



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:** THURSDAY 9 JANUARY  
2025

**Time:** 7.00 PM

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

**Meeting  
Details:** The public and press are welcome  
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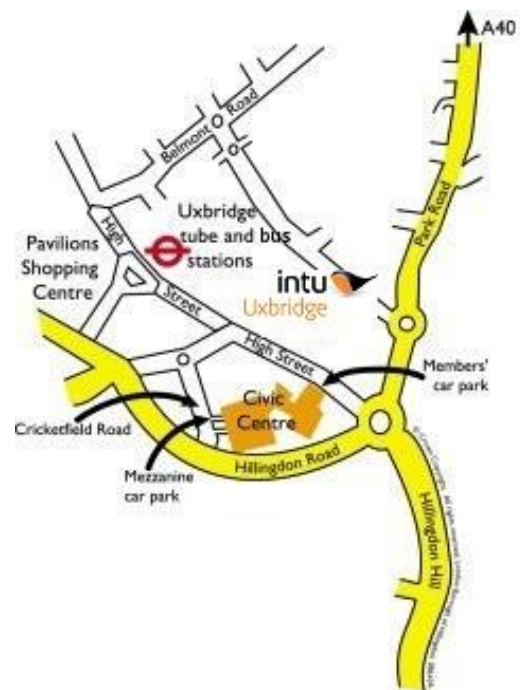
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## Terms of Reference

### Corporate Resources & Infrastructure Select Committee

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

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

# Agenda

- 1 Apologies for Absence
- 2 Declarations of interest in matters coming before this meeting
- 3 Minutes of the previous 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 2025/26 Budget Proposals for Services Within the Remit of Corporate Resources & Infrastructure Select Committee 5 - 24
- 6 Presentation on Transformation Work To follow at the meeting
- 7 Updated Select Committee Remits 25 - 32
- 8 Policy Review Discussion & Guidance 33 - 44
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# Agenda Item 3

## Minutes

### CORPORATE RESOURCES & INFRASTRUCTURE SELECT COMMITTEE

19 November 2024



Meeting held at Committee Room 5 - Civic Centre

	<p><b>Committee Members Present:</b> Councillors John Riley (Chair), Kaushik Banerjee, Farhad Choubedar, Stuart Mathers (Opposition Lead), Elizabeth Garelick, Narinder Garg and Philip Corthorne</p> <p><b>LBH Officers Present:</b> Michael Naughton, Head of Capital Programme Stephen Gunter, Fleet Manager Matthew Kelly, Director of Procurement Anisha Teji, Senior Democratic Services Officer</p>
30.	<p><b>APOLOGIES FOR ABSENCE</b> (<i>Agenda Item 1</i>)</p> <p>Apologies for absence were received from Councillor Adam Bennett with Councillor Philip Corthorne substituting.</p>
31.	<p><b>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING</b> (<i>Agenda Item 2</i>)</p> <p>None.</p>
32.	<p><b>MINUTES OF THE PREVIOUS MEETING</b> (<i>Agenda Item 3</i>)</p> <p><b>RESOVLED:</b> That the minutes of the meeting on 17 September 2024 be confirmed as an accurate record.</p>
33.	<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 4</i>)</p> <p>It was confirmed that all agenda items would be heard in Part I.</p>
34.	<p><b>PRESENT AND FUTURE OF THE FLEET</b> (<i>Agenda Item 5</i>)</p> <p>The Director of Procurement and Commissioning and the Fleet Manager introduced the report on the Present and Future of the Fleet. The report detailed the current composition of the Council's fleet. Members heard about the challenges in relation to the fleet service which included driver behaviour and fleet damage, which costs the Council approximately £700 per annum. The report also provided further information on data and management, the nature of the fleet, external factors and cultural aspects contributing to fleet damage.</p> <p>It was reported that the Council had a vehicle replacement programme, typically replacing vehicles after seven years. The report noted that 96 frontline service vehicles had reached the end of their serviceable life and were now subject to daily ULEZ fees. There were plans to replace 32 vehicles with electric equivalents and the rest with</p>

diesel, considering various factors like charging infrastructure and costs.

Members asked for further information about the cost of damage and whether it related to insurance excess. Further information was also requested on how the figure of £700k was calculated and how value for money and procurement were achieved. It was explained that the insurance excess was £111,000. Most repairs were done under this amount, and the total cost included direct repair costs and claims against the Council, such as damage to third-party property. The combined value of £700,000 was roughly 50/50 between these two elements. It was also mentioned that benchmarking was difficult due to varying insurance models across different boroughs.

The Committee discussed the value for money in the procurement process. It was explained that all requirements were tendered through frameworks and usual providers. Despite tendering 64 vehicles, this did not make Hillingdon a huge buyer in comparison to fleets that purchased hundreds of units. The importance of value for money, particularly when purchasing food waste refuse collection vehicles, which had a 12-month lead time due to high demand was emphasised. Members were assured that necessary actions were being taken to influence specifications and ensure that the vehicles purchased were reliable and provided the required operational life span.

Members enquired whether the Council benefited from the collective purchasing power of multiple authorities through framework agreements. Officers explained that while frameworks were used, orders were not placed simultaneously due to differing requirements and timing. There were challenges in relation to purchasing cycles with other authorities, particularly due to fluctuating prices and varying replacement schedules. It was acknowledged however that exploring consolidated procurement could be beneficial, especially for expensive items like electric vehicles.

Officers explained that the Alto Group, a group which included fleet services across London boroughs, had discussed joint purchasing. The group was exploring ways to collectively go to the market for better deals, particularly for large purchases like sweepers and refuse collection vehicles. Members encouraged officers to continue exploring joint procurement opportunities.

The Committee was informed that Harrow had a similar fleet size to Hillingdon and the importance of collaboration was empathised. Members also heard about the types of accidents that occurred. The fleet, especially refuse collection vehicles, often encountered accidents due to narrow roads and reversing incidents. There had been issues with beacons being knocked off, which had been mitigated by liaising with other council departments to trim overhanging branches. There had also been fires in the back of vehicles caused by batteries being placed in general waste.

Members were interested in understanding whether recruitment practices or employment trends impacted a driver's performance and EDI scores. It was noted data from trackers was reviewed weekly by the waste management team, who identified and addressed lower-scoring EDI drivers. Both agency and permanent drivers were subject to the same assessments and training. The perception that agency drivers caused more damage was not supported by an exercise conducted 18 months ago. It was also highlighted that there was significant collaboration with health and safety and HR teams to address issues, which were often resolved through training rather than disciplinary actions.

The Committee heard that there was usually a residual value for vehicles at the end of



economic life, which was a positive reason for purchasing and maintaining vehicles rather than leasing. It was mentioned that hiring vehicles sometimes incurred additional costs for damage at the end of the hire period. Regarding second-hand vehicles, it was noted that councils typically had vehicles for five to seven years, and by the time they were available second-hand to buy, they were not viable for purchase.

During Member discussions it was noted that whilst EVs had lower running costs, their high initial purchase price often negated these savings over a vehicle's lifecycle. The need for infrastructure to support EVs, such as charging stations was highlighted. There were also operational challenges of integrating EVs into the fleet, including the need for sufficient charging infrastructure and the impact of unpredictable weather on vehicle availability. There was an ongoing review of the vehicle replacement program, noting that some vehicles had exceeded their expected lifecycle due to economic considerations. The program was reviewed annually to maximise asset utilisation. The issue of ULEZ charges for local authority vehicles was raised, with a suggestion to seek exemptions for these vehicles to reduce costs.

Members requested that a reminder be sent to residents about the importance of disposing of batteries appropriately.

**RESOLVED: That the report be noted and officers were thanked for their attendance.**

35. **HAYES ESTATE REGENERATION UPDATE** (*Agenda Item 6*)

The Head of Capital Programme introduced the report on the Hayes Estate Regeneration Programme.

The report provided an update on the Hayes Regeneration Project, which aimed to enhance the quality of housing and public spaces in Hayes Town Centre and Avondale Drive Estates. The project, part of the Council's Housing Strategy 2021/22 - 2025/26, involved redeveloping these estates to provide better residential conditions and additional housing supply. Following positive resident ballots, Higgins PLC was selected as the developer partner and construction began in September 2022. Members heard that the project was progressing well, with the first phases expected to deliver 110 homes for existing residents by 2025. The redevelopment also focused on improving the social environment through various community engagement initiatives and social value programs.

The Committee noted the project's engagement and success in the ballot process, highlighting the contractor's strong community presence. Further information was sought on how the process had been managed to support people to find new homes or alternative accommodations and how the cost and workforce pressures in the construction industry were being mitigated. It was explained that some people had moved into different accommodations provided by the Council either in the Hayes area or within the Borough, and that future phases were still ongoing and managed on a case-by-case basis. It was noted that leaseholders were dealt with differently from tenants. Regarding cost and workforce pressures, Members were assured that the situation was being monitored closely.

Members emphasised the importance of having properties that were not noticeably different in terms of design and build to ensure sociability and enjoyment for all residents. Officers clarified that the design and appearance were dealt with through

	<p>the planning process, and all properties, whether private or council-owned, met building regulations. Externally, the properties would look the same as per the planning design. Internally, tenants had options for different finishes and the developer decided the standards for properties for sale. The project was on track for completion, with efforts to accelerate the timeline if possible.</p> <p>The Committee discussed the integration of mixed ownership within the estates and potential issues with service charges. It was explained that integration would be addressed through the planning process and that service charges would be communicated in advance.</p> <p>It was agreed that an update would be provided in April or May on the project's progress.</p> <p><b>RESOLVED: That the report be noted and officers be thanked for their attendance.</b></p>
36.	<p><b>FORWARD PLAN</b> (<i>Agenda Item 7</i>)</p> <p><b>RESOLVED: That the Forward Plan be noted.</b></p>
37.	<p><b>WORK PROGRAMME</b> (<i>Agenda Item 8</i>)</p> <p>The Chair asked Members to think about possible review topics for the January meeting.</p> <p><b>RESOLVED: That the work programme be noted.</b></p>
	<p>The meeting, which commenced at 7.00 pm, closed at 8.18 pm.</p>

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

## 2025/26 Budget Proposals For Services Within The Remit Of Corporate Resources & Infrastructure Select Committee

<b>Committee name</b>	Corporate Resources & Infrastructure Select Committee
<b>Officer reporting</b>	Andy Goodwin, Head of Strategic Finance Richard Ennis, Corporate Director of Finance
<b>Papers with report</b>	Corporate Resources & Infrastructure Select Committee, Savings Appendix
<b>Ward</b>	All

### HEADLINES

1. To comply with the Budget and Policy Framework procedure rules as part of the agreed consultation process for the General Fund and Housing Revenue Account budgets, alongside the Council's Capital Programme, this report sets out the draft revenue budget and Capital Programme for the services within the remit of the Corporate Resources & Infrastructure Select Committee. Following consideration by Cabinet on 12 December 2024, these proposals are now under consultation, and the relevant proposals being discussed at the January cycle of the Select Committees.
2. Cabinet will next consider the budget proposals on 13 February 2025, and the report will include comments received from Select Committees. At the meeting on 13 February 2025 Cabinet will make recommendations to full Council regarding the budget and Council Tax levels for 2025/26. Subsequently, Council will then meet to agree the budgets and Council Tax for 2025/26 on 27 February 2025.
3. The Committee needs to consider the budget proposals as they relate to the relevant service areas within the Corporate Services & Property and Finance & Transformation Cabinet Portfolios, but within the corporate context and the constraints applying as a result of the aggregate financial position of the authority.

### RECOMMENDATIONS

4. **That the Committee:**
  - a. **notes the budget projections contained in the report; and**
  - b. **comments as appropriate on the combined budget proposals affecting the relevant service areas within the Corporate Services & Property and Finance & Transformation Cabinet Portfolios, within the context of the corporate budgetary position.**

## SUPPORTING INFORMATION

### Executive Summary

5. The Council aims to set a balance budget for 2025/26, with the Consultation Budget presented to Cabinet in December presenting a requirement to drawdown £6.4m of reserves to achieve this, with further focus on the period to 2029/30, with this report setting out in the appendices, published alongside the consultation budget, a 5-year budget strategy. In this setting this medium-term financial strategy, the objectives are:
  - i. To continue to drive value for money for our residents in our services;
  - ii. To continue to be a low Council Tax charging borough;
  - iii. To review our operating model to deliver even more efficient and effective services and make significant savings;
  - iv. To invest in new assets for the borough, building out our infrastructure and seeking invest to save opportunities through our capital programme;
  - v. To invest in improving the quality of our homes for our housing residents;
  - vi. To increase our income levels and charge appropriate levels of fees;
  - vii. To continue to respond to inadequate levels of Government funding including lobbying central Government and the GLA for more funding for our residents;  
and
  - viii. Rebuilding our financial resilience
6. These are financially challenging times for local authorities to deal with, and respond, to a number of significant national pressures, within a significantly reduced funding envelope. Particular pressures for Hillingdon include the increased cost of adult social care, children's placements, homelessness, asylum seekers and ensuring it has an experienced workforce to deliver the best services it can to its residents.
7. The Council will continue to lobby national Government and the Greater London Authority [GLA] for increases in funding to deal with particular issues to us, such as the impacts of being a port authority.

### Budget Strategy

8. Budget proposals for 2025/26 have been prepared in the context of a wider strategy addressing the five-year MTFS period through which service expenditure is to be managed within available resources in the context of a challenging economic environment in terms of ongoing exceptional demand for Homelessness Support, Social Care and legacy impacts from periods of high inflation and the COVID-19 pandemic. To balance the budget, the Council has a number of mechanisms at its disposal to deliver this including a combination of:
  - Options the Council has used in this budget strategy:
    - Increased net savings (reducing expenditure and maximising income);

- Council Tax policy (within Referendum Thresholds); and
  - Release funding from reserves.
- 
- Options the Council is not pursuing:
    - Seek Secretary of State approval for an increase in Council Tax above the Referendum Threshold;
    - Hold a Referendum to ask the Residents to support a Council Tax increase above the Referendum Threshold; and/or
    - Seek Secretary of State approval for Exceptional Financial Support [EFS] through a Capitalisation Direction, which is effectively a loan to the Council that is required to be repaid (potentially with extra interest charges) but gives an authority more time to identify and implement measures that close the budget gap.
9. This budget strategy is based upon the Council's financial challenges including high demand for services, ongoing national issues and reduced Government funding since the austerity measures began in 2013/14, in a Council that has relatively low reserves compared to London neighbours. The latest monitoring position for the 2024/25 financial year reporting a net overspend of £8.9m which will leave uncommitted General Balances at £26.2m entering the 2025/26 financial year.
10. The Month 7 monitoring position for the services within this select committee present a net variance of £2.7m underspend as presented in the table below:

**Table 1: Service Operating Budgets**

Service		Approved Budget	<i>Underlying Forecast</i>	<i>Earmarked Reserves</i>	<i>Transformation Capitalisation</i>	Forecast Outturn	Variance	Month 6	Movement
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Children, Families & Education	Expenditure	98.6	106.8	0.0	(4.1)	102.7	4.1	4.1	0.0
	Income	(23.3)	(24.4)	0.0	0.0	(24.4)	(1.1)	(1.1)	0.0
	<b>Subtotal</b>	<b>75.3</b>	<b>82.4</b>	<b>0.0</b>	<b>(4.1)</b>	<b>78.3</b>	<b>3.0</b>	<b>3.0</b>	<b>0.0</b>
Corporate Resources & Infrastructure	Expenditure	191.6	192.3	(0.2)	(3.4)	188.7	(2.9)	(3.0)	0.1
	Income	(118.2)	(118.0)	0.0	0.0	(118.0)	0.2	0.3	(0.1)
	<b>Subtotal</b>	<b>73.4</b>	<b>74.3</b>	<b>(0.2)</b>	<b>(3.4)</b>	<b>70.7</b>	<b>(2.7)</b>	<b>(2.7)</b>	<b>0.0</b>
Residents' Services	Expenditure	84.8	104.1	(0.8)	(0.5)	102.8	18.0	15.9	2.1
	Income	(47.1)	(56.6)	0.1	0.0	(56.5)	(9.4)	(9.4)	0.0
	<b>Subtotal</b>	<b>37.7</b>	<b>47.5</b>	<b>(0.7)</b>	<b>(0.5)</b>	<b>46.3</b>	<b>8.6</b>	<b>6.5</b>	<b>2.1</b>
Health & Social Care	Expenditure	160.1	169.8	0.0	(0.5)	169.3	9.2	9.1	0.1
	Income	(50.3)	(55.1)	(0.3)	0.0	(55.4)	(5.1)	(4.9)	(0.2)
	<b>Subtotal</b>	<b>109.8</b>	<b>114.7</b>	<b>(0.3)</b>	<b>(0.5)</b>	<b>113.9</b>	<b>4.1</b>	<b>4.2</b>	<b>(0.1)</b>
<b>Total Service Operating Budgets</b>		<b>296.2</b>	<b>318.9</b>	<b>(1.2)</b>	<b>(8.5)</b>	<b>309.2</b>	<b>13.0</b>	<b>11.0</b>	<b>2.0</b>

11. With the following narrative setting out the variances and movement from Month 6 on an exception basis:

**a. Corporate Resources & Infrastructure:**

- i. **Property, Highways & Transport** - An underspend of £0.4m with the underspend relating to Property Services, with income yields forecast to exceed expenditure from property related income streams from rental and lease income
- ii. **Finance** – At Month 7 an underspend of £1.1m is reported for the Cabinet portfolio, with this variance being driven by treasury activity offset by a pressure reported against energy budgets.
- iii. **Corporate Services** – The Cabinet portfolio is reporting a net underspend of £1.2m, with this position largely being driven by holding a number of vacant posts within the service.

12. The savings requirement for 2024/25 is £15.8m as set out in the Council’s budget strategy, this position has been supplemented by a further £5.7m of prior year savings carried forward into 2024/25, resulting in an overall programme of £21.5m savings being delivered in year:

**Table 2: Savings Tracker**

Cabinet Member Portfolio	Blue Banked £'000	Green Delivery in progress £'000	Amber I Early stages of delivery £'000	Amber II Potential problems in delivery £'000	Red Serious problems in delivery £'000	Total £'000
Children, Families & Education	(0.3)	(0.6)	(0.3)	(0.2)	(0.3)	<b>(1.7)</b>
Corporate Resources & Infrastructure	(0.4)	(3.3)	(0.3)	(0.5)	(0.4)	<b>(4.9)</b>
Residents' Services	(0.2)	(1.9)	(0.7)	0.0	(0.9)	<b>(3.7)</b>
Health & Social Care	(0.1)	(1.2)	(0.2)	0.0	0.0	<b>(1.5)</b>
Cross-Cutting	0.0	0.0	(6.1)	0.0	(3.6)	<b>(9.7)</b>
<b>Total 2024/25 Savings Programme</b>	<b>(1.0)</b> 5%	<b>(7.0)</b> 33%	<b>(7.6)</b> 35%	<b>(0.7)</b> 3%	<b>(5.2)</b> 24%	<b>(21.5)</b> 100%

13. Based on 2.99% per annum increases in the core Council Tax and 2% per annum increases in the Social Care Precept for 2025/26 and throughout the life of the MTFS, funding available to support service expenditure is projected to grow by £49.2m to £333.8m between 2024/25 and 2029/30. A combination of exceptional demand pressures within Social Care and Homelessness support, together with capital investment plans is projected to generate a £111.4m uplift in service expenditure across the five-year term. In order to address this differential, to date, a savings programme of £65.2m has been developed, leaving a residual budget gap of £3.1m across the five-year MTFF period, with £32.6m of savings being proposed for 2025/26 increasing throughout the later years of the MTFF period.





**Table 3: Budget Strategy**

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	£m	£m	£m	£m	£m	£m
Total Resources	284.5	299.8	305.5	315.1	325.2	333.8
Total Service Expenditure	284.5	306.2	303.7	312.9	322.2	330.7
<b>(Surplus)/Deficit</b>	<b>0.0</b>	<b>6.4</b>	<b>(1.8)</b>	<b>(2.2)</b>	<b>(3.0)</b>	<b>(3.1)</b>
<b>Select Committee Spend:</b>						
Children, Families & Education	60.2	57.8	57.4	57.1	58.8	60.6
<b>Corporate Resources &amp; Infrastructure</b>	<b>73.0</b>	<b>74.1</b>	<b>79.2</b>	<b>82.5</b>	<b>87.3</b>	<b>91.4</b>
Residents' Services	38.1	42.0	42.3	43.2	44.9	46.6
Health & Social Care	125.4	127.3	131.6	138.6	144.7	150.6
Corporate Budgets	(12.2)	5.0	(6.8)	(8.5)	(13.5)	(18.5)
<b>Total Service Expenditure</b>	<b>284.5</b>	<b>306.2</b>	<b>303.7</b>	<b>312.9</b>	<b>322.2</b>	<b>330.7</b>

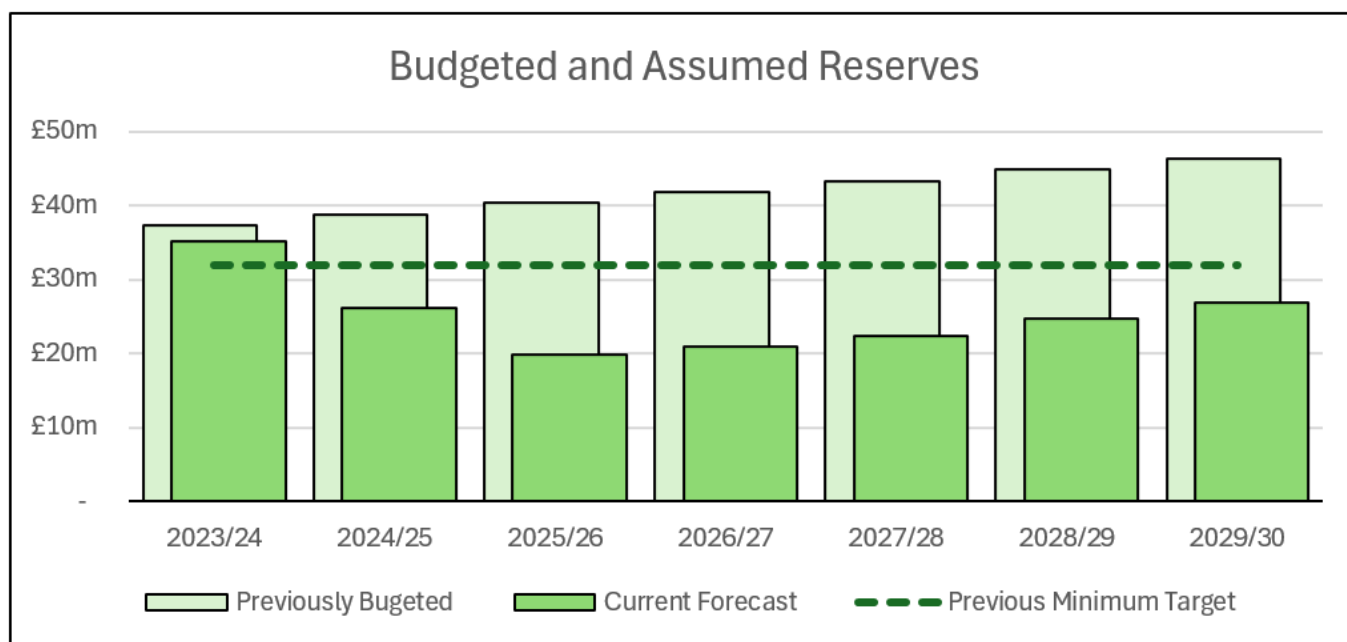
14. As is the case for the vast majority of local authorities, the Council has experienced exceptional demand for homelessness support and social care against the backdrop of the country exiting a period of high inflation, which is having a significant impact on the cost of providing services to residents, with Government funding no longer keeping pace with the increased expenditure the Council is facing. Furthermore, the Council has carried out a rebasing exercise that adjusted for legacy budget issues, adding £14.1m to the 2025/26 saving requirement, with a further £6.4m of legacy unallocated savings being written out.
15. The Autumn Statement announced in parliament on 30 October 2024 announced increased funding for Social Care and Homelessness, as well as an overall increase in funding for Local Authorities. The statement also confirmed that the public sector will receive compensation against the changes in employers National Insurance against the Council's own workforce. These elements have been estimated in the Council's budget strategy to yield an additional £3.9m, with this sum to be firmed up in the Provisional Local Government Settlement expected in the third week of December 2024 or subsequently in the Final Settlement due at the end of January 2025.

### **Risk Management**

16. The draft budget set out in this report includes a number of savings that are in early stages of development, and which need to be thoroughly refined and progressed over the coming months ahead of and during the early part of 2025/26. This is the case for all savings proposals and in particular, for the Target Operating Model saving line (£5m in 2025/26, rising to £15m in 2026/27 and a further £5m in both 2028/29 and 2029/30). They will need a laser focus on planning and delivery and where needed additional capacity and expert capability added to our existing teams. Risk awareness, management and mitigations will have a heightened importance over the course of the remainder of this financial year and onwards to maintain a robust budget with adequate reserves to mitigate for any further adverse financial developments or non-delivery of assumed savings.

17. Council approved the 2024/25 Budget and MTF5 and recognised the need to replenish reserves, then estimated to total £37.3m at the start of the current year and then grow by £1.5m per year to total £44.8m by the end of 2028/29. This rebuilding in reserves was consistent with the then Director of Finance written opinion that between a minimum of £32m up to a maximum £55m was necessary given the financial risks facing the Council. The position on the expectation on reserves will be revisited ahead of the February budget considering our prevailing financial position.
18. Some of the risks identified in (or unforeseen at the time of) the current year budget being set in February 2024 have materialised and as such our latest revenue monitoring position reflects closing general and available earmarked reserves falling to £26.2m against a previously anticipated £38.8m. This change from previous assumptions helps illustrate the need to hold adequate levels of reserves against such events.
19. The Council has not needed to request Exceptional Financial Support [EFS] from Government and is working hard to resolve its own financial pressures. Given the pressures and scale of financial savings officers will ensure that the Cabinet and Council are regularly updated in this respect. Our financial position is very challenging and whilst this is a national issue and systematic failure and not a uniquely Hillingdon problem, it is the Council's responsibility to ensure strong financial management to avoid this risk crystallising. If the savings are not delivered in broad terms EFS cannot be ruled out as is the case with many boroughs.
20. The Cabinet have given a clear steer to officers that they wish to resolve as much as possible the financial issues facing the borough, with our own efficiencies and savings programme. Exceptional Financial Support through borrowing as viewed by many as a 'sticking plaster' that does not resolve the underlying reductions and lack of funding for Hillingdon and Local Government as a whole. EFS, increases the cost to the tax payer, through additional borrowing costs, unless funded through additional capital receipts to a large extent.
21. Reference to the summary budget position set out in Section 6 of this report shows anticipated levels of future reserves based on the budget assumptions set out in this report and is summarised below:

**Chart 11: Budgeted and Assumed Levels of Reserves**



22. Having low levels of reserves to mitigate future potential risk is a significant risk in itself and ultimately could lead to the issuing of a s114 Notice leading to an immediate cessation of all non-essential spend and raising the possibility of Government intervention
23. The budget as it currently stands contains a significant degree of risk in its assumptions, and in particular the following:
  - i. Declining and the slow rebuild of general and earmarked reserve levels;
  - ii. Significant and the largest savings programme put forward to be delivered and will require stringent monitoring to ensure delivery and any optimism bias removed;
  - iii. Further potential demand pressures that may arise – particularly around social care costs and temporary accommodation pressures;
  - iv. Macro-economic headwinds including inflation, interest rates and pressures that could further arise as the result of any downturn in the general economy;
  - v. Future Government funding levels being maintained in real terms – especially if the government’s growth agenda to re-balance public finances fails to deliver as planned;
  - vi. Changes to the business rates system further increasing cost of occupying the Council’s larger buildings or indirectly through our partners on the running cost of leisure centres;

- vii. Whilst a fundamental review of the local government finance system has again been promised, any rebasing has the potential for the Council to lose the gains from growth above baseline already accumulated since 2013/14; and
  - viii. The Council has a significant Dedicated Schools Grant deficit which is currently held on the Balance Sheet but not impacting on the level of general reserves. Should the statutory over-ride preventing it from affecting general reserves be withdrawn this would result in general reserves being negative
24. Any delay in the timeframes for the delivery of assumed savings (or their quantum) has the potential to adversely impact on the forecast level of future reserves. To date, a significant number of savings proposals remain to have a full delivery programme validated to provide necessary assurance

### **Budget Proposals for the Corporate Resources & Infrastructure Select Committee**

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

**Table 4: Service Expenditure Budget Proposals**

	2024/25	Inflation	Demand-led Growth	Corporate Items	Savings Proposals	2025/26
	£'000	£'000	£'000	£'000	£'000	£'000
Children, Families & Education	60.2	2.4	0.4	0.0	(5.2)	57.8
Corporate Resources & Infrastructure	73.0	2.8	0.0	5.3	(7.0)	74.1
Residents' Services	38.1	2.8	7.7	0.0	(6.6)	42.0
Health & Social Care	125.4	3.0	4.2	2.5	(7.8)	127.3
Corporate Budgets	(12.2)	(6.3)	0.0	29.5	(6.0)	5.0
<b>Total Service Expenditure</b>	<b>284.5</b>	<b>4.7</b>	<b>12.3</b>	<b>37.3</b>	<b>(32.6)</b>	<b>306.2</b>

26. Inflation: Cost pressures of £2.8m are projected against 2024/25 expenditure going into 2025/26, with material uplifts in relation to workforce budgets, contracted expenditure and energy costs. In line with wider MTFs modelling, inflation projections are predicated on contracted expenditure uplifts for 2025/26 being in line with September's CPI figure of 1.7% in line with the Government's approach to use this index to uplift funding and expenditure across many areas of the public sector, with latter years forecast to be in line with the Bank of England's target rate of 2% per annum. The 2024/25 pay award has been agreed below the Council's assumptions at the time of setting the 2024/25 budget, with the MTFs including an assumption that the pay award is 3% in 2025/26, also reducing to 2% per annum thereafter.
27. Demand-Led Growth: there are no demand-led growth bids in the remit of this committee, with the £12.3m increase across the Council for 2025/26 all falling in other areas.
28. Corporate Items: budget movements within the remit of this Select Committee account for £5.3m of the £37.3m increase across the Council in 2025/26, with a breakdown of these items presented below.
- Capital Financing Costs are forecast to increase by £2.9m in 2025/26, rising to £12.8m by 2029/30, with this increases driven by the requirement to fund £94.5m from prudential borrowing to fund the proposed capital programme set out later in this report with this increase also including the servicing and repayment of the Council's existing borrowing portfolio.
  - Hillingdon First Enabling Developments are forecast to unwind the dividend paid to the borough, with £0.8m of income being removed from the base budget due to all completed developments having been sold and the company not having any active developments in the pipeline, this position will be kept under review in line with market conditions.
  - Cost of Older People Discount continues to reduce as the Council closed the scheme to new entrants on 1 April 2021, with regular churn reducing this budget by £0.1m per annum.

- d. Concessionary Fares relates to the Council funding the freedom pass for Hillingdon Residents, with cost being levied on the Council by Transport for London [TfL] based on usage statistics, with TfL forecasting future demand, with the forecast contained in the budget strategy adding £3.3m over the next three years.
- e. Housing Benefit Subsidy (Recover of Overpayments) adds £0.1m to the Council's expenditure per annum due to the transition from Housing Benefit to Universal Credit impact on the income recouped through the Housing Benefit Subsidy system.

## **Savings Proposals**

- 29. As mentioned above, £32.6m of savings proposals have been incorporated into the draft budget for 2025/26, with £7.0m falling within the remit of this Select Committee. Details of the savings programme propels within the remit of this Select Committee are discussed below, with a full list available included in Appendix A6 to this report, in line with the appendix presented with the Consultation Budget presented at December Cabinet.
- 30. Property, Highways & Transport: have savings proposals totalling £0.8m in 2025/26, rising by a further £0.5m in 2025/26 with three savings against this portfolio associated with increased rental yields from commercial properties and garages, with the third proposal centred around maximising the use of Council assets.
- 31. Finance & Transformation proposals amount to £1.1m in 2025/26, with key proposals including:
  - a. A review of the Revenues & Benefits service, targeting increased automation and digital solutions to secure £0.3m in 2025/26, rising to £0.6m by 2027/28.
  - b. Further efficiencies from the new Oracle Fusion financial system, securing £100k in 2025/26 in addition to the £300k in 2024/25.
  - c. Process review and realignments of structures are forecast to reduce spend by £0.4m without impacting on service delivery.
  - d. The remaining proposed balance relates to technical updates, reviewing recharges and cashflow arrangements with full details set out in the Savings Appendix (A6).
- 32. Corporate Services savings proposals for 2025/26 total £5.1m, increasing by a further £1.4m by 2027/28 to £6.5m. Savings in these are include the following proposals:
  - a. Savings in relation to the Digital Strategy, including contracted expenditure and reshaping resident experience are forecast to secure £3.8m in 2025/26, rising to £4.3m by 2027/28.
  - b. Reviewing structures that support Corporate Services including Human Resources, Legal, Communications and Democratic Services are forecast to deliver £0.8m in 2025/26, rising to £1.2m by 2027/28, with these measures continuing to protect frontline service delivery.

- c. The remaining balance comes from a number of smaller proposals aimed at increasing efficiency without impacting on resident experiences with full details set out in the Savings Appendix (A6).
- 33. Target Operating Model A full review of the Council's Target Operating Model to identify and deliver a further £5.0m saving in 2025/26, rising by a further £10.0m in 2026/27 to a total of £15.0m, with a further £5.0m in each of the last two financial years of the budget strategy, with a full review of every service and how it operates, building on the work that started in the Zero-Based Budgeting reviews that set the groundwork for this budget strategy. The delivery of target Operating Model savings are essential for the financial future of this Council.
- 34. Cross-Cutting Initiatives proposals amount to £6.0m in 2025/26, rising by a further £13.5m over the next two years to deliver £19.5m of savings by 2027/28. Savings recorded as cross-cutting include:
  - a. Procurement savings of £0.6m are included in each of the three years, with the procurement service to work with service areas during contract negotiations and tender exercises to maximise opportunities for the Council and effectively counter the impact of the inflationary uplift built into the budget strategy.
  - b. Pension measures of £0.4m are included for 2025/26, rising by a further £0.1m in 2025/26 from a combination of cashflow measures with the interactions between the General Fund and Pension Fund (£0.3m) and a proposal to delay automatic enrolment for new starters into the pension scheme until post-probation (£0.1m in 2025/26, £0.2m by 2026/27).
  - c. Finally, inflationary uplifts to Fees & Charges from 2026/27 onwards are included under cross-cutting items at £1.1m per annum to 2027/28, with the impact of uplifts for 2025/26 included under each portfolio.
- 35. The increases in Fees & Charges is shown in Appendix C and maintains significant discounts for residents. Further work will be undertaken ahead of the February Cabinet to test any impact caused by the elasticity of demand.

### **Capital Proposals**

- 36. Capital investment of £301.6m over the period 2025/26 to 2029/30 has been incorporated into the wider General Fund budget strategy set out within this report, with £134.1m investment in major projects, primarily delivering new or expanded infrastructure, and £157.5m investment in recurrent programme of works, ensuring that existing infrastructure is maintained and improved, with further detail available in Appendix A8 that accompanied the Consultation Budget Report presented at December Cabinet.

**Table 5: General Fund Capital Programme by Cabinet Portfolio**

	Major Projects £'000	Programme of Works £'000	General Contingency	Total £'000
<b>Total Capital Programme</b>	<b>174.1</b>	<b>157.5</b>	<b>10.0</b>	<b>341.6</b>
<b>Select Committee Breakdown:</b>				
Children, Families & Education	11.3	2.3	0.0	13.6
Corporate Resources & Infrastructure	129.7	132.4	10.0	272.1
Residents' Services	8.6	8.5	0.0	17.1
Health & Social Care	24.5	14.3	0.0	38.8
<b>Total Capital Programme</b>	<b>174.1</b>	<b>157.5</b>	<b>10.0</b>	<b>341.6</b>

37. Further to the overview presented above, the below section sets out the Capital Proposals within the remit of this Select Committee.
38. **Property, Highways & Transport** – Total investment for this portfolio stands at £192.2m, with £54.7m relating to Major Projects, with the budget including £19.0m to complete the Platinum Jubilee Leisure Centre in West Drayton, alongside £23.1m to develop the new Hillingdon Water Sports facility, replacing facilities dispersed by the HS2 project. Other projects include £16.5m to modernise the Civic Centre that will also reduce the revenue running costs of the building, with a further £13.5m for other Carbon Zero Initiatives to reduce the Council's carbon footprint. With this portfolio overseeing the Council's property assets, other investments in this area include expenditure enhancing existing assets or building new ones, particularly linked to the Council's saving programme, including the Charville Lane Children's home programme.
39. The Council currently leases its grounds maintenance equipment and is paying a premium because it is out of contract. Agreeing to release a capital contingency to purchase new equipment rather continuing to lease is planned to save the Council £54k per year and the potentially give the Council larger future year savings by extending the economic life of the equipment. Given the age of the current equipment it also mitigates further high maintenance costs. Delegation is requested to allow the Cabinet member for Finance & Transformation (in consultation with the Corporate Director of Finance) to approve entering into a contract to purchase this equipment (estimated cost £1.5m).
40. In addition to this Major Projects investment, £97.5m of Programme of Works expenditure is planned to 2029/30, with £51.0m investment in the Council's roads and footways infrastructure, with a further £16.1m included for Transport for London (TfL) projects, street lighting and Highways, Bridges & Structures. A further £24.1m is included for Schools Conditions work, improving the fabric of the Council's existing schools. A Disabled Facilities Grant budget of £15.0m is proposed to fund adaptations to residents' properties, with this investment funded through grant income included in the Better Care Fund. Other programmes include the cyclical renewal of the Council's existing asset base, ensuring that this remains fit for purpose.



41. **Finance & Transformation** – the £35.0m budget under Major Projects relates to capitalisation support to cover costs of transformation (£10.0m in 2025/26 and 2027/28 to support the size of the saving programme in those years) and the DSG recovery plan (£4.0m for 2025/26 included from the existing Safety Valve agreement). These costs require to be financed by capital receipts which have been included in the capital financing budget. Under Programmes of Works, the budget of £20.7m focuses upon the programmed renewal of the Council’s vehicle fleet, with this investment supporting the revenue position and reducing maintenance costs and the hiring of vehicles.
42. **Corporate Services** – This portfolio includes an investment in Corporate Technology and Innovation of £13.2m, with this investment linked to the savings included for the Council’s Digital Strategy approved by Cabinet in October of this year. The remaining investment funder the Older People’s Initiative.

### **HRA Capital Programme**

43. Capital investment of £931m in expansion and enhancement of the housing stock over the period 2025/26 to 2029/30 has been fully reflected within this consultation budget, including £725.2m funding to deliver 1,669 net increase in dwellings and £206.0m investment in existing housing stock. Further detail on these investment plans can be found in Appendix B4, with a brief overview set out below.
44. Investment in new housing includes £132.3m budgets for the flagship regeneration projects on the Avondale and Hayes Town Centre estates which are expected to deliver 370 new homes, a net increase of 72 on the current configuration. A further £592.9m has been allocated to deliver 1,299 net increase in units through internal development and acquisitions, with project timelines set out to maximise use of retained Right to Buy receipts over the MTFS period.
45. £156.4m has been budgeted for an enhanced programme of works to stock, based around a five-year cycle and including renewal of key components such as kitchens, bathrooms, roofs, windows and boilers, with this budget significantly increase since February 2024 to increase the standard of tenants’ homes. A further £49.7m is included for further investment in insulation measures and green investments, with this programme of investment intended to increase energy efficiency and thereby contribute towards tackling fuel poverty. Additionally, investment in major adaptations to properties will continue, ensuring that the wider needs of HRA tenants can be supported in their own homes where appropriate.

**Table 7: HRA Capital Programme**

	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m
Major Projects	88.9	177.6	68.8	69.1	69.3
Housing Regeneration Programme	16.0	13.2	41.8	29.5	0.0
Programmes of Work	37.5	42.8	35.4	27.5	28.1
<b>Total</b>	<b>142.4</b>	<b>233.6</b>	<b>146.0</b>	<b>126.1</b>	<b>97.4</b>

## **BACKGROUND PAPERS**

2025/26 BUDGET AND FUTURE MEDIUM-TERM FINANCIAL STRATEGY, presented to 12 December 2024 Cabinet Meeting ([London Borough of Hillingdon - Agenda for CABINET on Thursday, 12th December, 2024, 7.00 pm](#))

## **APPENDIX**

Corporate Resources & Infrastructure Select Committee, Savings Appendix

General Fund Budget Savings Programme		T h e m e	Annual Movement in Budget Requirement					Three Year	Five Year
			2025/26	2026/27	2027/28	2028/29	2029/30	Outlook	Outlook
			£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Savings by Portfolio</b>									
Property, Highways & Transport			(762)	(530)	0	0	0	(1,292)	(1,292)
Finance			(1,138)	(211)	(57)	0	0	(1,406)	(1,406)
Corporate Services			(5,064)	(1,192)	(230)	0	0	(6,486)	(6,486)
Residents' Services			(6,585)	(1,084)	(786)	0	0	(8,455)	(8,455)
Children, Families & Education			(5,247)	(1,880)	(2,016)	0	0	(9,143)	(9,143)
Health & Social Care			(7,787)	(1,123)	0	0	0	(8,910)	(8,910)
Cross-Cutting Initiatives			(6,000)	(11,800)	(1,700)	(5,000)	(5,000)	(19,500)	(29,500)
<b>Specific Savings Proposals</b>			<b>(32,583)</b>	<b>(17,820)</b>	<b>(4,789)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(55,192)</b>	<b>(65,192)</b>
<b>Savings Programme by Theme</b>									
Service Transformation (T)			(22,930)	(14,168)	(2,283)	(5,000)	(5,000)	(39,381)	(49,381)
Digital Strategy (D)			0	0	0	0	0	0	0
Workforce (W)			(100)	(100)	0	0	0	(200)	(200)
Procurement (P)			(1,066)	(998)	(600)	0	0	(2,664)	(2,664)
Income Generation & Commercialisation (C)			(5,782)	(1,770)	(1,120)	0	0	(8,672)	(8,672)
Zero Based Reviews (Z)			(2,705)	(784)	(786)	0	0	(4,275)	(4,275)
Impact on Other Funds (O)			0	0	0	0	0	0	0
<b>Specific Savings Proposals</b>			<b>(32,583)</b>	<b>(17,820)</b>	<b>(4,789)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(55,192)</b>	<b>(65,192)</b>
<b>Savings Proposals</b>									
Review Garage Voids		(C)	(260)	(180)				(440)	(440)
Fees & Charges Uplifts		(C)	(227)					(227)	(227)
Review of Commercial Leases		(C)	(200)	(250)				(450)	(450)
Maximisation of Council Assets		(T)	(75)	(100)				(175)	(175)
<b>Total Property, Highways &amp; Transport Savings</b>			<b>(762)</b>	<b>(530)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,292)</b>	<b>(1,292)</b>

General Fund Budget Savings Programme		T h e m e	Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook
			2025/26	2026/27	2027/28	2028/29	2029/30	£'000	£'000
			£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Revenue & Benefits - Automations & Customer Contact	(T)	(334)	(211)	(57)			(602)	(602)
	Older People's Discount - Demand Adjustment	(Z)	(200)					(200)	(200)
	Counter Fraud: Review of Capability, Capacity and Activity - Proposal 2	(T)	(195)					(195)	(195)
	Future of Financial Systems	(T)	(100)					(100)	(100)
	Pension Payment Cashflow Measures	(Z)	(95)					(95)	(95)
	Internal Audit Staffing Cost Reduction	(T)	(73)					(73)	(73)
	Counter Fraud Funding Strategy	(C)	(72)					(72)	(72)
	ZBB Vacant Post Review	(T)	(69)					(69)	(69)
	<b>Total Finance</b>		<b>(1,138)</b>	<b>(211)</b>	<b>(57)</b>	<b>0</b>	<b>0</b>	<b>(1,406)</b>	<b>(1,406)</b>
	Reshaping Customer Experience and Business Support	(T)	(1,876)	(228)				(2,104)	(2,104)
	Digital & Intelligence Cost Rebasing Review	(T)	(1,500)					(1,500)	(1,500)
	Digital and Technology Contract Review	(P)	(387)	(318)				(705)	(705)
	HR Service Review	(T)	(378)	(104)				(482)	(482)
	S106 Fee Increase	(C)	(263)					(263)	(263)
	Legal Structure Review - 3x Vacant Lawyer Posts	(T)	(187)					(187)	(187)
	Outsourcing of the Council's Film Office	(T)	(140)	(60)	(25)			(225)	(225)
	Democratic Decision-Making Structure Review	(T)	(100)					(100)	(100)
	Legal Service Funding Review	(C)	(63)					(63)	(63)
	Business Intelligence Review	(T)	(62)	(62)	(185)			(309)	(309)
	Communications Structure Review	(T)	(60)					(60)	(60)
	Registration Service Income Maximisation	(C)	(30)	(20)	(20)			(70)	(70)
	Review of Civic & Ceremonial Events Function	(T)	(30)					(30)	(30)
	Remove Hard Copy Agendas for Statutory Meetings	(T)	(15)					(15)	(15)
	Delete Champions Fund Budget	(Z)	(10)					(10)	(10)
	DHSC Autumn Vaccinations	(C)	(4)					(4)	(4)
	Fees & Charges Uplifts	(C)	41					41	41

General Fund Budget Savings Programme		T h e m e	Annual Movement in Budget Requirement					Three Year Outlook	Five Year Outlook
			2025/26	2026/27	2027/28	2028/29	2029/30		
			£'000	£'000	£'000	£'000	£'000		
	Telecare Review	(T)		(400)				(400)	(400)
<b>Total Corporate Services</b>			<b>(5,064)</b>	<b>(1,192)</b>	<b>(230)</b>	<b>0</b>	<b>0</b>	<b>(6,486)</b>	<b>(6,486)</b>

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## UPDATED SELECT COMMITTEE REMITS

<b>Committee name</b>	Corporate Resources and Infrastructure Select Committee
<b>Officer reporting</b>	Anisha Teji, Democratic Services
<b>Papers with report</b>	Updated Select Committee remits
<b>Ward</b>	All

### HEADLINES

Following the recent Council meeting, approval was given to update the Select Committees' remits to reflect the new Cabinet portfolios and Directorates. The service areas previously scrutinised remain the same, but their descriptions have been updated for improved clarity and accountability.

### RECOMMENDATION

**That the Committee note its updated remit.**

### SUPPORTING INFORMATION

Following the amendments to the Cabinet portfolios and Directorates, the remits of the Select Committees have been updated for improved clarity and accountability.

### PERFORMANCE DATA

N/A.

### RESIDENT BENEFIT

This change will allow improved oversight by each of the Select Committees of services within their areas.

### FINANCIAL IMPLICATIONS

N/A.

### LEGAL IMPLICATIONS

Changes to the Constitution to update the committee's terms of reference were delegated to the Head of Democratic Services by the Council meeting on 28 November.

### BACKGROUND PAPERS

NIL.

## APPENDICES

Updated Select Committee remits



## Corporate Resources & Infrastructure Select Committee

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

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

## Children, Families & Education Select Committee

Portfolio(s)	Directorate	Service Areas
Cabinet Member for Children, Families & Education	Children’s Services	Children's Social Care (incl. safeguarding & corporate parenting)
		Corporate Parenting Panel
		Prevention & Youth Justice (incl. youth services, stronger families and adolescent mental health)
		Education & SEND (incl. Adult & Community Learning, Skills, Lifelong Learning, Music Services and School Travel)
	Adult Services & Health	Children and Families Support Services (incl. Early Years and Children's Centres)

## Health & Social Care Select Committee

Portfolio(s)	Directorate	Service Areas
Cabinet Member for Health & Social Care	Adult Services & Health	Adult Social Work (incl. Direct Care and Business Delivery, Provider & Commissioned Care)
		Adult Safeguarding
		Hospital & Localities
		Adult Learning Disabilities & Mental Health
		Adult Social Services transport and travel

		Health & Public Health (incl. health partnerships, health inequalities & Health Control Unit at Heathrow)
		Health integration / Voluntary Sector
	Homes & Communities	The Council's Domestic Abuse services and support (cross-cutting)
		Services to asylum seekers

<b>STATUTORY COMMITTEE</b>	<p><u>Statutory Healthy Scrutiny</u></p> <p>This Committee will also undertake the powers of health scrutiny conferred by the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013. It will:</p> <ul style="list-style-type: none"> <li>• Work closely with the Health &amp; Wellbeing Board &amp; Local HealthWatch in respect of reviewing and scrutinising local health priorities and inequalities.</li> <li>• Respond to any relevant NHS consultations.</li> </ul> <p><u>Duty of partners to attend and provide information</u></p> <p>The Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013, imposes duties on 'responsible persons' to provide a local authority with such information about the planning, provision and operation of health services in the area of the authority as it may reasonably require to discharge its health scrutiny functions through the Health &amp; Social Care Select Committee. All relevant NHS bodies and health service providers (including GP practices and other primary care providers and any private, independent or third sector providers delivering services under arrangements made by clinical commissioning groups, NHS England or the local authority) have a duty to provide such information. Additionally, Members and employees of a relevant NHS body or relevant health service provider have a duty to attend before a local authority when required by it (provided reasonable notice has been given) to answer questions the local authority believes are necessary to carry out its health scrutiny functions. Further guidance is available from the Department of Health on information requests and attendance of individuals at meetings considering health scrutiny.</p>
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<b>Portfolio(s)</b>	<b>Directorate</b>	<b>Service Areas</b>
Cabinet Member for Community & Environment	Place	Green Spaces (incl. Woodlands, Colne Valley)
		Crematorium Services
		Waste Services
		Flooding & watercourses
		Environmental Projects (incl. Chrysalis, Street Champions, Alleygating & Ward Budgets)
		Climate Change (incl. air quality) – cross-cutting brief
	Homes and Communities	Library Services
		Theatres, Museums & Cultural Services
		Leisure Services and Centres
		Community Safety & Community Cohesion (incl. CCTV)
		Trading Standards, Environmental Health & Licensing (incl. Safety of Sports Grounds)
		Imported Food Office
		Anti-Social Behaviour and Localities
		Street Scene Enforcement
		Parking & Parking Enforcement
		Emergency Response
	Adult Services & Health	Mortuary
Cabinet Member for Planning, Housing & Growth	Place	Planning Services (incl. planning policy, building control, planning enforcement, specialist planning & conservation areas)
		Regeneration (incl. town centres, master planning)
		Economic Development (incl. growth strategy, business engagement, inward investment & worklessness)
		Local Impacts of Heathrow Expansion (cross cutting brief)
		Local Impacts of High Speed 2 (cross-cutting brief)
	Homes & Communities	Housing Strategy & Commissioning (incl. housing policies & standards, assessment of housing stock size & condition and the commissioning of housing stock repairs and housing stock acquisitions)

		HRA Strategy and delivery plan (operational delivery in Place and Cabinet Member for Corporate Services & Property)
		Housing Management (incl. tenancy management)
		Housing Options and Homeless Prevention
		Private Sector Housing

<b>STATUTORY COMMITTEE</b>	<p><u>Statutory Crime and Disorder Scrutiny</u></p> <p>This Committee will act as a Crime and Disorder Committee as defined in the Crime and Disorder (Overview and Scrutiny) Regulations 2009 and carry out the bi-annual scrutiny of decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions.</p> <p><u>Duty of partners to attend and provide information</u></p> <p>The Crime and Disorder (Overview and Scrutiny) Regulations 2009 permits this Select Committee to make a request in writing for information to bodies who form the local Crime and Disorder Reduction Partnership (Safer Hillingdon Partnership), which includes the Police. The Committee should scrutinise the work of the partnership at least once a year and may also require the attendance before it of an officer or employee of a responsible authority or of a co-operating person or body in order to answer questions. The Committee may not require a person to attend unless reasonable notice of the intended date of attendance has been given to that person.</p>
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## POLICY REVIEW DISCUSSION & GUIDANCE

<b>Committee name</b>	Corporate Services and Infrastructure Select Committee
<b>Officer reporting</b>	Anisha Teji – Democratic Services
<b>Papers with report</b>	Appendix 1 – Guidance on undertaking policy reviews
<b>Ward</b>	All

### HEADLINES

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

### RECOMMENDATIONS

That the Select Committee:

1. **Note the guidance on undertaking policy reviews in Appendix 1;**
2. **Seek to make use of the scorecard attached in Appendix 1 (Annex A) to assess any policy review topic ideas;**
3. **Agree a topic or develop a shortlist of potential topic ideas for officers to scope further and report back to the Committee;**
4. **Delegate to the Democratic Services Officer, in conjunction with the Chairman (and in consultation with the Opposition Lead) any further agreement on review topic selection as required.**

### SUPPORTING INFORMATION

#### The Committee’s direct remit of activity

This Select Committee’s specific Terms of Reference are set out below along with any cross cutting topics. These set the parameters (or service areas) in which the Committee can undertake a policy review, present findings, request information reports and provide direct input on matters:

Portfolio(s)	Directorate	Service Areas
Leader of the Council	Corporate Services	Communications & Engagement
		Governance
Cabinet Member for Corporate Services & Property	Corporate Services	Democratic Services
		Human Resources, including Health & Safety

		Legal Services
	Place	Capital Programme & Major Construction Projects
		Property (incl. estates, new housing supply (acquisitions and new build), disposals and maximising income from holdings)
		Building Safety
		Facilities Management
		Repairs & Engineering of Corporate Property, Housing & Assets (contractual & delivery), including the delivery of the planned capital programme for housing
		Civic Centre, Property and built assets (cross-cutting brief)
		Highways (operational maintenance delivery)
		Utility companies in the Borough (cross-cutting)
Cabinet Member for Planning, Housing & Growth	Place	Highways (incl. Highways strategic assessment & safety, Highways Policy and infrastructure including EV)
		Transportation (incl. road safety, traffic management and parking management schemes)
Cabinet Member for Finance & Transformation	Finance	All Finance (inc. school budgets, revenues and benefits, HRA)
		Statutory Accounting, Investments and Pensions
		Procurement and Commissioning (incl. fleet and energy)
		Counter Fraud
		Internal Audit & Risk Assurance (incl. risk management)
	Corporate Services Directorate	Council transformation & Hillingdon Improvement Programme
		Technology, Digital, Information Governance, Business Intelligence, Customer Experience and Business Support (incl. implementation of automation software)
		Complaints – “Member Responsible for Complaints” under Ombudsman Codes
Cabinet Member for Community & Environment	Homes & Communities	Emergency Response
All portfolios		Resident Experience (cross-cutting brief)



## **Selecting a topic and undertaking a review**

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

## **Previous policy reviews**

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

- Council's Consultation Arrangements (2023/24)
- Procurement (2023/24)
- Attaining Best Practice and Value for the Council's Highways Resurfacing Programme (2023/24)
- Review into Road Safety Initiatives and Activities around the Borough's Schools (2023/24)
- Performance Monitoring and Reporting (2021/2022)
- Voluntary Sector Response to Covid-19 (2021/22)
- Payment modernisation for key residents' services (2018/19)
- Digital broadcasting of council meetings (2018/19)

## **Possible topics under current consideration**

Members may wish to present their own new topic ideas at the meeting and provide details of what particular aspects merit a review to assist officers in any scoping exercise.

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

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

From recent committee meetings, Members and the Chairman have suggested these as possible review topics to scope or narrow down further:

1. Major review into the Council's Strategic partnerships - understanding the key high-level partnerships operating in the Borough: their role, mission, delivery, benefits and any improvements to recommend.
2. Minor review into the legal options to tackle problems associated with delivery drivers & riders.

## **Implications on related Council policies**

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

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

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

### **Financial Implications**

None at this stage.

### **Legal Implications**

None at this stage.

### **BACKGROUND PAPERS**

NIL.

# Appendix 1 - Guidance on undertaking policy reviews

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

Policy reviews generally seek to:

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

## REVIEW PHASES

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

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

### 1. Selection of topic

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

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

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

before you formulate your findings.

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

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

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

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

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

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

## 2. Scoping report

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

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

## 3. Witness and evidence stage

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

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

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

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

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

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

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

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

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

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

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

## **6. Referred to Cabinet**

The Committee's report will be shared with the Leader and Cabinet Member and scheduled to a Cabinet meeting as soon as possible. There is a legal requirement for any such report to be considered by the Cabinet. Should Cabinet approve the Committee's recommendations, then they become official policy and officers are charged with implementing them.

## **7. Monitoring of recommendations**

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

## Annex A – Scrutiny Topic Scorecard 2022-2026

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

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See criteria descriptions overleaf...

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

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

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

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

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

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

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

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

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



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

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## CABINET FORWARD PLAN

<b>Committee name</b>	Corporate Resources & Infrastructure 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>

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## BACKGROUND PAPERS

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

Ref	Scheduled Upcoming Decisions	Further 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)
SI = Standard Item each month/regularly											
<b>Cabinet meeting - Thursday 9 January 2025 (report deadline 4 December 2024)</b>											
256	<b>Risk Management Policy</b>	Cabinet will consider approval of the Council's Risk Management Policy, as part of the Council's governance arrangements.	N/A		<b>Cllr Martin Goddard - Finance &amp; Transformation</b>	<b>Corporate Resources &amp; Infrastructure</b>	<b>Claire Baker</b>	<b>Richard Ennis</b>			Public
SI	<b>Corporate Disposals Programme 2024/25</b>	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		<b>Cllr Jonathan Bianco - Corporate Services &amp; Property</b>	<b>Corporate Resources &amp; Infrastructure</b>	<b>James Raven / Julia Thompson</b>	<b>Karrie Whelan</b>			Private (3)
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		<b>Cllr Jonathan Bianco - Corporate Services &amp; Property</b>	<b>Corporate Resources &amp; Infrastructure</b>	<b>James Raven</b>	<b>Karrie Whelan</b>			Private (3)
SI Page 47	<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		<b>All Cabinet Members</b>	<b>All</b>	<b>Democratic Services</b>	<b>N/A</b>			Public
<b>Cabinet Member Decisions expected - January 2025</b>											
SI	<b>Standard Items taken each month by the Cabinet Member</b>	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		<b>All</b>	<b>TBC</b>	<b>Democratic Services</b>	<b>TBC</b>	<b>Various</b>		Public
<b>Cabinet meeting - Thursday 13 February 2025 (report deadline 22 January 2025)</b>											
264	<b>Irrecoverable Corporate Debt</b>	Cabinet will consider a report to write off irrecoverable Housing Benefit debts valued over 50k, as required by the Council's Constitution.	N/A		<b>Cllr Martin Goddard - Finance &amp; Transformation</b>	<b>Corporate Resources &amp; Infrastructure</b>	<b>Tiffany Boreham</b>	<b>Richard Ennis</b>		<b>NEW ITEM</b>	Private (3)
SI	<b>2025/26 Budget and Future Medium-Term Financial Strategy (BUDGET FRAMEWORK)</b>	Following consultation, this report will set out the Medium Term Financial Forecast (MTFF), which includes the draft General Fund reserve budget and capital programme for 2025/26 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration.	All	<b>Proposed Full Council adoption - 20 February 2025</b>	<b>Cllr Ian Edwards - Leader of the Council / Cllr Martin Goddard - Finance &amp; Transformation</b>	<b>All</b>	<b>Andy Goodwin</b>	<b>Richard Ennis</b>	Public consultation through the Select Committee process and statutory consultation with businesses & ratepayers		Public

# Scheduled Upcoming Decisions

Ref

## Further 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)
SI	<b>The Schools Budget 2025/26</b>	Cabinet will be 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 & Transformation	Corporate Resources & Infrastructure	Danny Doherty	Richard Ennis	Schools Forum		Public
SI	<b>Corporate Disposals Programme 2024/25</b>	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)
250	<b>Banking, Client Money Manager and Merchant Services</b>	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)
229	<b>HRA Asset Management Plan</b>	This report seeks approval of the Council's Asset Management Plan for the Housing Revenue Account, which provides details of how the Council will discharge its duty to properly maintain and manage its Social Housing properties.	N/A		Cllr Jonathan Bianco - Corporate Services & Property / Cllr Steve Tuckwell - Planning, Housing & Growth	Corporate Resources & Infrastructure	Bobby Finch	Karrie Whelan			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 - Corporate Services & Property	Corporate Resources & Infrastructure	James Raven	Karrie Whelan			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 & Transformation	Corporate Resources & Infrastructure	Andy Goodwin	Richard Ennis			Public

SI = Standard Item each month/regularly

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Scheduled Upcoming Decisions		Further 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)
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	Democratic Services	N/A			Public
SI	<b>Reports from Select Committees</b>	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	Democratic Services	TBC	TBC		Public
<b>Cabinet meeting - Thursday 13 March 2025 (report deadline 19 February)</b>											
266	<b>Contingent Labour review</b>	This report provides a review of the Council's external contingent (temporary) labour services and for Cabinet to consider any decisions as a result.	N/A		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Tony Sweeting	Matthew Wallbridge	Service users including: Adults Social Care and Health, Children's Services, Waste and Repairs teams.	NEW ITEM	Private (3)
267	<b>Full Maintenance and Repair Contract for the Council Fleet</b>	Cabinet will consider extending the current contract with for the provision of a full maintenance and repair contract of the Council Fleet	N/A		Cllr Martin Goddard - Finance & Transformation		Stephen Gunter / Michelle Kenyon	Richard Ennis		NEW ITEM	Private (3)
258	<b>Disabled Facilities Grant &amp; Adaptations Supply &amp; Install of Stairlifts and Ceiling Track Hoists</b>	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			Private (3)
SI	<b>Corporate Disposals Programme 2024/25</b>	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 = Standard Item each month/regularly

Scheduled Upcoming Decisions			Further 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)
Ref	Decisions	Further 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)			
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 - Corporate Services & Property	Corporate Resources & Infrastructure	Gary Penticost	Karrie Whelan				SI = Standard Item each month/regularly	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 - Corporate Services & Property	Corporate Resources & Infrastructure	James Raven / Julia Thompson	Karrie Whelan					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. 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	<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	Democratic Services	N/A					Public	
SI	<b>Reports from Select Committees</b>	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	Democratic Services	TBC	TBC				Public	
<b>Cabinet Member Decisions expected - March 2025</b>														
265	<b>Platinum Jubilee Leisure Centre - Contract Variation</b>	Cabinet will consider the variation of the contract and lease with the Council's Leisure Operator to include the new Platinum Jubilee Leisure Centre in West Drayton. Cabinet provided the necessary delegated authority for this on 23 March 2023.	West Drayton		Cllr Ian Edwards - Leader of the Council / Cllr Martin Goddard - Finance & Transformation / Cllr Eddie Lavery - Community & Environment	Corporate Resources & Infrastructure	Nicky McDermott	Richard Ennis / Dan Kennedy					NEW ITEM	Private (3)



Scheduled Upcoming Decisions		Further 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)
SI	<b>Standard Items taken each month by the Cabinet Member</b>	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	Democratic Services		Various		Public
SI = Standard Item each month/regularly											
<b>Cabinet meeting - Thursday 10 April 2025 (report deadline 19 March)</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 - Corporate Services & Property	Corporate Resources & Infrastructure	James Raven / Julia Thompson	Karrie Whelan			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. 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	<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	Democratic Services	N/A			Public
<b>Cabinet meeting - Thursday 22 May 2025 (report deadline 30 April)</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 - Corporate Services & Property	Corporate Resources & Infrastructure	James Raven	Karrie Whelan			Private (3)
SI	<b>Reports from Select Committees</b>	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	Various		All	TBC	Democratic Services	N/A	Various		Public
SI	<b>Public Preview of</b>	A report to Cabinet to provide maximum transparency to	TBC		All Cabinet	All	Democratic	TBC			Public
<b>Cabinet meeting - June 2025 (date TBC)</b>											

Ref	Scheduled Upcoming Decisions	Further 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)
SI = Standard Item each month/regularly											
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 - Corporate Services & Property	Corporate Resources & Infrastructure	James Raven	Karrie Whelan			Private (3)
SI	<b>Budget Outturn 2024/25</b>	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
SI	<b>Reports from Select Committees</b>	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	Democratic Services	N/A	TBC		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 matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	Democratic Services	TBC			Public
<b>Cabinet Member Decisions expected - June 2025</b>											
SI	<b>Standard Items taken each month by the Cabinet Member</b>	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All		C - Democratic Services	TBC	Various		Public
<b>Cabinet meeting - July 2025 (date TBC)</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 - Corporate Services & Property	Corporate Resources & Infrastructure	James Raven	Karrie Whelan			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. 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	<b>Reports from Select Committees</b>	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	Democratic Services	N/A	TBC		Public

Scheduled Upcoming Decisions		Further 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)
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
SI = Standard Item each month/regularly											
<b>Cabinet Member Decisions expected - July 2025</b>											
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
<b>AUGUST 2025 - NO CABINET MEETING</b>											
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
<b>CABINET MEMBER DECISIONS: Standard Items (SI) that may be considered each month</b>											
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		Cllr 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		Cllr Eddie Lavery (Cabinet Member for Community & Environment) - Leader of the Council (if in Ickenham & South Ruislip 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		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	James Raven				Private (3)

Scheduled Upcoming Decisions		Further 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)
SI	To consider rent reviews	To consider rent reviews of commercial and other premises.	tbc		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	James Raven				Private (1,2,3)
SI	Release of Capital Funds	The release of all capital monies requires formal Member approval, unless otherwise determined either by the Cabinet or the Leader. Batches of monthly reports (as well as occasional individual reports) to determine the release of capital for any schemes already agreed in the capital budget and previously approved by Cabinet or Cabinet Members	TBC		Cllr 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 aquisition of new properties as part of the Housing Buy-back Scheme or using HRA funds to increase the affordable housing stock within the Borough.	TBC		Relevant Portfolio Cabinet Members	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		Cllr 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		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	David Knowles / Steve Austin				Public
SI	To approve debt / write offs	To approve individual case of debt / write offs that are in excess of £5000 but under £50,000.	n/a		Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Tiffany Boreham				Private (1,2,3)
SI	To approve compensation payments	To approve compensation payments in relation to any complaint to the Council in excess of £1000.	n/a		All	TBC	various				Private (1,2,3)

SI = Standard Item each month/regularly

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Scheduled Upcoming Decisions		Further 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)
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 - Corporate Services & Property	Corporate Resources & Infrastructure	David Knowles / Steve Austin / Alan Tilly				Public
SI	<b>Acceptance of Tenders</b>	To accept quotations, tenders, contract extensions and contract variations valued between £50k and £500k in their Portfolio Area where funding is previously included in Council budgets.	n/a		Cllr Ian Edwards - Leader of the Council OR Cllr Martin Goddard - Finance & Transformation / in conjunction with relevant Cabinet Member	TBC	various				Private (3)
SI	<b>All Delegated Decisions by Cabinet to Cabinet Members, including tender and property decisions</b>	Where previously delegated by Cabinet, to make any necessary decisions, accept tenders, bids and authorise property decisions / transactions in accordance with the Procurement and Contract Standing Orders.	TBC		All	TBC	various				Public / Private (1,2,3)
SI	<b>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 - Corporate Services & Property	Corporate Resources & Infrastructure	James Raven				Private (1,2,3)
SI	<b>External funding bids</b>	To authorise the making of bids for external funding where there is no requirement for a financial commitment from the Council.	n/a		All	TBC	various				Public
SI	<b>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 & Transformation	Corporate Resources & Infrastructure	Tiffany Boreham				Private (1,2,3)
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

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## 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
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
<b>Review A:</b>				X			
Topic selection / scoping stage				X			
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						
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	X
Democratic Services	Cabinet Forward Plan Monthly Monitoring	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
Technology	Cyber Security Update						X
Technology	Digital Update						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		
Operational Assets (Repairs & Engineering, Planned Works, Disabled Facilities, Building safety & FM)	Ensuring Fire Safety in Private Residential Properties				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	X
Capital Programme	Civic Centre Works - Project Update					X	X
Capital Programme	Utility company presentation (TBC)					X	X
<b>Past review delivery</b>							
Procurement and Commissioning	Procurement Review 2023/24						X
Transportation	Road Safety Review 2023/24 tbc						X
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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