100

	Introduced in 2021.				
<b>YouTube</b>	2.18K subscribers  (9 <sup>th</sup> out of 32 London boroughs)	Increase of 250 in the past year	234 annually (mostly council meeting live streamed)	144,500	2,225 watch time

LinkedIn has been used more proactively in recent years to celebrate Council successes and achievements in various fields (and in partnership with others) and build up Hillingdon’s employer brand. During the COVID-19 pandemic, the Council also created an account on Nextdoor to share health messaging in localities, and this is now a useful tool for campaigns targeting certain areas.

The Council has plans to introduce a WhatsApp channel in 2024 to extend the authority’s reach in informing residents, businesses and other stakeholders about the work the Council does and the services it provides, as well as exploring the creation of TikTok campaigns to reach younger audiences, as necessary.

Corporate Communications continues to make social media more visually engaging through the use of real people imagery and videos (animation and real life) which perform best on Instagram and Facebook (as well as reels, stories and lives), evaluating what works and responding more to social media comments relating to proactive posts to create more two-way conversations which humanises the Council, increases the opportunity for social listening and counters misinformation.

The service also uses paid social media (paid for adverts on Facebook and Instagram) for certain marketing campaigns, focusing on either the whole borough to reach a wider audience, or targeting areas or certain demographics depending on the objectives and target audience. These have proven effective during the past year for promoting various initiatives, such as the Council’s fostering offer, family hubs, Tashan Daniel bursary scheme, adult learning courses, housing buy-back scheme, summer activities programme, annual pantomime, school place application deadlines, and Hillingdon in Bloom competition.



Resident queries on these platforms are handled by the Council’s Contact Centre.

## Website content

In April 2024, the Website team moved from Corporate Communications (Central Services) to the new Digital and Intelligence directorate.

While the website function was part of Corporate Communications between 2019 and 2024, the team delivered a new Council website which improved the user journey in comparison to the previous website, created a more transactional platform and reduced content by approximately 60 per cent. A new SharePoint intranet for staff was also delivered in April 2022, streamlining content by 80 per cent and linking functionality to other Microsoft tools.

The team will continue to work closely with Corporate Communications to ensure consistency, accuracy and timeliness in content production.

## Internal communications

Internal communication channels created by Corporate Communications, include:

- the weekly All Staff and CEO jottings emails
- managers' round-up email
- intranet news and blogs
- posters and other visual collateral.

Annual engagement activities, supported by Communications, include the Hillingdon Hall of Fame (employee recognition awards), Long Service Awards, and a Celebrating Learning event. In 2023/24, there were 120 nominations for the Hall of Fame awards.

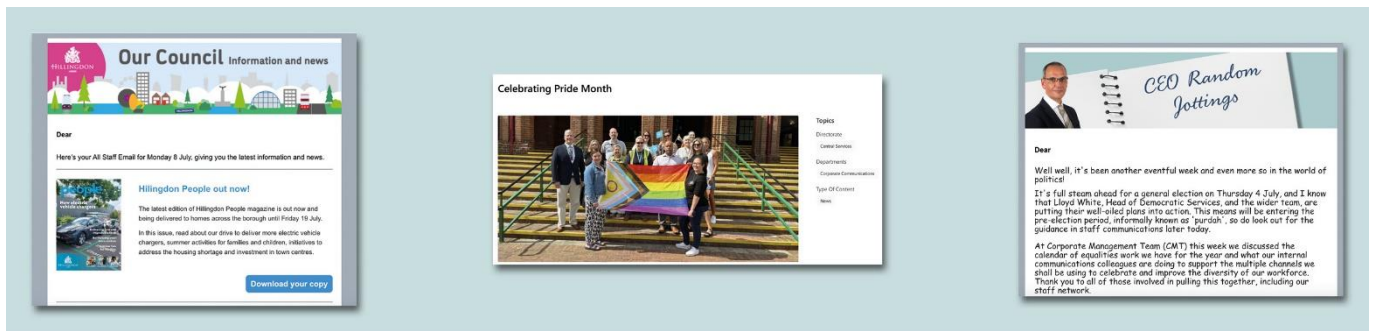
Corporate Communications also supports the delivery of the annual staff survey, publicity of schemes, such as 'Bright Ideas', 'Showcase series' and 'Interviews with', and the council's EDI, wellbeing, and learning and development programmes with the production of a range of intranet news articles.

In 2023/24 Corporate Communications stopped producing the staff newspaper *teamHillingdon* to instead focus on delivering real-time news on the council's intranet, with more than 130 intranet articles produced.

All of the Council's internal e-newsletters have high open rates consistent with the industry average for this format (68 per cent) and high click rates.

The All Staff Email has an average open rate of 68 per cent and click through rate of 11 per cent, CEO Jottings has an average open rate of 68 per cent, and the managers' round-up email which includes targeted advice and information for this part of the workforce, has an average open rate of 73 per cent.

In 2023/24, Publications and Internal Communications helped to create and launch new values across the organisations and a new 'Our Council' section on the intranet which highlights key information to help staff to work together, feel engaged and listened to, and the refurbishments currently underway at the Civic Centre.



## Design

As well as producing campaign concepts and a range of collateral for printed and digital channels, the Council’s Design team also carries out business as usual design work which includes some signage for corporate property, livery, exhibitions and displays, forms, certificates, strategies, learning resources and toolkits.

## RESIDENT BENEFIT

None at this stage.

## FINANCIAL IMPLICATIONS

None at this stage.

## LEGAL IMPLICATIONS

None at this stage.

## BACKGROUND PAPERS

NIL

## CABINET FORWARD PLAN

<b>Committee name</b>	Finance and Corporate Services Select Committee
<b>Officer reporting</b>	Anisha Teji, Democratic Services
<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 Committee considers the Cabinet Forward Plan.**

### SUPPORTING INFORMATION

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

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

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

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

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

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

	Committee action	When	How
1	<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](#)

# 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 Directorate/Service Areas: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services D = Digital & Intelligence

## Cabinet meeting - Thursday 25 July 2024 (report deadline 8 July)

220	<b>Barra Hall, Wood End Green Road, Hayes, UB3 2SA</b>	Cabinet in September 2023 agreed that Barra Hall was surplus to service requirements and agreed an asset review on its future use or disposal. This report to Cabinet will consider recommendations from officers and make the necessary property decisions in respect of the site.	Wood End		Cllr Jonathan Bianco - Property, Highways & Transport	Corporate Resources & Infrastructure	P - Julia Thompson		NEW ITEM	Private (3)
224	<b>Botwell Green Sports and Leisure Centre - Roofing &amp; Decarbonisation Work</b>	Cabinet will consider approving capital works at Botwell Green Sports and Leisure Centre that will improve the energy efficiency of this facility. This will include improvement works to the roof alongside the installation of photo voltaic panels to the roof and a pool cover for the teaching pool. The Council has also received a grant from Sport England towards these works.	Hayes Town		Cllr Jonathan Bianco	Corporate Resources & Infrastructure	P/R - Glen Martin / Nicky Mc Dermott		NEW ITEM	Private (3)
222	<b>Yiewsley Housing - Otterfield &amp; Falling Lane Contractor Appointment</b>	Cabinet will consider the appointment of the contractor for progressing the housing and community redevelopment projects at Otterfield Road and Falling Lane in Yiewsley.	Yiewsley		Cllr Jonathan Bianco - Property, Highways & Transport	Corporate Resources & Infrastructure	P - Michael Naughton / Jenny Evans		NEW ITEM	Private (3)
197	<b>Willowtree Marina, Yeading</b>	Cabinet will consider a report regarding the disposal of land at the Willowtree Marina, Yeading.	Yeading		Cllr Jonathan Bianco - Property, Highways & Transport	Corporate Resources & Infrastructure	P - James Raven / Julia Thompson / Tom Prevezer			Private (3)
208	<b>London Borough of Hillingdon Digital Strategy</b>	Cabinet will consider approval of a new Digital Strategy for the London Borough of Hillingdon setting out the digital journey of the Council over the coming years and how the Council will embrace and maximise the use of new technologies to deliver and transform services, whilst also supporting residents' digital engagement with the Council.	N/A		Cllr Douglas Mills	Corporate Resources & Infrastructure	D - Matthew Wallbridge			Public
217	<b>Framework Agreement for Minor Works</b>	Progressing a framework approach to procurement delivery, Cabinet will consider, following a procurement exercise, approval to appoint up to five contractors to nine different Lots for Minor Works jobs across services.	N/A		Cllr Martin Goddard - Finance / Cllr Jonathan Bianco - Property, Highways & Transport	Corporate Resources & Infrastructure	P - Paul Soward			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



## 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 Directorate/Service Areas: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services D = Digital & Intelligence										
SI	<b>Monthly Council Budget - monitoring report</b>	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position.	All		Cllr Martin Goddard - Finance	Corporate Resources & Infrastructure	R - Andy Evans			Public
SI	<b>Minor Property Transactions</b>	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	Corporate Resources & Infrastructure	P - James Raven			Private (3)
SI	<b>Reports from Select Committees</b>	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	All	C - Democratic Services	TBC		Public
<b>Cabinet Member Decisions expected - July 2024</b>										
213	<b>Collecting Council Tax in Hillingdon Policy</b>	Due to changes to the service operating model from June, this report to the Cabinet Member seeks agreement of an updated Council Tax Collection Policy which confirms the process of Council Tax collection and the relevant recovery methods to be used.	N/A		Cllr Martin Goddard - Finance	Corporate Resources & Infrastructure	R - Tiffany Boreham / Iain Watters / Andy Evans			Public
216	<b>Amazon Business Account &amp; Consolidating other Online Accounts</b>	Following the use of a procurement framework, Cabinet Members will consider adopting a Single Business Account with Amazon UK to be used across the organisation. Cabinet will also be updated on work done to further consolidate spend with other online accounts in use, particularly in social care, supporting better financial control, streamlined processes and potential savings.	N/A		Cllr Martin Goddard - Finance / Cllr Douglas Mills - Corporate Services	Corporate Resources & Infrastructure	R - Michelle Kenyon			Private (3)
<b>AUGUST 2024 - NO CABINET MEETING</b>										
157	<b>Hillingdon Cycling Strategy</b>	The Cabinet Member will consider approval of a new Hillingdon Cycle Strategy outlining the Council's proposals for improving cycling provision across the Borough.	All		Cllr Jonathan Bianco - Property, Highways & Transport	Corporate Resources & Infrastructure	P - Sophie Wilmot	Public consultation	Def from June	Public
<b>Cabinet meeting - Thursday 12 September 2024 (report deadline 23 August)</b>										
057	<b>Fleet Replacement Programme</b>	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	Corporate Resources & Infrastructure	R - Steve Gunter / Michelle Kenyon			Private (3)



# Scheduled Upcoming Decisions

Ref

## Further details

## Ward(s)

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SI	<b>Monthly Council Budget - monitoring report</b>	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		Cllr Martin Goddard - Finance	Corporate Resources & Infrastructure	R - Andy Evans			Public
<b>Cabinet meeting - Thursday 10 October 2024 (report deadline 23 September)</b>										
SI	<b>Transport for London Local Implementation Plan - Annual Spending Submission</b>	Cabinet will consider the Council's submission to Transport for London for funding on local transport infrastructure projects.	All		Cllr Jonathan Bianco - Property, Highways & Transport	Corporate Resources & Infrastructure	P - Alan Tilly / Sophie Wilmot			Public
SI	<b>Minor Property Transactions</b>	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	Corporate Resources & Infrastructure	P - James Raven			Private (3)
SI	<b>Monthly Council Budget - monitoring report</b>	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		Cllr Martin Goddard - Finance	Corporate Resources & Infrastructure	R - Andy Evans			Public
<b>Cabinet meeting - Thursday 7 November 2024 (report deadline 21 October)</b>										
SI	<b>Consideration of setting a licensed deficit budget for any schools in the Borough</b>	A standard report each year, where Cabinet may consider whether it is required to set any licensed deficit budget for any schools that have applied.	TBC		Cllr Susan O'Brien - Children, Families & Education / Cllr Martin Goddard - Finance	Corporate Resources & Infrastructure	R - Sheilender Pathak			Private (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)				
<small>SI = Standard Item each month/regularly Council Directorate/Service Areas: AS = Adult Services &amp; Health P = Place C = Central Services R = Resources CS= Children's Services D = Digital &amp; Intelligence</small>										
SI	<b>Monthly Council Budget - monitoring report</b>	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		Cllr Martin Goddard - Finance	Corporate Resources & Infrastructure	R - Andy Evans			Public
<b>Cabinet meeting - Thursday 12 December 2024 (report deadline 25 November)</b>										
SI	<b>The Council's Budget - Medium Term Financial Forecast 2025/26 - 2029/30 (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 2025/26 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 - 20 February 2025	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>Minor Property Transactions</b>	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	Corporate Resources & Infrastructure	P - James Raven			Private (3)
SI	<b>Monthly Council Budget - monitoring report</b>	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		Cllr Martin Goddard - Finance	Corporate Resources & Infrastructure	R - Andy Evans			Public
<b>Cabinet meeting - Thursday 9 January 2025 (report deadline 9 December 2024)</b>										
SI	<b>Minor Property Transactions</b>	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	Corporate Resources & Infrastructure	P - James Raven			Private (3)
<b>Cabinet meeting - Thursday 13 February 2025 (report deadline 27 January 2025)</b>										

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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 Directorate/Service Areas: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services D = Digital & Intelligence										
SI	<b>The Schools Budget 2025/26</b>	Cabinet will asked to agree the Schools Budget for the next financial year, following a recommendation from the Schools Forum.	All		Cllr Susan O'Brien - Children, Families & Education / Cllr Martin Goddard - Finance	Corporate Resources & Infrastructure	R - Sheilender Pathak	Schools Forum		Public
SI	<b>Minor Property Transactions</b>	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	Corporate Resources & Infrastructure	P - James Raven			Private (3)
SI	<b>Monthly Council Budget - monitoring report</b>	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		Cllr Martin Goddard - Finance	Corporate Resources & Infrastructure	R - Andy Evans			Public
<b>Cabinet meeting - Thursday 13 March 2025 (report deadline 24 February)</b>										
SI	<b>Housing Forward Investment Programme 2025/26 (and 2024/25 review)</b>	Following Cabinet's decision in September 2023, this new annual report will agree the forward programme of specific Housing Revenue Account works for the ensuing financial year and provide suitable delegated authority to the Director to implement the programme over the period. The report will also include a look-back at delivering the past year's programme and the investment being made by the Council to upgrade the Council's housing stock.	All		Cllr Jonathan Bianco - Property, Highways & Transport	Corporate Resources & Infrastructure	P - Gary Penticost			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>Minor Property Transactions</b>	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	Corporate Resources & Infrastructure	P - James Raven			Private (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)
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SI = Standard Item each month/regularly Council Directorate/Service Areas: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services D = Digital & Intelligence

## Cabinet meeting - Thursday 10 April 2025 (report deadline 24 March)

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>Minor Property Transactions</b>	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	Corporate Resources & Infrastructure	P - James Raven			Private (3)
SI	<b>Monthly Council Budget - monitoring report</b>	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position.	All		Cllr Martin Goddard - Finance	Corporate Resources & Infrastructure	R - Andy Evans			Public

## CABINET MEMBER DECISIONS: Standard Items (SI) that may be considered each month

Page 32	<b>Ward Budget Initiative</b>	To approve the spending of Ward Budgets following applications from Ward Councillors - this will be done on a monthly or regular cycle.	All		Cllr Douglas Mills - Corporate Services / Cllr Ian Edwards - Leader of the Council (if in Ruislip Manor ward)	Corporate Resources & Infrastructure	P - Natasha Norton	Local consultation within the Ward undertaken by Ward Councillors		Public
SI	<b>Business, shops and</b>	To approve various rents, leases, surrenders and lease	Various		Cllr Jonathan Bianco - Property, Highways & Transport	Corporate Resources & Infrastructure	P - James Raven			Private (3)
SI	<b>To consider rent reviews</b>	To consider rent reviews of commercial and other premises.	tbc		Cllr Jonathan Bianco - Property, Highways & Transport	Corporate Resources & Infrastructure	P - James Raven			Private (1,2,3)
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)

# 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 Directorate/Service Areas: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services D = Digital & Intelligence										
SI	<b>Housing Buy-Back / The purchase of ex Council properties or new private properties for the Council's housing supply</b>	Cabinet Member may determine, as and when required, the purchase and acquisition of new properties as part of the Housing Buy-back Scheme or using HRA funds to increase the affordable housing stock within the Borough.	TBC		Relevant Portfolio Cabinet Members	Corporate Resources & Infrastructure	C - Dan Kennedy / Ben Sargent			Private (1,2,3)
SI	<b>Local Safety Schemes and Parking Revenue Account funded schemes</b>	To consider petitions received and decide on future action	TBC		Cllr Jonathan Bianco - Property, Highways & Transport	Corporate Resources & Infrastructure	P - David Knowles	Traffic Liaison Group		Public
SI	<b>Pedestrian Crossings</b>	To approve schemes to provide crossing facilities	TBC		Cllr Jonathan Bianco - Property, Highways & Transport	Corporate Resources & Infrastructure	P - David Knowles			Public
SI	<b>To approve debt / write offs</b>	To approve individual case of debt / write offs that are in excess of £5000 but under £50,000.	n/a		Cllr Martin Goddard - Finance	Corporate Resources & Infrastructure	R - Iain Watters			Private (1,2,3)
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	R - Iain Watters			Private (1,2,3)
SI	<b>Transport - Local Implementation Programme</b>	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	Corporate Resources & Infrastructure	P - David Knowles			Public
SI	<b>Sale, and conversion, of loft space to leaseholders and also extension of Leasehold Interests of flats under the 1993 Act</b>	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	Corporate Resources & Infrastructure	P - James Raven			Private (1,2,3)
SI	<b>Appeals in relation to business rates (NDR)</b>	To determine appeals in relation to business rates following a decision by the Council.	TBC		Cllr Martin Goddard - Finance	Corporate Resources & Infrastructure	R - Iain Watters			Private (1,2,3)

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# Scheduled Upcoming Decisions

Ref

## Further details

Ward(s)

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	<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

SI = Standard Item each month/regularly Council Directorate/Service Areas: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services D = Digital & Intelligence

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

## WORK PROGRAMME

<b>Committee name</b>	Corporate Resources and Infrastructure Select Committee
<b>Officer reporting</b>	Anisha Teji – Democratic Services
<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 Committee considers the Multi-Year Work Programme attached and agrees any amendments.**

## SUPPORTING INFORMATION

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

Meeting Date	Room
23 July 2024	CR5
17 September 2024	CR5
19 November 2024	CR5
9 January 2025	CR5
11 February 2025	CR5
4 March 2025	CR5
10 April 2025	CR5

## Implications on related Council policies

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

## How this report benefits Hillingdon residents

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

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# Multi Year Work Programme 2022 - 2026

2024/25

Service Area	Corporate Resources and Infrastructure Select Committee	May No meeting	July 23	September 17	November 19	January 9	February 11	March 4	April 10
<b>Review A: Road Safety Review</b>									
Topic selection / scoping stage									
Witness / evidence / consultation stage									
Findings, conclusions and recommendations									
Final review report agreement									
Target Cabinet reporting									
<b>Review B: 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>									
-	Quarterly Performance Monitoring								
Finance	Mid year Budget Update			X					
Highways	Electric Vehicle Infrastructure Strategy - annual update		X						
Operational Assets (Repairs & Engineering, Planned Works, Disabled Facilities, Building safety & FM)	Building Safety Strategy - Annual Monitoring Report						X		
-	Cabinet Member attendance			X					
Business Intelligence	Annual complaints & service update report				X				
Democratic Services	Cabinet's budget proposals for next financial year					X			
Democratic Services	Cabinet Forward Plan Monthly Monitoring		X	X	X	X	X	X	X
<b>One-off information / service updates</b>									
Democratic Services	Remit of new Select Committee								X
Human Resources	Staff skills, learning and development								X
Transformation (BID)	Transformation work to deliver savings					X			
Business Intelligence	Update on the Member's Portal and New Member Enquiry Process				X				
Corporate Communications	Internal/external comms update		X						
Planning and Regeneration	Hayes Estate Regeneration Progress				X				
Planning and Regeneration	Update on Council's Fleet			X					
Transportation	Draft Hillingdon Cycling Strategy						X		
Digital & Information (Customer Access, Business Intelligence, Digital, Technology, Information Governance)	Draft Hillingdon Digital Strategy			X					
Health and Safety/ Emergency Response	Emergency Response Service						X		
<b>Cross-cutting topics</b>									
Digital & Information (Customer Access, Business Intelligence, Digital, Technology, Information Governance)	Digital transition update / resident experience				X				
Capital Programme	Decarbonisation of Council Buildings Update						X		
Capital Programme	Civic Centre Works - Project Update						X		
Capital Programme	Utility company presentation (TBC)							X	
<b>Past review delivery</b>									
Procurement and Commissioning	Procurement Review 2023/24					X			
Transportation	Road Safety Review 2023/24 tbc								
Highways	Highways Resurfacing 2023/24						X		
<b>Committee Site Visits</b>									
Civic Centre - Capital Programme (Date TBC)									
Mortuary (Date TBC)									
Platinum Jubilee Leisure Centre (Date TBC)									
<b>Internal use only</b>									
Date deadline confirmed to report authors									
Report deadline									
Agenda									

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