



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 19 NOVEMBER
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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Published: Monday 11 November 2024

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Terms of Reference

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

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 - 6
- 4 To confirm that the items of business marked as Part I will be considered in Public and that the items marked as Part II will be considered in Private
- 5 Present and Future of the Fleet To Follow
- 6 Hayes Estate Regeneration Update 7 - 12
- 7 Forward Plan 13 - 26
- 8 Work Programme 27 - 30

Minutes

CORPORATE RESOURCES & INFRASTRUCTURE SELECT COMMITTEE

17 September 2024



Meeting held at Committee Room 6 - Civic Centre,
High Street, Uxbridge UB8 1UW

	<p>Committee Members Present: Councillors John Riley (Chair), Kaushik Banerjee, Farhad Choubedar, Stuart Mathers (Opposition Lead), Elizabeth Garelick, Narinder Garg and Philip Corthorne</p> <p>LBH Officers Present: Matthew Wallbridge, Chief Digital and Information Officer Darren Persaud, Head of Digital Ian Anderson, Business Manager Anisha Teji, Senior Democratic Services Officer</p>
22.	<p>APOLOGIES FOR ABSENCE (<i>Agenda Item 1</i>)</p> <p>Apologies for absence were received from Councillor Adam Bennett with Councillor Philip Corthorne substituting.</p>
23.	<p>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING (<i>Agenda Item 2</i>)</p> <p>None.</p>
24.	<p>MINUTES OF THE PREVIOUS MEETING (<i>Agenda Item 3</i>)</p> <p>RESOLVED: That the minutes of the meeting held on 23 July 2024 be confirmed as an accurate record.</p>
25.	<p>TO CONFIRM THAT THE ITEMS OF BUSINESS MARKED AS PART I WILL BE CONSIDERED IN PUBLIC AND THAT THE ITEMS MARKED AS PART II WILL BE CONSIDERED IN PRIVATE (<i>Agenda Item 4</i>)</p> <p>It was confirmed that all items would be heard in Part I.</p>
26.	<p>DRAFT HILLINGDON DIGITAL STRATEGY (<i>Agenda Item 5</i>)</p> <p>The Chief Digital and Information Officer and Head of Digital introduced the report on the Draft Hillingdon Digital Strategy. The Council's Draft Digital Strategy (the Strategy) for the next three years was presented for input before being presented to Cabinet for final endorsement. Members heard that the Strategy aimed to make the Council more modern and efficient by prioritising customer needs and focusing on delivering services digitally to help residents and customers access Council services 24/7. The Council aimed to adopt an agile approach to delivery, a unified approach to delivering customer needs and emphasised the use of data to direct better decisions. It was highlighted that the London Borough of Hillingdon (LBH) was one of the first local authorities to deploy an automated voice and web chat system.</p>

The Head of Digital explained the Strategy's five work streams which were aimed at improving services for residents. The first work stream emphasised on building services online to make it more user friendly for residents. The second work stream highlighted the importance of data for better decision-making, using data to diagnose issues before they occurred and improve service delivery. The third work stream involved modernising infrastructure and systems to enable self-service. The fourth work stream focused on building digital capability and inclusion, ensuring that online services were accessible to all residents while freeing up resources for the most vulnerable. The final work stream focussed on using technology to make improvements in the Borough and the way it functioned.

Members enquired whether there were varied focus groups in place to test systems prior to them being rolled out completely. It was explained that customers and residents were involved in designing services, including user testing to understand needs and tests of the website. Post rollout feedback would also be collated and the government digital services methodology would be followed.

The Committee acknowledged that there was a need for digital engagement however it needed to be fit for purpose. Questions were raised regarding residents who may never be able to access services online and how the proposed developments would work for people who preferred to use phones. The importance of digital inclusion was highlighted to Members and it was recognised that some people might not be able to interact online. Vulnerable customers were prioritised for support and there were already initiatives in place to support residents such as recycling devices and providing training to help residents build digital skills. The Council was committed to ensuring that both residents and staff had the necessary digital skills to improve service delivery.

In terms of the proposed connectivity programmes, it was noted that the LBH had significantly improved its connectivity, although some areas still required work. Members heard about initiatives such as partnerships with the West London Alliance to deploy 5G technology and plans to keep up with future advancements like 6G and 7G.

In response to questions regarding the timeline for integrating new services and its impact on full time employees, it was explained that LBH was the first council to use Amazon Web Services (AWS) for front-facing customer contact, which significantly reduced the budget by decreasing the number of people answering telephones. There were also plans to integrate more sophisticated technology, such as generative AI and web chat, to further enhance efficiency. The Council aimed to adopt tried and tested solutions to improve service offerings and generate savings while delivering a better customer experience.

The Committee noted the ambition of the Strategy but emphasised the need for balance and adjustment to meet resident needs. Some Members expressed concerns about the recent software decisions, such as the introduction of Goss which had not demonstrated expected agility. The importance of focusing on quality assurance as a key performance indicator was emphasised and the challenges with the AWS system where some queries required personal engagement rather than being resolved digitally were noted.

Some Members also raised concerns about the transition from Jigsaw to Locator for housing homeless prevention which had resulted in residents no longer being able to get real-time updates on their housing cases. It was considered that this often caused

digital exclusion and it was important to understand customer needs and experiences, particularly for those who had social needs or anxieties.

Officers acknowledged the feedback on key performance indicators and the balance between measurable and future targets. The importance of balancing personal touch with digital experiences and recognising different resident needs within the community was stressed to Members. The Council aimed to allocate resources efficiently focusing on personal experiences and joined-up services. The creation of a data platform to connect information and support residents and households more effectively was explained to the Committee. Members were assured that the Council was committed to continuously improving customer experience and learning from feedback. The Strategy aimed to improve people's lives through better digital provision and understanding residents' needs.

In terms of a timetable for key deliverables expected before 2027, it was noted that the Strategy reflected the Council's vision from 2024 to 2027. Key deliverables included reengineering the customer experience with a new website and web chat, implementing a data platform to improve decision-making using data from residents, a digital inclusion program to support vulnerable people and a rolling program to review and digitise Council services focusing on efficiency and productivity.

During Member questions it was noted that the website offered translation services in over 100 languages and there was provision in place to ensure accessibility to screen readers. Discussions also took place about how customer service calls and data collection could be improved to better integrate this into the Strategy.

Members enquired how the Strategy was going to change the culture within the Council to ensure that essential data and feedback from residents was accurately captured and used effectively. It explained that the Strategy aimed to accelerate the change in the Council's culture to be more customer-focused and understanding of residents' needs. It emphasised the importance of taking feedback and using it to improve services. The Strategy and officers acknowledged that this was a progressive journey and would take time to achieve. The key goal was to use data and feedback to support communities better, break down barriers within services and target services more effectively.

Whilst noting the concerns around the need to address key performance indicators with the focus on residents needs, the Committee welcomed the comprehensive report and draft strategy. It was agreed that an update report would be provided to the Committee on how the Strategy was progressing.

The Committee agreed the following comments:

The Committee welcomes the advances and positive strides made in the digital strategy and at the same time recognising the need to make resident experience with the Council evermore effectively digital in addition to actively supporting those residents less able to access digital services.

RESOLVED: That the Committee:

- 1. acknowledged the Draft Digital Strategy and provided comments prior to its submission to Cabinet on 2 October 2024.**

	<p>2. requested that an update report be added to the work programme focussing on the Digital Strategy implementation progress.</p>
<p>27.</p>	<p>ANNUAL COMPLAINT & SERVICE MONITORING REPORT FOR 1 APRIL 2023 TO 31 MARCH 2024 (<i>Agenda Item 6</i>)</p> <p>The Chief Digital and Information Officer and the Business Manager presented the Annual Complaints and Service Monitoring Report for 1 April 2023 to 31 March 2024.</p> <p>The report was presented annually to the Committee, detailing complaints information for the financial year. It covered the complaints process, recent changes and observed trends. It was reported that the aim was to use complaints data to improve services by comparing the number of complaints with other local authorities and using insights to enhance service delivery.</p> <p>The report provided an overview of the complaints process and key statistics. The following key points were highlighted to the Committee:</p> <ul style="list-style-type: none"> - the number of informal complaints dropped from 5176 last year to 3729 this year, with significant reductions in anti-social behaviour issues. - Stage 1 complaints decreased from 816 to 681, while Stage 2 complaints increased from 121 to 180, mainly concerning housing allocation. - Ombudsman investigations rose from 46 to 65, but 40 of these were not pursued further, indicating initial assessments found no merit. - The volume of Members' enquiries and service requests totalled 11,791, a significant increase from the previous year. - <p>The report emphasised on learning from lessons to make improvements, with changes being implemented as required by the Ombudsman.</p> <p>Members discussed the increase of the digital experience and how this would impact the level of Members Enquiries as residents would be able to handle various issues themselves without local Ward Councillor support. It was recognised that adjustments needed to be made for vulnerable people who were unable to access the system digitally and the Council kept a reasonable adjustment log to record these adaptations.</p> <p>In terms of the implementation of lessons learned and the timelines for delivery, it was explained that lessons learned were implemented immediately. Whether identified within the Council or by the Ombudsman, these lessons were shared with senior officers and noted within the service. Follow-ups on implementation were conducted to ensure that the appropriate actions were taken.</p> <p>In response to questions around the effectiveness of the service request system that was intended to directly connect requests to service teams, it was confirmed that the system generally worked as intended. When a service request was submitted it went directly to the actual service. However, there were occasional misdirected requests that required manual intervention.</p> <p>The significance of using data to improve services was noted during Member discussions. Officers emphasised the importance of using data from complaints and service requests to shape services. There was a focus on understanding data behind lower-stage complaints to address issues before they escalated and using AI for handling repetitive service request. The Committee was informed that the Council</p>

aimed to publish more data to allow residents to find information independently, reducing the need for formal requests and enabling more efficient resource allocation.

Concerns were raised about the challenges in housing and the high number of complaints. In response to the handling of 40 investigations that were not pursued by the Ombudsman and the lessons learned from these cases, it was explained that when the Ombudsman received a complaint, they reviewed the information provided before deciding whether to investigate. In cases where the Ombudsman did not investigate, it was often due to policy issues. The importance of providing clear information on the Council's website to help residents understand the process and reduce the number of complaints was highlighted. The website needed to be updated on a regular basis to ensure that it had the most relevant accurate information.

The Committee asked whether there were service level agreements for stage 1,2 and 3 complaints, and the timescales taken to resolve these complaints. It was explained that both housing and the local government Ombudsman introduced complaint handling codes with specific requirements. For service requests and stage 1 complaints, the response time was 10 working days, extendable by another 10 days in exceptional circumstances. Stage 2 complaints must be resolved within 20 working days, extendable by another 20 days if necessary. The adult social care complaints procedure required a response within 20 working days at stage 1, after which they go to the Ombudsman. The children's complaints process involved an independent investigator at stage 2, with a maximum timeframe of 65 working days, and a review panel at stage 3 with a 45 working day response time.

In terms of the balance in the policy about unreasonable and unreasonably persistent complaints, it was explained the policy change was minor, involving the approval stage of the restricted persons register. The unreasonable person's policy and the restricted persons register were linked, and when someone abused the process, a submission was made to the relevant Head of Service to put the person on the restricted persons register. Restrictions may include no email contact, only telephone calls or letters. The Head of Service considered the facts and, if the request complied with the policy, approved it. A letter was then sent to the individual, explaining the restrictions and the appeal process. Members heard that the policy was rigorous, and only approximately 25 to 30 people were on the restricted persons register out of 290,000 residents.

The importance of recognising and sharing compliments for officers who performed well, alongside handling complaints was significant in Members' view. It was noted that there had been over 200 compliments and were shared with the individual and their manager to ensure recognition. The Goss complaint system also allowed for compliments to be submitted online, which were then communicated to the relevant teams.

The Committee welcomed the comprehensive report and thanked officers for their attendance.

RESOLVED: That the Committee noted the report.

28. **FORWARD PLAN** (*Agenda Item 7*)

RESOLVED: That the Forward Plan be noted.

29.	<p>WORK PROGRAMME (<i>Agenda Item 8</i>)</p> <p>The Committee was informed that the budgets were being reviewed by the newly appointed Corporate Director of Finance, who would also be considering how future financial performance was reported to Members. For this reason, there was no item for any budget updates on the Committee's agenda.</p> <p>RESOLVED: That the update on the budget and the Work Programme be noted.</p>
	<p>The meeting, which commenced at 7.00 pm, closed at 8.43 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 or 01895 277655. Circulation of these minutes is to Councillors, Officers, the Press and Members of the Public.

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Update on Hayes Regeneration Project

Committee name	Corporate Resources and Infrastructure Select Committee
Officer reporting	Michael Naughton, Head of Capital Programme Works Service
Papers with report	None
Ward	Hayes Town and Wood End

HEADLINES

This report provides an update regarding the ongoing delivery of the Hayes Regeneration Project. The regeneration of the two estates contributes to the Council's Housing Strategy 2021/22 - 2025/26. Additionally, the report supports the wider Council Strategy 2022-2026 and the Council's ambition for residents to 'Live in good quality, affordable homes in connected communities'.

RECOMMENDATION:

That the Committee note the content of the report.

SUPPORTING INFORMATION

Background

Hayes Town Centre Estate, sometimes known as Austin Road Estate, consists of 260 homes including 79 leasehold properties built in the 1970s consisting of medium rise flats and maisonettes with a high-rise point block of 15 storeys, made up of a mixture of 1,2 and 3 bedroom homes.

The Avondale Drive Estate, also in Hayes, contains 144 homes, of which 28 are leasehold properties. The Estate consists of three 'system built' 12 storey point blocks constructed in the late 1960s and all flats have two bedrooms.

In response to concerns raised by residents about building condition and anti-social behaviour on these estates, the Council has been exploring ways to improve the standard of residential provision for current residents.

It has also taken into account the opportunity to deliver additional housing supply and a high-quality public realm, which is in line with its planning policies for Hayes town centre, the Hayes Housing Zone and the Borough generally.

Following options appraisal, in October 2020 Cabinet agreed that officers should undertake further design work on a redevelopment option for both estates, in consultation with residents,

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with final proposals on the re-housing offer and indicative design to be put to residents in a GLA compliant resident ballot. In May 2021 the results of the two ballots were both positive, 79% in favour at Hayes Town Centre and 94% in favour at Avondale Drive.

To ensure that the redevelopment could be delivered, in June 2021 the Cabinet authorised officers to undertake a developer procurement exercise for the two estates, and a strategic pipeline of projects. They also authorised the submission of two hybrid planning applications for the first two estates identified (Hayes Town Centre and Avondale Drive), alongside the acquisition strategy and possession strategy to facilitate an early start on site once a developer partner had been procured.

On 24 March 2022 Cabinet approved Higgins PLC as the preferred bidder and granted delegated authority to approve the final contract terms to the Leader of the Council and Cabinet Members for Property and Infrastructure, Environment, Housing & Regeneration and Finance, in consultation with the Corporate Director of Place.

On 11 July 2022 the Leader of the Council and Cabinet Members approved the final award of contract to Higgins Partnerships 1961 PLC as the developer partner for Hayes Town Centre and Avondale Drive Estates to facilitate their redevelopment and for the strategic pipeline of potential developments described in the procurement documents.

In September 2022, the Council obtained planning consent for the scheme that residents were consulted on and the Council entered into contract with Higgins Partnerships to build new homes for the residents of the Estates.

Following the decision by the Council to proceed with Higgins on HTC phases 1 and AVD 1a, a Deed of Variation (DoV) to the Development Agreement has been progressed with Higgins and it is now in place.

Higgins is continuing to discharge planning conditions for HTC phase 1 and Avondale phase 1a. Higgins and the Council have been working together to explore accelerating the programme for future phases, both in accelerating the planning process but also the construction of future phases, which could involve redefining the extent of future phases or merging phases.

PERFORMANCE DATA

The contract with Higgins provides for the delivery of their proposed re-design of both Estates (subject to the Deed of Variation), which compared to the Council's planning consents for the Estates, results in an uplift in numbers of homes, including additional affordable homes and overall improved designs and phasing.

Construction is planned to take place in five phases at Hayes Town Centre and three phases at Avondale Drive. The affordable housing at both Estates will be delivered earlier than originally envisaged, with the first phases at both Estates delivering 110 homes for existing residents in 2025. The remaining affordable housing is planned to be completed later.

The contract sets out key milestone events and associated target dates to deliver their scheme. Key target dates are set out below:

Hayes Town Centre

Practical Completion/Handover

Phase 1: September 2025

Later Phases: To be agreed

Avondale

Practical Completion/Handover

Phase 1A: July 2025

Later Phases: To be agreed

Higgins started on site in September 2022 and has made good progress in carrying out enabling works including surveys, asbestos removal and utility disconnections, to facilitate demolition works starting at the end of May 2023. The works are currently due to complete on Phases 1 and 1A as per the above dates. Work has progressed on both sites and currently, phases 1 and 1A are at roof level and a topping out ceremony is scheduled for 15th November 2025.

Higgins' proposed design for Hayes Town Centre provides 551 homes, of which 276 are council homes, either for rent or returning leaseholders. The remaining 275 homes are for private sale. At Avondale Drive, Higgins' proposed design provides 310 homes of which 121 are council homes, either for rent or returning leaseholders, with the remaining 189 for private sale. Higgins has held a number of pre application meetings with the Council's planners to progress implementing their proposed designs. Design consultations with residents at both Estates were held in January 2023, which were well received.

RESIDENT BENEFIT

At Hayes Town Centre, Higgins' current proposed design at Hayes Town Centre provides 202 social rent, 45 London affordable rent and 28 shared equity homes and at Avondale Drive provides 121 homes for social rent and 3 homes for shared equity. Overall, their designs provide 12 more council homes than the Council's consented planning scheme. Higgins' scheme delivers the affordable housing at both Estates earlier than originally envisaged as set out above.

The redevelopment will not only improve the physical redevelopment but also the social environment by putting residents first. The contract with Higgins includes a comprehensive approach to stakeholder engagement including a senior Resident Liaison Officer and Resident Liaison Officer on each Estate. In addition, a wide range of Social Value Initiatives to meet the

needs of the residents and local community will be delivered.

In order to establish the needs and priorities of residents, the estate regeneration partnership team worked with residents at meetings held in February and March 2023 to develop a social value charter and community activity plan for Hayes Town Centre and Avondale Drive Estates. The resulting priorities include providing opportunities for all residents regardless age or background to get involved, improve wellbeing and safety on the estates and better access to local facilities. To date initiatives have included an estate fun day, energy saving workshops, Eid Celebrations, estate coffee morning, quiz, football event, pizza event, etc., for residents to come together in a safe space post pandemic to address the needs of older and vulnerable adults on the estate, health awareness workshops in partnership with Hesa Clinic and a meeting with the Metropolitan Police. The benefits of these initiatives have included employment, raised residents' awareness of ways to save money relating to energy and provided practical MOT health check advice around health, crime and community safety.

Further timetabled activities include resident estate clean up days, engaging with youth through sport, family fun days, and bingo. Financial exclusion and digital workshops are also underway. Higgins has provided financial support to several organisations operating locally including the Austin Estate Sewing club and BUILD; a construction social enterprise to upskill residents. Future work with the estate resident engagement panels and wider community groups is planned to attract and unlock external match funding to run further initiatives in a multi partnership approach.

Further consultation meetings have been held with the 17 no. resident leaseholders remaining on both estates to find out their future housing aspirations. A brochure providing further information on the shared equity option, including flat type layouts and prices, is being worked up. Details of how the process will work are being firmed up, as the leasehold properties will be acquired by the council under the Compulsory Purchase Order (CPO) process before 22nd March 2025, ahead of their new homes being completed in July-September 2025.

The partnership will maximise job creation through construction apprentices and local labour opportunities and Hillingdon local businesses supply chains. From the start, a resident has been successful in being appointed as a Resident Liaison Officer and work is underway with BUILD to run a series of construction workshops for women. This has continued and further opportunities have now been filled locally.

The social impacts of the regeneration are monitored and evaluated at monthly scheme social value partnership meetings with representatives from the Council and Higgins. In addition, Higgins produce a quarterly monitoring report.

A summary of information and events is outlined in the quarterly estate newsletters and partnership website.

FINANCIAL IMPLICATIONS

The approved MTFF budget for the Hayes Regeneration Programme is £160,982,000, covering both build costs and land assembly up to 29/30. As at the commencement of the 2024/25 financial year there is £132,298,000 of this sum remaining.

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As a consequence of regulatory changes and inflation since the budget was agreed, it is highly likely that the re-planned costs of the full project will exceed the total budget. Further work will be required to propose an amended total budget, and it should be noted that this work would need to make assumptions around inflation, as well as the outcome of future commercial negotiations that may not take place for a considerable period of time. This work will therefore be indicative for the time being.

GLA funding of c. £50 million has been secured across both schemes. £20 million of this grant relates to Phases 1 at Hayes Town Centre and 1a at Avondale Drive, with the remaining amount relating to later phases. The Council has drawn down c.60% of the allocated grant on the basis the units will be delivered in line with programme dates reported to the GLA.

LEGAL IMPLICATIONS

None at this stage.

BACKGROUND PAPERS

[Previous Cabinet decisions on the project](#)

APPENDICES

Higgins & Hillingdon Council website link: <https://www.hi-higgins.co.uk/>

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CABINET FORWARD PLAN

Committee name	Corporate Resources & Infrastructure Select Committee
Officer reporting	Anisha Teji, Democratic Services
Papers with report	Appendix A – Latest Forward Plan
Ward	As shown on the Forward Plan

HEADLINES

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

RECOMMENDATION

That the Committee considers the Cabinet Forward Plan.

SUPPORTING INFORMATION

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

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

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

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

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

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

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

BACKGROUND PAPERS

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

Scheduled Upcoming Decisions

Further details

Ref

Ward(s)

Final
decision by
Full Council

Cabinet
Member(s)
Responsible

Relevant
Select
Committee

Report
Author

Corporate
Director
Responsible

Consultation related
to the decision

**NEW
ITEM**

Public or
Private
(with
reason)

SI = Standard Item each month/regularly

Cabinet meeting - Thursday 12 December 2024 (report deadline 20 November)

Ref	Item	Details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
259	Irrecoverable Corporate Debt	Cabinet will consider a report to write off debts valued over 50k on non-domestic rates as irrecoverable debt, as required by the Council's Constitution.	N/A		Clr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Tiffany Boreham	Richard Ennis		NEW ITEM	Private (3)
SI	Consideration of setting a licensed deficit budget for any schools in the Borough	A standard report each year, where Cabinet may consider whether it is required to set any licensed deficit budget for any schools that have applied.	TBC		Clr Susan O'Brien - Children, Families & Education / Clr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Danny Doherty	Richard Ennis			Public
232	Residential Property Acquisition Contract	Following approval of a pilot scheme in May 2024 to seek external support for the acquisition and refurbishment of residential properties for social housing use, Cabinet will consider the outcome of a tender process for the wider use of external support for such activity.	N/A		Clr Jonathan Bianco - Corporate Services & Property / Clr Steve Tuckwell - Planning, Housing & Growth	Corporate Resources & Infrastructure	Craig Spence	Karrie Whelan			Private (3)
229	HRA Asset Management Plan	This reports seeks approval of the Council's Asset Management Plan for the Housing Revenue Account, which provides details of how the Council will discharge its duty to properly maintain and manage its Social Housing properties.	N/A		Clr Jonathan Bianco - Corporate Services & Property / Clr Steve Tuckwell - Planning, Housing & Growth	Corporate Resources & Infrastructure	Bobby Finch	Karrie Whelan			Public
SI	Corporate Disposals Programme 2024/25	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the remainder of the financial year 2024-2025 and make the necessary decisions on sites to be declared surplus and provide delegated authority to enable the implementation of any decisions made.	Various		Clr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	James Raven / Julia Thompson	Karrie Whelan			Private (3)

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Scheduled Upcoming Decisions

Further details

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Ward(s)

Final
decision by
Full Council

Cabinet
Member(s)
Responsible

Relevant
Select
Committee

Report
Author

Corporate
Director
Responsible

Consultation related
to the decision

**NEW
ITEM**

Public or
Private
(with
reason)

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244	Reactive Window & Door Replacement & Repairs Service Contract	Cabinet will consider the award a contract to the most cost effective tender for provisions of service for reactive replacement of windows and doors throughout the Council's social housing stock.	All		Clr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Liam Bentley	Karrie Whelan			Private (3)
SI	The Council's Budget Medium Term Financial Forecast 2025/26 - 2029/30 (BUDGET FRAMEWORK)	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 and Council Tax Reduction Scheme proposals following consultation.	All	Proposed Full Council adoption - 20 February 2025	Clr Martin Goddard - Finance & Transformation	All	Andy Goodwin	Richard Ennis	Public consultation through the Select Committee process and statutory consultation with businesses & ratepayers		Public
SI	Minor Property Transactions	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		Clr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	James Raven / Julia Thompson	Karrie Whelan			Private (3)
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		Clr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Andy Goodwin	Richard Ennis			Public
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	Democratic Services	N/A			Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	Democratic Services	TBC	TBC		Public

Cabinet Member Decisions expected - December 2024

SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	Democratic Services	TBC	Various		Public
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Cabinet meeting - Thursday 9 January 2025 (report deadline 4 December 2024)

256	Risk Management Policy	Cabinet will consider approval of the Council's Risk Management Policy, as part of the Council's governance arrangements.	N/A		Clr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Claire Baker	Richard Ennis		NEW ITEM	Public
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Scheduled Upcoming Decisions

Further details

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Ward(s)

Final
decision by
Full Council

Cabinet
Member(s)
Responsible

Relevant
Select
Committee

Report
Author

Corporate
Director
Responsible

Consultation related
to the decision

**NEW
ITEM**

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Private
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reason)

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250	Banking, Client Money Manager and Merchant Services	Cabinet will consider extending the current contracts with three finance providers: (1) Royal Bank of Scotland Plc for the provision of banking services (2) Lloyds Bank Plc for the provision of a Client Money Manager Account and (3) Global Payments UK Ltd for the provision of Merchant Services.	N/A		Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Annette Reeves / Michelle Kenyon	Richard Ennis			Private (3)
SI	Corporate Disposals Programme 2024/25	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the remainder of the financial year 2024-2025 and make the necessary decisions on sites to be declared surplus and provide delegated authority to enable the implementation of any decisions made.	Various		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	James Raven / Julia Thompson	Karrie Whelan			Private (3)
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	Democratic Services	TBC	TBC		Public

Cabinet Member Decisions expected - January 2025

SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	Democratic Services	TBC	Various		Public
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Cabinet meeting - Thursday 13 February 2025 (report deadline 22 January 2025)

SI	The Council's Budget Medium Term Financial Forecast 2025/26 - 2029/30 (BUDGET FRAMEWORK)	Following consultation, this report will set out the Medium Term Financial Forecast (MTFF), which includes the draft General Fund reserve budget and capital programme for 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 Ian Edwards - Leader of the Council / Cllr Martin Goddard - Finance & Transformation	All	Andy Goodwin	Richard Ennis	Public consultation through the Select Committee process and statutory consultation with businesses & ratepayers		Public
SI	Corporate Disposals Programme 2024/25	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the remainder of the financial year 2024-2025 and make the necessary decisions on sites to be declared surplus and provide delegated authority to enable the implementation of any decisions made.	Various		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	James Raven / Julia Thompson	Karrie Whelan			Private (3)
SI	Minor Property Transactions	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	James Raven	Karrie Whelan			Private (3)

Scheduled Upcoming Decisions

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Select
Committee

Report
Author

Corporate
Director
Responsible

Consultation related
to the decision

**NEW
ITEM**

Public or
Private
(with
reason)

SI = Standard Item each month/regularly

SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Andy Goodwin	Richard Ennis			Public
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	Democratic Services	N/A			Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	Democratic Services	TBC	TBC		Public

Cabinet Member Decisions expected - February 2025

SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	Democratic Services	TBC	Various		Public
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Cabinet meeting - Thursday 13 March 2025 (report deadline 19 February)

2580 26 10	Disabled Facilities Grant & Adaptations Supply & Install of Stairlifts and Ceiling Track Hoists	Cabinet will consider the contract award for a provider for the for Disabled Facilities Grant & Adaptations Supply & Install of Stairlifts and Ceiling Track Hoists.	N/A		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Sarah-Jane Bartlett	Karrie Whelan		NEW ITEM	Private (3)
SI	Corporate Disposals Programme 2024/25	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the remainder of the financial year 2024-2025 and make the necessary decisions on sites to be declared surplus and provide delegated authority to enable the implementation of any decisions made.	Various		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	James Raven / Julia Thompson	Karrie Whelan		NEW ITEM	Private (3)
SI	Housing Forward Investment Programme 2025/26 (and 2024/25 review)	Following Cabinet's decision in September 2023, this new annual report will agree the forward programme of specific Housing Revenue Account works for the ensuing financial year and provide suitable delegated authority to the Director to implement the programme over the period. The report will also include a look-back at delivering the past year's programme and the investment being made by the Council to upgrade the Council's housing stock.	All		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Gary Penticost	Karrie Whelan			Public

Scheduled Upcoming Decisions

Further details

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Ward(s)

				Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
SI = Standard Item each month/regularly											
SI	Minor Property Transactions	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	James Raven / Julia Thompson	Karrie Whelan			Private (3)
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required. Cabinet will also consider the fees related to the summer activity offer for children.	All		Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Andy Goodwin	Richard Ennis			Public
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	Democratic Services	N/A			Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	Democratic Services	TBC	TBC		Public
Cabinet Member Decisions expected - March 2025											
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	Democratic Services		Various		Public
Cabinet meeting - Thursday 10 April 2025 (report deadline 19 March)											
SI	Minor Property Transactions	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	James Raven / Julia Thompson	Karrie Whelan			Private (3)
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required. Cabinet will also consider the fees related to the summer activity offer for children.	All		Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Andy Goodwin	Richard Ennis			Public
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	Democratic Services	N/A			Public

Scheduled Upcoming Decisions

Further details

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Cabinet
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Relevant
Select
Committee

Report
Author

Corporate
Director
Responsible

Consultation related
to the decision

**NEW
ITEM**

Public or
Private
(with
reason)

SI = Standard Item each month/regularly

SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	Democratic Services	TBC	TBC		Public
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Cabinet meeting - Thursday 22 May 2025 (report deadline 30 April)

SI	Minor Property Transactions	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	James Raven	Karrie Whelan			Private (3)
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SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	Various		All	TBC	Democratic Services	N/A	Various		Public
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SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	Democratic Services	TBC			Public
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Cabinet Member Decisions expected - May 2025

SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	TBC	Democratic Services	TBC	Various		Public
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Cabinet meeting - June 2025 (date TBC)

SI	Minor Property Transactions	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	James Raven	Karrie Whelan			Private (3)
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SI	Budget Outturn 2024/25	Cabinet will review the Council's budget outturn position for the previous financial year.	All		Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Andy Goodwin	Richard Ennis			Public
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SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	Democratic Services	N/A	TBC		Public
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	Democratic Services	TBC			Public

Cabinet Member Decisions expected - June 2025

**Scheduled
Upcoming
Decisions**

Further details

Ref

Ward(s)

Final
decision by
Full Council

Cabinet
Member(s)
Responsible

Relevant
Select
Committee

Report
Author

Corporate
Director
Responsible

Consultation related
to the decision

**NEW
ITEM**

Public or
Private
(with
reason)

SI = Standard Item each month/regularly

SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All		C - Democratic Services	TBC	Various		Public
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Cabinet meeting - July 2025 (date TBC)

SI	Minor Property Transactions	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		Clr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	James Raven	Karrie Whelan			Private (3)
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required. Cabinet will also consider the fees related to the summer activity offer for children.	All		Clr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Andy Goodwin	Richard Ennis			Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	Democratic Services	N/A	TBC		Public
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	Democratic Services	TBC			Public

Cabinet Member Decisions expected - July 2025

SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All		Democratic Services	TBC	Various		Public
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AUGUST 2025 - NO CABINET MEETING

SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	Democratic Services	TBC	Various		Public
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CABINET MEMBER DECISIONS: Standard Items (SI) that may be considered each month

Scheduled Upcoming Decisions

Further details

Ref

Ward(s)

				Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
SI	Urgent Cabinet-level decisions & interim decision-making (including emergency decisions)	The Leader of the Council has the necessary authority to make decisions that would otherwise be reserved to the Cabinet, in the absence of a Cabinet meeting or in urgent circumstances. Any such decisions will be published in the usual way and reported to a subsequent Cabinet meeting for ratification. The Leader may also take emergency decisions without notice, in particular in relation to the COVID-19 pandemic, which will be ratified at a later Cabinet meeting.	Various		Clr Ian Edwards - Leader of the Council	TBC	TBC		TBC		Public / Private
SI	Ward Budget Initiative	To approve the spending of Ward Budgets following applications from Ward Councillors - this will be done on a monthly or regular cycle.	All		Clr Eddie Lavery (Cabinet Member for Community & Environment) - Leader of the Council (if in Ickenham & South Harefield ward)	Corporate Resources & Infrastructure	Natasha Norton		Local consultation within the Ward undertaken by Ward Councillors		Public
SI	Business, shops and commercial rents, leases, surrenders and renewals	To approve various rents, leases, surrenders and lease renewals for a variety of businesses, organisations, properties or via commercial transactions, as per thresholds for decision-making set out in the Procurement and Contract Standing Orders.	Various		Clr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	James Raven				Private (3)
SI	To consider rent reviews	To consider rent reviews of commercial and other premises.	tbc		Clr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	James Raven				Private (1,2,3)
SI	School Governing Bodies, Instruments of Government and Governors / Authorising Academy Appointments	To approve appointments, nominate appointments and make reappointments of local authority governors and to approve any changes to school governing body constitutions. To also authorise any Member to be a Governor or Director of an Academy.	N/A		Clr Susan O'Brien - Children, Families & Education	Children, Families & Education	Nicki O'Flanagan				Public

SI = Standard Item each month/regularly

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Scheduled Upcoming Decisions

Further details

Ref

Ward(s)

				Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
SI	Release of Capital Funds	The release of all capital monies requires formal Member approval, unless otherwise determined either by the Cabinet or the Leader. Batches of monthly reports (as well as occasional individual reports) to determine the release of capital for any schemes already agreed in the capital budget and previously approved by Cabinet or Cabinet Members	TBC		Clr Martin Goddard - Finance & Transformation (in conjunction with relevant Cabinet Member)	All - TBC by decision made	various		Corporate Finance		Public but some Private (1,2,3)
SI	Housing Buy-Back / The purchase of ex Council properties or new private properties for the Council's housing supply	Cabinet Member may determine, as and when required, the purchase and 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	Ben Sargent				Private (1,2,3)
SI	Petitions about matters under the control of the Cabinet	Cabinet Members will consider a number of petitions received by local residents and organisations and decide on future action. These will be arranged as Petition Hearings.	TBC		All	TBC	Democratic Services				Public
SI	Local Safety Schemes and Parking Revenue Account funded schemes	To consider petitions received and decide on future action	TBC		Clr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	David Knowles / Steve Austin		Traffic Liaison Group		Public
SI	Pedestrian Crossings	To approve schemes to provide crossing facilities	TBC		Clr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	David Knowles / Steve Austin				Public
SI	To approve debt / write offs	To approve individual case of debt / write offs that are in excess of £5000 but under £50,000.	n/a		Clr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Tiffany Boreham				Private (1,2,3)
SI	To approve compensation payments	To approve compensation payments in relation to any complaint to the Council in excess of £1000.	n/a		All	TBC	various				Private (1,2,3)
SI	Transport - Local Implementation Programme	Local Implementation Programme including schemes for the public realm, parking, road safety, school travel, walking, cycling, air quality improvement and Traffic Regulation Orders.	TBC		Clr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	David Knowles / Steve Austin / Alan Tilly				Public

SI = Standard Item each month/regularly

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Ward(s)

Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	Consultation related to the decision	NEW ITEM	Public or Private (with reason)				
SI	Acceptance of Tenders	To accept quotations, tenders, contract extensions and contract variations valued between £50k and £500k in their Portfolio Area where funding is previously included in Council budgets.	n/a		Clr Ian Edwards - Leader of the Council OR Clr Martin Goddard - Finance & Transformation / in conjunction with relevant Cabinet Member	TBC	various				Private (3)
SI	All Delegated Decisions by Cabinet to Cabinet Members, including tender and property decisions	Where previously delegated by Cabinet, to make any necessary decisions, accept tenders, bids and authorise property decisions / transactions in accordance with the Procurement and Contract Standing Orders.	TBC		All	TBC	various				Public / Private (1,2,3)
SI	School Redundancy Payments	To consider requests for School Redundancy Payments and decide whether to approve them on behalf of the Local Authority	TBC		Clr Susan O'Brien - Children, Families & Education	Children, Families & Education	Abi Preston				Private (1,3,4)
SI	Sale, and conversion, of loft space to leaseholders and also extension of Leasehold Interests of flats under the 1993 Act	To consider any issues in relation to loft space and also consider an extension of the leasehold interests for several flats where the Council as freeholder has received an application under the Leasehold Reform Housing and Urban Development Act 1993. The report will recommend grant of the extensions in each case where the Notice is valid and in accordance with legislation.	TBC		Clr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	James Raven				Private (1,2,3)
SI	Chrysalis Programme of Environmental Improvements	The Cabinet Member will be asked to consider the approval of projects.	Various		Clr Eddie Community & Environment	Residents' Services	Neil O'Connor				Public
SI	External funding bids	To authorise the making of bids for external funding where there is no requirement for a financial commitment from the Council.	n/a		All	TBC	various				Public
SI	Appeals in relation to business rates (NDR)	To determine appeals in relation to business rates following a decision by the Council.	TBC		Clr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Tiffany Boreham				Private (1,2,3)

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	All	TBC	various				Public

SI = Standard Item each month/regularly

SI	Response to key consultations that may impact upon the Borough	A standard item to capture any emerging consultations from Government, the GLA or other public bodies and institutions that will impact upon the Borough. Where the deadline to respond cannot be met by the date of the Cabinet meeting, the Constitution allows the Cabinet Member to sign-off the response.	TBC							
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The Cabinet's Forward Plan is an official document by the London Borough of Hillingdon, UK

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WORK PROGRAMME

Committee name	Corporate Resources and Infrastructure Select Committee
Officer reporting	Anisha Teji – Democratic Services
Papers with report	Appendix A – Work Programme
Ward	All

HEADLINES

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

RECOMMENDATIONS

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

SUPPORTING INFORMATION

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

Meeting Date	Room
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	November 19	January 9	February 11	March 4	April 10
Review A: Road Safety Review							
Topic selection / scoping stage							
Witness / evidence / consultation stage							
Findings, conclusions and recommendations							
Final review report agreement							
Target Cabinet reporting							
Review B: TBC							
Topic selection / scoping stage							
Witness / evidence / consultation stage							
Findings, conclusions and recommendations							
Final review report agreement							
Target Cabinet reporting							
Regular service & performance monitoring							
-	Quarterly Performance Monitoring						
Finance	Mid year Budget Update						
Highways	Electric Vehicle Infrastructure Strategy - annual update						
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	X	X	X	X
Democratic Services	Cabinet Forward Plan Monthly Monitoring		X	X	X	X	X
One-off information / service updates							
Democratic Services	Remit of new Select Committee						X
Human Resources	Staff skills, learning and development						X
Transformation (BID)	Transformation work to deliver savings			X			
Corporate Communications	Internal/external comms update						
Planning and Regeneration	Hayes Estate Regeneration Progress		X				
	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						
Health and Safety/ Emergency Response	Emergency Response Service				X		
Cross-cutting topics							
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		
	Utility company presentation (TBC)					X	
Past review delivery							
Procurement and Commissioning	Procurement Review 2023/24			X			
Transportation	Road Safety Review 2023/24 tbc						
Highways	Highways Resurfacing 2023/24				X		
Committee Site Visits							
Civic Centre - Capital Programme (Date TBC)							
Mortuary (Date TBC)							
Platinum Jubilee Leisure Centre (Date TBC)							
Internal use only							
Date deadline confirmed to report authors							
Report deadline							
Agenda							

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