



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 10 APRIL 2025

Time: 7.00 PM

Venue: COMMITTEE ROOM 5 -
CIVIC CENTRE

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

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Contact: Anisha Teji, Democratic Services
Tel: 01895 277655
Email: ateji@hillington.gov.uk

Lloyd White
Head of Democratic Services
London Borough of Hillingdon,
3E/05, Civic Centre, High Street, Uxbridge, UB8 1UW
www.hillingdon.gov.uk

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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 Any other items agreed by the Chair as urgent
- 6 Budget & Spending Report - Select Committee Monitoring 5 - 16
- 7 Cabinet Forward Plan 17 - 30
- 8 Work Programme 31 - 34

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Minutes

CORPORATE RESOURCES & INFRASTRUCTURE SELECT COMMITTEE

4 March 2025



Meeting held at Committee Room 5 - Civic Centre

	<p>Committee Members Present: Councillors John Riley (Chair), Adam Bennett (Vice-Chair), Kaushik Banerjee, Farhad Choubedar, Stuart Mathers (Opposition Lead), Elizabeth Garelick and Narinder Garg</p> <p>LBH Officers Present: Anisha Teji – Senior Democratic Services Officer, Kirstie Newham – Emergency Management & Response Service Manager, Gary Penticost – Director of Operational Assets, Richard Webb – Director of Community Safety & Enforcement, Mark Preston – Private Sector Housing Officer</p>
57.	<p>APOLOGIES FOR ABSENCE (<i>Agenda Item 1</i>)</p> <p>There were no apologies for absence received.</p>
58.	<p>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING (<i>Agenda Item 2</i>)</p> <p>There were no declarations of interest.</p>
59.	<p>MINUTES OF THE PREVIOUS MEETING (<i>Agenda Item 3</i>)</p> <p>RESOLVED: That the minutes of the meeting from 11 February 2025 be approved subject to a minor correction in the attendee list.</p>
60.	<p>TO CONFIRM THAT THE ITEMS OF BUSINESS MARKED AS PART I WILL BE CONSIDERED IN PUBLIC AND THAT THE ITEMS MARKED AS PART II WILL BE CONSIDERED IN PRIVATE (<i>Agenda Item 4</i>)</p> <p>It was confirmed that agenda items 5-8 would be heard in Part I and agenda item 9 would be heard in Part II.</p>
61.	<p>BUILDING SAFETY STRATEGY - ANNUAL MONITORING REPORT (<i>Agenda Item 5</i>)</p> <p>The Director of Operational Assets introduced the Annual Monitoring Report on Building Safety Strategy. The report provided an update on the Building and Tenancy Safety Strategy for Council-owned residential dwellings, including high-rise buildings. It outlined the implementation of the Building Safety Act 2022, which became fully enforceable in October 2023, requiring landlords of high-risk residential buildings to have safety measures in place. The strategy included an operational delivery plan for 2022-2025, collaboration with the London Fire Brigade, and various safety measures such as fire risk assessments, fire door replacements, and sprinkler system installations. The report also highlighted the Housing Management Service's draft</p>

	<p>strategy for ensuring compliance with safety regulations and maintaining resident safety.</p> <p>Members enquired about the strategy specifically if there were any major differences in the targets compared to the previous year. Officers explained that there were no major differences but some items appeared stagnant and were under review. The documents were updated quarterly. There were also further queries about the measures in place for fire safety, to which officers detailed the various elements such as pre-design, design, planning, building control, maintenance and management for tenancy.</p> <p>The Committee sought further information on human behaviour and how this impacted fire safety in high rise buildings. Officers highlighted the efforts made by the police and anti-social behaviour team to ensure robust security access and prevent non residents from entering the buildings. The use of technology and early detection intelligence to prevent initial fire incident was also explained to Members.</p> <p>In response to questions about the stay- put policy and its effectiveness in the event of fires, it was noted that all high-rise buildings had been assessed as low risk and that the stay-put policy was still advised unless there was a fire in the property, in which case tenants should evacuate. The importance of tenant engagement and awareness was also stressed, with dedicated tenancy engagement officers in regular communications with tenants to address any issues.</p> <p>Clarification was sought on the fire door replacement programme, specifically the number of door sets replaced. It was confirmed that a total of 5674 door sets had been replaced and that the programme was ongoing, with a target completion date of 2026. Further information was also provided on the purchase of new properties and the fire safety measures in place for these buildings.</p> <p>During Member discussions, the Committee noted the involvement of the London Fire Brigade in resident education and awareness. It was confirmed that the fire service regularly visited high-rise blocks to familiarise themselves with the building layout and provide free smoke alarms and other safety information. The importance of raising awareness about the dangers of bringing hazardous items into buildings was also discussed.</p> <p>The Committee thanked officers for their work and the report.</p> <p>RESOLVED: That the Corporate Resources and Infrastructure Select Committee noted the supporting information for Fire Safety and Operational Delivery Plan.</p>
62.	<p>EMERGENCY RESPONSE SERVICE (GRENFELL TOWN INQUIRY RECOMMENDATIONS) PRESENTATION <i>(Agenda Item 6)</i></p> <p>The Emergency Management & Response Service Manager provided the Committee with an overview of Hillingdon's progress in implementing key resilience recommendations from the Grenfell Tower Inquiry Phase 2.</p> <p>Members heard that a Red-Amber-Green (RAG) assessment was used to evaluate the status of various recommendations, focusing on areas such as LLAG guidance, training for key officers, humanitarian assistance plans, resilience as an organisational responsibility, electronic resident registration, temporary accommodation, financial assistance, key worker arrangements, and communication with impacted residents.</p>

	<p>The presentation highlighted the challenges faced and the actions taken to address these recommendations, with a particular emphasis on the need for clearer guidance, structured training, improved communication and better coordination across all services areas.</p> <p>During Member discussions, the financial difficulties of all local authorities and the reliance on digital processes was noted. The swift response of the London Borough of Hillingdon during the pandemic was discussed where staff quickly turned into emergency workers. Officers emphasised that risk should be based on consequence not just likelihood and there was a need to challenge central government funding. Suggestions to be best prepared for serious incidents included thinking out of the box initiatives like emergency centres training for all local authority staff, and regional and mutual aid procedures.</p> <p>In response to questions about the types of emergencies that could be encountered and the scale of response required, it was explained that emergencies varied in size, scale and complexity and arrangements were designed to be flexible and scalable.</p> <p>Further information was sought on the arrangements for displaced residents during major incidents and the impact of emergencies on housing. The importance of mutual assistance between boroughs and the need for a coordinated response was emphasised. The importance of investment and resources to develop community resilience was highlighted.</p> <p>The Committee echoed the importance of embedding resilience in employees. It was noted that key workers came from various employment sectors, not only social care and there was a need to identify and deploy key workers effectively during emergencies.</p> <p>The Committee concluded with a discussion on the importance of cultural change within the London Borough of Hillingdon to prioritise emergency planning and resilience. Leadership and decision-making in driving this change was stressed and the need for a collective effort across local authorities to enhance emergency preparedness.</p> <p>The Committee thanked the Emergency Management & Response Service Manager for their presentation and commended their drive.</p> <p>RESOLVED: That the Committee noted the information in the presentation.</p>
63.	<p>CABINET FORWARD PLAN (<i>Agenda Item 7</i>)</p> <p>RESOLVED: That the Cabinet Forward Plan be noted.</p>
64.	<p>WORK PROGRAMME (<i>Agenda Item 8</i>)</p> <p>The Committee discussed the work programme and noted CIPFA'S involvement in reviewing and supporting the finance team to build capacity and address audit report recommendations. It was suggested whether updates on financial improvements based on these recommendations could be provided to the Select Committee.</p> <p>RESOLVED: That the updates to the work programme be noted and agreed.</p>

65.	<p>BUILDING SAFETY PROGRAMME - FIRE SAFETY IN PRIVATE SECTOR MID AND HIGH-RISE BLOCKS OF FLATS (<i>Agenda Item 9</i>)</p> <p><i>The reports in Part 2 of this agenda are not for publication because they involve the disclosure of information in accordance with Section 100(A) and Part 1 of Schedule 12 (A) to the Local Government Act 1972 (as amended), in that they contain exempt information and the public interest in withholding the information outweighs the public interest in disclosing it.</i></p> <p>The Director of Community Safety & Enforcement and the Private Sector Housing Officer provided the Committee with an update on the Building Safety Programme (BSP) initiated by the London Borough of Hillingdon to improve fire safety in mid and high-rise blocks of flats following the Grenfell Tower tragedy. Members heard about the progress made, including the identification and investigation of high-rise and mid-rise buildings, the enforcement actions taken, and the challenges faced due to funding constraints. The report also highlighted the legislative context, the role of various stakeholders, and the potential impact of the government's Remediation Acceleration Plan.</p> <p>The Committee agreed that a redacted version of the Report should be released in the public domain in recognition of the significant public interest in the subject matter.</p> <p>RESOVLED: That the Committee:</p> <ol style="list-style-type: none"> 1. Noted the contents of the report. 2. Noted the need to press central Government to continue providing New Burdens funding for this important project. 3. Resolved to release a version of the report, as agreed by the Committee and Cabinet Member, into the public domain for transparency
	<p>The meeting, which commenced at 7.00 pm, closed at 9.28 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 or 01895 277655. Circulation of these minutes is to Councillors, Officers, the Press and Members of the Public.

Budget & Spending Report – Select Committee Monitoring

Committee name	Corporate Resources and Infrastructure Select Committee
Corporate Director(s) responsible	Richard Ennis - Corporate Director of Finance Matthew Wallbridge - Chief Operating Officer Corporate Services Karrie Whelan - Corporate Director Place
Papers with report	N/A
Ward	All

RECOMMENDATION

1. That the Committee agree the proposed approach to financial monitoring at this select committee as set out in this report.

HEADLINES

2. This monitoring report will provide an overview of financial performance relevant to the Select Committee. The proposed structure and approach to this report is detailed in the Supporting Information section below. Corporate Directors, supported by their Finance Business Partners, will attend the meeting to provide further details and clarifications.

SUPPORTING INFORMATION

3. APPROACH

4. The establishment of this select committee is part of our commitment to transparency and ensuring rigorous scrutiny of the council's finances.
5. Table 1 below provides a detailed breakdown of the Corporate Resources and Infrastructure Committee's budget by portfolio and service area. It includes adjustments made to the 2024/25 budget for inflation, corporate adjustments, growth and savings.
6. Table 2 provides a detailed breakdown of the 2025/26 savings by portfolio, and Table 3 provides a detailed breakdown of the 2025/26 growth by portfolio.
7. Table 4 provides a detailed breakdown of the 2025/26 proposed transformation capitalisation expenditure applicable to this Select Committee.
8. Table 5 provides a breakdown of the General Fund Capital Programme budget for 2025/26, while Table 6 offers a detailed breakdown of the HRA Capital Programme budget for 2025/26.
9. In the next select committee meeting on 17th June and in future meetings, we will report on the 2025/26 budget as shown Table 1. These reports will cover:
 - How much has been spent during the year to date against the profiled budget.

- The area's delivery against the savings that are expected of it and any forecast variance.
- Where there are variances against the budget as a whole and what is being done to mitigate any adverse variances.

10. OVERALL FINANCIAL POSITION

11. Future reports will deal with the issues as set out in section 9 above.

12. SAVINGS

13. It is essential that the select committee increases the ability for the council to deliver its services within budget. The report will provide an update on the £11.565m savings to be achieved by the end of 2025/26.

14. Table 2 also outlines the cross-cutting savings proposals that are being jointly led by corporate directors. These include initiatives such as the Target Operating Model, Procurement Savings, and the Review of Employee Terms and Conditions.

15. RISKS & MITIGATIONS

16. The report will identify key risks, along with the actions being taken to mitigate these risks.

Table 1: 2025/26 Budget Position

Portfolio	Service	24/25 Budget	Inflation	Corporate Adjs	Growth	Savings	Budget Transfers	25/26 Budget
		(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)
Property, Highways & Transport	Director Property Services	2,206	64	500	0	-836	0	1,934
Property, Highways & Transport	Director Operational Assets	3,534	87	0	0	-6	0	3,615
Property, Highways & Transport	Head of Highways	2,640	28	0	0	-25	0	2,643
Property, Highways & Transport Total		8,380	179	500	0	-867	0	8,192
Finance & Transformation	Director Service Finance	5,363	94	0	0	-92	0	5,365
Finance & Transformation	Director Strategic & Operational Finance	6,660	552	2,672	0	-911	204	9,176
Finance & Transformation	Head of Procurement and Commissioning	7,852	-254	0	1,300	-12	0	9,089
Finance & Transformation	Head of Statutory Accounting Investments & Pensions	17,647	22	1,409	0	-5	-204	18,869
Finance & Transformation	Head of Internal Audit and Risk Assurance	548	17	0	0	-78	0	284
Finance & Transformation	Head of Counter Fraud	1,231	41	0	0	-192	0	1,080
Finance & Transformation	Head of Transformation	68	-25	0	0	0	0	43
Finance & Transformation Total		39,368	446	4,081	1,300	-1,289	0	43,906
Corporate Services	Head of Democratic Services	2,404	132	0	0	-60	0	2,476
Corporate Services	Head of Legal Services	2,320	103	0	0	-357	0	2,066
Corporate Services	Head of Communications	627	17	0	0	64	0	708
Corporate Services	Head of Human Resources	2,417	35	0	0	-164	0	2,288
Corporate Services	Head of Business Intelligence	833	17	0	0	-11	0	838
Corporate Services	Head of Technology	9,298	88	450	0	-195	0	9,642
Corporate Services	Head of Customer Experience	2,561	65	0	0	-1,910	0	715
Corporate Services	Director Digital Data & Technology	-652	0	0	500	-1,000	0	-1,153
Corporate Services	Head of Business Administration	3,648	112	0	0	-57	0	3,703
Corporate Services	Head of Digital	1,368	16	0	0	-18	0	1,366
Corporate Services Total		24,824	584	450	500	-3,708	0	22,650
Corporate Resources & Infrastructure Total		72,572	1,209	5,031	1,800	-5,865	0	74,747

Classification: Public

Corporate Resources and Infrastructure Committee - 10 April 2025

Table 2: 2025/26 Savings Proposals

Portfolio	Savings Proposal	2025/26 (£'000)
Property, Highways & Transport	Garrage Voids	-260
Property, Highways & Transport	Fees & Charges Inflationary Uplifts	-252
Property, Highways & Transport	Review of Commercial Leases	-200
Property, Highways & Transport	Council Assets	-75
Property, Highways & Transport	Rateable Savings	-65
Property, Highways & Transport	Increase MVF by 1%	15
Property, Highways & Transport Total		-867
Finance & Transformation	Revenue & Benefits - Automations & Customer Contact	-334
Finance & Transformation	Older People's Discount - Latest Demand	-200
Finance & Transformation	Increase MVF by 1%	-139
Finance & Transformation	Counter Fraud: Review of Capability, Capacity and Activity	-107
Finance & Transformation	Future of Financial Systems - Full Year Effect	-100
Finance & Transformation	Cashflow Measures	-100
Finance & Transformation	Pension Payment Cashflow Measures	-95
Finance & Transformation	Internal Audit Staffing Cost Reduction	-73
Finance & Transformation	Counter Fraud Funding Strategy	-72
Finance & Transformation	ZBB Vacant Post Deletions	-69
Finance & Transformation Total		-1,289
Corporate Services	Reshaping Customer Experience and Business Support	-1,876
Corporate Services	Digital & Intelligence Cost Rebasing Review	-1,000
Corporate Services	Legal Services; Fees & Charges	-326
Corporate Services	Digital and Technology Contract Review	-163
Corporate Services	Increase MVF by 1%	-140
Corporate Services	Human Resources Service Review	-139
Corporate Services	Communications; Outsourcing of the Council's Film Office	-60
Corporate Services	Democratic Services; Registration Service Income	
	Maximisation	-30
	Democratic Services; Remove Hard Copy Agendas for	
Corporate Services	Statutory Meetings	-15
Corporate Services	Fees & Charges Inflationary Uplifts	41
Corporate Services Total		-3,708
Corporate Resources & Infrastructure Total – excluding cross-cutting		-5,865
Cross-Cutting	Target Operating Model	-5,000
Cross-Cutting	Procurement Saving	-600
Cross-Cutting	Employee Terms and Conditions Review	-100
Cross-Cutting Total		-5,700
Corporate Resources & Infrastructure Total - including cross-cutting		-11,565

Table 3: 2025/26 Growth

Portfolio	Savings Proposal	2025/26 (£'000)
Finance & Transformation	Energy Consumption & Costs	1,000
Finance & Transformation	Vehicle Repairs & Maintenance	300
Finance & Transformation Total		1,300
Corporate Services	Digital & Intelligence Cost Rebasing	500
Corporate Services Total		500
Corporate Resources & Infrastructure Total		1,800

Table 4: 2025/26 Transformation Capital Expenditure

Directorate	Detail	25/26 (£'000)
Property, Highways and Transport	Environmental Services Delivery Model: In-depth reviews, options analysis and implementation plans for our key environmental services (targeting a reduction in general fund expenditure)	450
Property, Highways and Transport	Recycling and Food Waste: Work to divert food waste and recycling from the general waste stream to reduce disposal costs.	40
Property, Highways and Transport	Planning and Growth Reform: Capturing revenue and streamlining the planning and growth functions to increase income and reduce costs	70
Property, Highways and Transport Total		560
Finance and Transformation	Finance Improvement Plan: CIPFA expertise to review and modernise end to end financial management systems in order to ensure that our resources are accurately accounted for and spent wisely in Hillingdon	500
Finance and Transformation	DSG and Education Finance: A focussed project to significantly improve the financial systems for the DSG and Education to streamline and better target funding	500
Finance and Transformation Total		1,000
Corporate Services	Digital and Technology Innovation Projects: Implementation costs of providing digital, process and transformation support to the Council's savings initiatives	2,600
Corporate Services	Corporate Services Improvement Programme: Implementation costs of providing more efficient technologies, streamline processes and enabling services to reduce council operating costs	450
Corporate Services Total		3,050
Cross Cutting	Financial Systems Improvement Programme: Technology and digital components of the Finance Improvement Plan	1,500
Cross Cutting	Target Operating Model: Supporting the redesign of the organisations systems, processes, people and policy frameworks (contributing to the £15m of savings in the MTFS)	760
Cross Cutting	Commissioning and Procurement Improvement Project: Programme of work to streamline our procurement approach, reduce contract costs and identify more cost-effective options for service delivery (contributing to the £1.8m of savings in the MTFS)	250
Cross Cutting	Integrated Front Door: Project to integrate access to services	300
Cross Cutting	Service Innovation Fund: This fund will be used to develop and implement innovative savings opportunities	500
Cross Cutting	Restructuring contingency: Support for costs associated with employment changes arising from implementing service reviews	500
Cross Cutting Total		3,810
Corporate Resources & Infrastructure Total		8,420

Table 5: General Fund Capital Programme

Prior Year Budget £'000	Project	Project Budget						Total £'000
		2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	
	Major Projects							
	Property, Highways and Transport							
17,655	New West Drayton Leisure Centre	6,153	12,254	607	0	0	0	19,014
3,372	Hillingdon Water Sports Facility	10,128	3,000	10,000	0	0	0	23,128
6,468	Carbon Zero Initiatives	10,101	3,931	3,000	2,500	500	0	20,032
0	Refurbishment of Crematorium	0	900	5,400	2,700	0	0	9,000
0	Housing Developments	0	20,000	20,000	0	0	0	40,000
3,525	Civic Centre Transformation	5,000	6,048	2,400	2,400	0	0	15,848
10,142	Housing Company Financing	0	0	0	0	0	0	0
3,875	Cranford Park Heritage Lottery Project	244	300	50	0	0	0	594
2	Northwood Hills Library Buyback	0	2,390	0	0	0	0	2,390
3,176	Uxbridge Mortuary Extension	138	0	0	0	0	0	138
	Charville Lane - Children Specialist House	3,030	1,225	86	0	0	0	4,341
0	Staying Close Project - Children's Respite	727	0	0	0	0	0	727
0	Family Hub Programme	1,750	400	66	75	1,325	0	3,616
11	Otterfield Road Library Buyback	0	1,384	464	20	0	0	1,868
0	Harlington Road Depot Fuel Pumps & Canopy	0	290	280	15	0	0	585
1,201	Battle of Britain Underground Bunker	50	380	0	0	0	0	430
67	New Years Green Lane Extension	150	782	0	0	0	0	932

Prior Year Budget £'000	Project	Project Budget						Prior Year Budget £'000
		2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	
567	Asha Day Centre Refurbishment	20	25	0	0	0	0	45
51	Motor Vehicle Workshop	0	0	0	0	0	0	0
133	Parking Improvements	175	226	0	0	0	0	401
55	Uxbridge Cemetery Gatehouse	46	0	0	0	0	0	46
0	Botwell Leisure Centre Adaptations	250	0	0	0	0	0	250
467	Flood Alleviation - Bessingby Park	62	300	300	50	0	0	712
101	Botwell Leisure Centre Football Pitch	99	0	0	0	0	0	99
2,071	Yiewsley / West Drayton Community Centre	43	0	0	0	0	0	43
2,659	Cedars & Grainges Car Park Improvement Works	10	0	0	0	0	0	10
0	Appropriation of Townfield to General Fund	0	100	0	0	0	0	100
	Finance							
0	DSG Capitalisation Support	4,000	4,000	0	0	0	0	8,000
0	Transformation Capitalisation Support	3,000	10,000	10,000	5,000	3,000	3,000	34,000
	Residents' Services							
1,511	Shopping Parades Initiatives	532	0	0	0	0	0	532
0	Waste Services Improvements	240	258	0	0	150	0	648
0	Green Spaces - Machinery	0	1,500	1,500	1,500	0	0	4,500
	Health & Social Care							
0	Investment in Care Home Capacity	6,000	4,500	10,000	10,000	0	0	30,500
	Children, Families and Education							
15,102	SRP/SEND	21,734	3,785	0	0	0	0	25,519
0	Additional Temporary Classrooms	0	0	0	0	0	0	0
23,453	Secondary Schools Expansions	0	0	0	0	0	0	0

Prior Year Budget £'000	Project	Project Budget						Total £'000
		2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	
95,664	Total Major Projects	73,682	77,978	64,153	24,260	4,975	3,000	248,048
	Programme of Works							
	Property, Highways and Transport							
N/A	Highways Structural Works	9,573	11,000	10,000	10,000	10,000	10,000	60,573
N/A	School Building Condition Works	7,028	3,000	3,000	3,000	3,000	3,417	22,445
N/A	Disabled Facilities Grant	4,319	2,146	2,146	2,146	2,146	2,146	15,049
N/A	Transport for London	1,481	1,458	1,458	1,458	1,458	1,458	8,771
N/A	Property Works Programme	1,256	675	1,840	1,480	1,520	766	7,537
N/A	Street Lighting Replacement	925	1,000	1,050	1,100	1,150	925	6,150
N/A	Leisure Centre Refurbishment	748	100	100	100	100	100	1,248
N/A	Highways Bridges and Structures	300	400	415	430	450	300	2,295
N/A	CCTV Programme	349	184	187	187	187	187	1,281
N/A	Road Safety	120	120	120	120	120	120	720
N/A	Environmental and Recreational Initiatives - Pollution Screening	484	0	0	0	0	0	484
N/A	HS2 Road Safety Fund	338	0	0	0	0	0	338
N/A	HS2 Amenity Fund	212	0	0	0	0	0	212
N/A	Bowls Clubs Refurbishments	63	0	0	0	0	0	63
N/A	Emergency Active Travel	41	0	0	0	0	0	41
N/A	Highways Section 106 Projects	109	0	0	0	0	0	109
	Finance							
N/A	Purchase of Vehicles	4,511	2,761	3,375	3,832	9,585	1,750	25,814
	Corporate Services							
N/A	Corporate Technology and Innovation	4,518	6,446	3,384	1,634	1,634	1,634	19,250

Prior Year Budget £'000	Project	Project Budget						Total £'000
		2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	
N/A	Older Peoples Initiatives	200	200	200	200	200	200	1,200
	Residents' Services							
N/A	Chrysalis Programme	2,228	1,000	1,000	1,000	1,000	1,000	7,228
N/A	Infrastructure Investment	0	2,000	0	0	0	0	2,000
N/A	Playground Replacement Programme	200	300	200	200	200	200	1,300
N/A	Sports Club Rebuild / Refurb Programme	107	0	0	0	0	0	107
N/A	Environmental and Recreational Initiatives - Green Spaces	677	0	0	0	0	0	677
	Children, Families and Education							
N/A	Devolved Capital to Schools	385	385	385	385	385	385	2,310
N/A	Youth Provision	753	400	0	0	0	0	1,153
	Health and Social Care							
N/A	Equipment Capitalisation - Social Care	2,850	2,850	2,850	2,850	2,850	2,850	17,100
	Total Programme of Works	43,775	36,425	31,710	30,122	35,985	27,438	205,455
	<u>Development & Risk Contingency</u>							
N/A	General Contingency	1,974	0	0	2,000	2,000	2,000	7,974
	Total Development & Risk Contingency	1,974	0	0	2,000	2,000	2,000	7,974
95,664	Total GF Capital Programme	119,431	114,403	95,863	56,382	42,960	32,438	461,477

Table 6: HRA Capital Programme Budget

Project Total £'000	Project	Estimated Unit Numbers	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000
	<u>Major Projects</u>							
197,073	Development	430	35,592	31,334	112,979	15,917	603	647
119,049	Acquisitions	302	79,645	39,404	0	0	0	0
24,000	Contingency		4,000	4,000	4,000	4,000	4,000	4,000
340,122	Total Major Projects	732	119,237	74,739	116,979	19,917	4,603	4,647
	<u>Housing Regeneration Programme</u>							
124,652	Housing Regeneration Programme	370	24,152	16,020	13,206	41,812	29,462	0
7,645	Regeneration Land Assembly		7,645	0	0	0	0	0
132,297	Total Housing Regeneration Programme	370	31,797	16,020	13,206	41,812	29,462	0
	<u>HRA Programmes of Work</u>							
190,159	Works to Stock programme		35,426	37,163	34,393	29,728	26,966	26,483
44,888	Green Homes Initiatives		6,756	7,402	7,845	7,483	7,701	7,701
235,047	Total Works to Stock		42,182	44,565	42,238	37,211	34,667	34,184
707,467	Total HRA Capital Programme Expenditure	1,102	193,216	135,324	172,424	98,940	68,732	38,831

PERFORMANCE DATA

N/A

RESIDENT BENEFIT

Regular monitoring of financial performance ensures that spending and savings targets are met, which supports the efficient delivery of services to residents. By closely tracking expenditure and identifying variances, the council can take timely corrective actions to address overspending and mitigate risks. This also enhances public transparency and accountability, providing residents with confidence that their Council is managing finances prudently and prioritising their needs. Overall, regular monitoring supports safeguarding the Council's finances and the delivery of quality services to residents.

FINANCIAL IMPLICATIONS

This is primarily a finance report and the implications are set out in the main body of the report above.

LEGAL IMPLICATIONS

There are no direct legal implications arising from regular monitoring of the council's finances by select committees.

Democratic Services advise that effective overview and scrutiny arrangements require access to the information under the committee's purview and, in accordance with the 2024 Statutory Scrutiny Guidance, such information includes finance and risk information from the Council, and its partners where relevant.

BACKGROUND PAPERS

NIL

APPENDICES

NIL

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CABINET FORWARD PLAN

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

HEADLINES

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

RECOMMENDATION

That the Committee considers the Cabinet Forward Plan.

SUPPORTING INFORMATION

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

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

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

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

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

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

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

BACKGROUND PAPERS

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

Scheduled Upcoming Decisions

Further details

Ref

Ward(s)

Final
decision by
Full Council

Cabinet
Member(s)
Responsible

Relevant Select
Committee

Report
Author

Corporate
Director
Responsible

Consultation related
to the decision

NEW
ITEM

Public or
Private
(with
reason)

SI = Standard Item each month/regularly

Cabinet meeting - Thursday 10 April 2025 (report deadline 19 March)

285	Participation in collaborative procurement for the supply and install of electric vehicle charge points across the borough	Cabinet will consider the Council's participation in a multi London borough partnership for (a) applying for grant funding via the Department for Transport's Local EV Infrastructure (LEVI) programme and (b) be named in a collaborative procurement for the supply, install of electric vehicle charge points across the Borough	N/A		Cllr Steve Tuckwell - Planning, Housing & Growth	Corporate Resources & Infrastructure	Roy Thabrew / Moaz Khan / Allison Mayo	Karrie Whelan		NEW ITEM	Private (3)
287	Highways Structural Programme 2025/26	Cabinet will agree the programme of road, footway and highways works for the 2025/26 period, along with the relevant release of funding and any delegations required for subsequent efficient decision-making.	N/A		Cllr Steve Tuckwell - Planning, Housing & Growth	Corporate Resources & Infrastructure	Gurmeet Matharu	Karrie Whelan		NEW ITEM	Private (3)
289	Heathrow Residential Property Leases	Cabinet will consider leasing a number of properties in the Heathrow area to reduce expenditure on temporary accommodation.	Heathrow Villages		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Craig Spence	Dan Kennedy / Karrie Whelan		NEW ITEM	Private (3)
229	HRA Asset Management Plan	This reports seeks approval of the Council's Asset Management Plan for the Housing Revenue Account, which provides details of how the Council will discharge its duty to properly maintain and manage its Social Housing properties.	N/A		Cllr Jonathan Bianco - Corporate Services & Property / Cllr Steve Tuckwell - Planning, Housing & Growth	Corporate Resources & Infrastructure	Bobby Finch	Karrie Whelan			Public
266	Contingent Labour review	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.		Private (3)
SI	Corporate Disposals Programme 2025/26	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the remainder of the financial year 2025-2026 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	Izak Loggenberg / Julia Thompson	Karrie Whelan			Private (3)

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	Minor Property Transactions	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Izak Loggenberg / Julia Thompson	Karrie Whelan			Private (3)
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required. Cabinet will also consider the fees related to the summer activity offer for children.	All		Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Andy Goodwin	Richard Ennis			Public
Cabinet Member Decisions expected - April 2025											
250	Banking, Client Money Manager and Merchant Services	The Cabinet Member will consider contracts decisions for the Council's banking services, Client Money Manager Account and Merchant Services.	N/A		Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Annette Reeves / Michelle Kenyon	Richard Ennis			Private (3)
269	Platinum Jubilee Leisure Centre - Contract Variation	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			Private (3)
Cabinet meeting - Thursday 22 May 2025 (report deadline 30 April)											
280	Council's Revenues, Benefits & Housing Systems Contract	Cabinet will consider the award of a long-term contract for the continued provision of the hosted, support & maintenance of the Housing & Revenue and Benefits systems	N/A		Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Helen Vincent	Matthew Wallbridge		NEW ITEM	Private (3)
283	Fleet Replacement Programme - purchase of seven small street sweepers	As part of the Council's fleet replacement programme, Cabinet will consider the procurement of seven street sweepers required as part of its operational mix to maintain cleanliness standards across the Borough.	All		Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Stephen Gunter / Michelle Kenyon	Richard Ennis		NEW ITEM	Private (3)

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											
284	The Electrical Testing, Repairs & Upgrade Service Contract	Cabinet will consider a tender for the provision of Electrical Testing, Repairs & Upgrade Service Contract for council properties for a Two Year Period.	N/A		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	John Phillips	Karrie Whelan		NEW ITEM	Private (3)
SI	Corporate Disposals Programme 2025/26	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the financial year 2025-2026 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	Izak Loggenberg / Julia Thompson	Karrie Whelan			Private (3)
SI	Minor Property Transactions	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Izak Loggenberg / Julia Thompson	Karrie Whelan			Private (3)
Cabinet meeting - 26 June 2025 (report deadline 4 June)											
SI	Corporate Disposals Programme 2025/26	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the financial year 2025-2026 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	Izak Loggenberg / Julia Thompson	Karrie Whelan			Private (3)
SI	Minor Property Transactions	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Izak Loggenberg / Julia Thompson	Karrie Whelan			Private (3)
SI	Budget Outturn 2024/25	Cabinet will review the Council's budget outturn position for the previous financial year.	All		Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Andy Goodwin	Richard Ennis			Public
Cabinet meeting - 24 July 2025 (report deadline 2 July)											
SI	Corporate Disposals Programme 2025/26	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the remainder of the financial year 2025-2026 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	Izak Loggenberg / Julia Thompson	Karrie Whelan			Private (3)

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	Minor Property Transactions	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Izak Loggenberg / Julia Thompson	Karrie Whelan			Private (3)
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required. Cabinet will also consider the fees related to the summer activity offer for children.	All		Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Andy Goodwin	Richard Ennis			Public
Cabinet meeting - Thursday 18 September 2025 (report deadline 27 August)											
SI	Corporate Disposals Programme 2025/26	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the financial year 2025-2026 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	Izak Loggenberg / Julia Thompson	Karrie Whelan			Private (3)
SI	Minor Property Transactions	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Izak Loggenberg / Julia Thompson	Karrie Whelan			Private (3)
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required. Cabinet will also consider the fees related to the summer activity offer for children.	All		Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Andy Goodwin	Richard Ennis			Public
Cabinet meeting - Thursday 23 October 2025 (report deadline 1 October)											
282	London Borough of Hillingdon Digital Strategy - annual report	In approving the Council's Digital Strategy 2024-2027 in October 2024, Cabinet also agreed to receive an annual report setting out progress delivering the Strategy, the delivery of associated savings targets and to make any further decisions on programmes and projects or further delegated authority required to implement such activity.	N/A		Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Darren Persaud	Matthew Wallbridge	Corporate Resources & Infrastructure Select Committee	NEW ITEM	Public

Scheduled Upcoming Decisions				Further details								
Ref	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	Consultation related to the decision	NEW ITEM	Public or Private (with reason)			
SI = Standard Item each month/regularly												
SI	Transport for London Local Implementation Plan - Annual Spending Submission	Cabinet will consider the Council's submission to Transport for London for funding on local transport infrastructure projects.	All		Cllr Jonathan Bianco - Property, Highways & Transport	Corporate Resources & Infrastructure	Alan Tilly / Sophie Wilmot	Karrie Whelan			Public	
SI	Corporate Disposals Programme 2025/26	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the financial year 2025-2026 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	Izak Loggenberg / Julia Thompson	Karrie Whelan			Private (3)	
SI	Minor Property Transactions	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Izak Loggenberg / Julia Thompson	Karrie Whelan			Private (3)	
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required. Cabinet will also consider the fees related to the summer activity offer for children.	All		Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Andy Goodwin	Richard Ennis			Public	
Cabinet meeting - Thursday 20 November 2025 (report deadline 29 October)												
286	Tender contract for the collection & treatment of Co-mingled dry mixed recycling	Cabinet will receive an update on the current position within the dry mixed recycling materials market and potential legislative changes which may impact the way that the Council operates its recycling collections in the future. In considering this, Cabinet will consider a supplier for such services, after competitive tender.	N/A		Cllr Eddie Lavery - Residents' Services	Residents' Services	Daniel Long	Karrie Whelan		NEW ITEM	Private (3)	
SI	Corporate Disposals Programme 2025/26	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the financial year 2025-2026 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	Izak Loggenberg / Julia Thompson	Karrie Whelan			Private (3)	

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)
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SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required. Cabinet will also consider the fees related to the summer activity offer for children.	All		Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Andy Goodwin	Richard Ennis			Public
Cabinet Member Decisions expected - November 2025											
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	C - Democratic Services		Various		Public
Cabinet meeting - Thursday 18 December 2025 (report deadline 26 November)											
SI	Consideration of setting a licensed deficit budget for any schools in the Borough	A standard report each year, where Cabinet may consider whether it is required to set any licensed deficit budget for any schools that have applied.	TBC		Cllr Susan O'Brien - Children, Families & Education / Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Luisa Hansen	Richard Ennis			Public
SI	2026/27 Budget and Future Medium-Term Financial Strategy (BUDGET FRAMEWORK)	This report will set out the Medium Term Financial Strategy (MTFS), which includes the draft General Fund reserve budget and capital programme for 2026/27 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration and Council Tax Reduction Scheme proposals following consultation.	All	Proposed Full Council adoption - 26 February 2026	Cllr Martin Goddard - Finance & Transformation	All	Andy Goodwin	Richard Ennis	Public consultation through the Select Committee process and statutory consultation with businesses & ratepayers		Public
SI	Corporate Disposals Programme 2025/26	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the financial year 2025-2026 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	Izak Loggenberg / Julia Thompson	Karrie Whelan			Private (3)

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)
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SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Andy Goodwin	Richard Ennis			Public
Cabinet meeting - Thursday 15 January 2026 (report deadline 12 December 2025)											
SI	Corporate Disposals Programme 2025/26	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the financial year 2025-2026 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	Izak Loggenberg / Julia Thompson	Karrie Whelan			Private (3)
SI	Minor Property Transactions	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Izak Loggenberg / Julia Thompson	Karrie Whelan			Private (3)
Cabinet meeting - Thursday 19 February 2026 (report deadline 28 January 2026)											
SI	The Schools Budget 2026/27	Cabinet will asked to agree the Schools Budget for the next financial year, following a recommendation from the Schools Forum.	All		Cllr Susan O'Brien - Children, Families & Education / Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Luisa Hansen	Richard Ennis	Schools Forum		Public
SI	Corporate Disposals Programme 2025/26	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the financial year 2025-2026 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	Izak Loggenberg / Julia Thompson	Karrie Whelan			Private (3)

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	Minor Property Transactions	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Izak Loggenberg / Julia Thompson	Karrie Whelan			Private (3)
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Andy Goodwin	Richard Ennis			Public
Cabinet meeting - Thursday 19 March 2026 (report deadline 25 February 2026)											
Page 26	Housing Forward Investment Programme 2026/27 (and 2025/26 review)	Following Cabinet's decision in September 2023, this new annual report will agree the forward programme of specific Housing Revenue Account works for the ensuing financial year and provide suitable delegated authority to the Director to implement the programme over the period. The report will also include a look-back at delivering the past year's programme and the investment being made by the Council to upgrade the Council's housing stock.	All		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Gary Penticost	Karrie Whelan			Public
	Corporate Disposals Programme 2025/26	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the financial year 2025-2026 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	Izak Loggenberg / Julia Thompson	Karrie Whelan			Private (3)
	Minor Property Transactions	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Izak Loggenberg / Julia Thompson	Karrie Whelan			Private (3)
	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required. Cabinet will also consider the fees related to the summer activity offer for children.	All		Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Andy Goodwin	Richard Ennis			Public
Cabinet meeting - Thursday 23 April 2026 (report deadline 1 April 2026)											

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	Corporate Disposals Programme 2026/27	As part of the Corporate Disposal programme, Cabinet will consider recommendations on property and land disposals for the financial year 2026-2027 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	Izak Loggenberg / Julia Thompson	Karrie Whelan			Private (3)
SI	Minor Property Transactions	A regular report to Cabinet on minor property matters that may arise during the course of the year that require a Cabinet decision. These will relate to discounted leases to voluntary sector organisations and/or any easements, wayleaves and leases relating to utilities in order to support the Council's capital programmes and other such similar matters.	All		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Izak Loggenberg / Julia Thompson	Karrie Whelan			Private (3)
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required. Cabinet will also consider the fees related to the summer activity offer for children.	All		Cllr Martin Goddard - Finance & Transformation	Corporate Resources & Infrastructure	Andy Goodwin	Richard Ennis			Public
CABINET MEMBER DECISIONS: Standard Items (SI) that may be considered each month											
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	Julia Thompson				Private (3)

<div> <div>Scheduled Upcoming Decisions</div> <div>Further details</div> </div>				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	To consider rent reviews	To consider rent reviews of commercial and other premises.	tbc			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Julia Thompson				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	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	Transport - Local Implementation Programme	Local Implementation Programme including schemes for the public realm, parking, road safety, school travel, walking, cycling, air quality improvement and Traffic Regulation Orders.	TBC			Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	David Knowles / Steve Austin / Alan Tilly				Public

Scheduled Upcoming Decisions

Further details

Ref

Ward(s)

Final
decision by
Full Council

Cabinet
Member(s)
Responsible

Relevant Select
Committee

Report
Author

Corporate
Director
Responsible

Consultation related
to the decision

NEW
ITEM

Public or
Private
(with
reason)

SI = Standard Item each month/regularly

SI	Sale, and conversion, of loft space to leaseholders and also extension of Leasehold Interests of flats under the 1993 Act	To consider any issues in relation to loft space and also consider an extension of the leasehold interests for several flats where the Council as freeholder has received an application under the Leasehold Reform Housing and Urban Development Act 1993. The report will recommend grant of the extensions in each case where the Notice is valid and in accordance with legislation.	TBC		Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	TBC					Private (1,2,3)
SI	Appeals in relation to business rates (NNDR)	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)

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WORK PROGRAMME

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

HEADLINES

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

RECOMMENDATIONS

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

SUPPORTING INFORMATION

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

Meeting Date	Room
4 March 2025	CR5
10 April 2025	CR5
17 June 2025	CR5
23 July 2025	CR5
17 September 2025	CR5
19 November 2025	CR5
6 January 2026	CR5
12 February 2026	CR5
5 March 2026	CR5
7 April 2026	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 MY	2025/26 MY								
Service Area	Corporate Resources and Infrastructure Select Committee	May No meeting	April 10	June 17	July 23	Sept 17	Nov 19	Jan 6	February 12	March 4	April 21
Democratic Services + relevant service(s)	Major Review: Maximising Council Spaces: A Review of Business and Private Hire Opportunities Topic selection / scoping stage Witness / evidence / consultation stage Findings, conclusions and recommendations Final review report agreement Target Cabinet reporting		X	X	X	X					
Regular service & performance monitoring and scrutiny											
Business Intelligence	Annual Performance Monitoring					X					
Finance	Mid year Budget Update					X					
Highways	Electric Vehicle Infrastructure Strategy - annual update				X						
Assets	Building Safety Strategy - Annual Monitoring Report									X	
Democratic Services	Cabinet Member attendance			X							
Digital	Digital & Transformation Update										
Business Intelligence	Annual complaints & service update report TBC					X					
Finance	Cabinet's budget proposals for next financial year							X			
Finance	Budget & Spending Report		X	X	X	X	X	X	X	X	X
Democratic Services	Cabinet Forward Plan Monthly Monitoring		X	X	X	X	X	X	X	X	X
One-off information / service update and scrutiny											
Democratic Services	Remit of new Select Committee / Changes to ToR / Scrutiny updates/news										
Human Resources	Staff skills, learning and development TBC										
Technology	Cyber Security Update										
Planning and Regeneration	Hayes Estate Regeneration Progress						X				
Assets	Update on Council's Fleet							X			
Transportation	Hillingdon Cycling Strategy - implementation			X							
Health Safety/ Emergency Response	Emergency Response Service (Grenfell Town Inquiry recommendations)										
Assets	Ensuring Fire Safety in Private Residential Properties (request from full Council)										
Counter Fraud	Counter Fraud Update										
Assets	Right to buys backs			X							
Cross-cutting topics for wider scrutiny											
Council wide	Resident experience										
CEO	Strategic Partnerships (Brunel, SNP, Businesses etc...)						X				
External	Utility company scrutiny (broadband, water, electricity, gas, mobile operators)									X	
Past review delivery - implementation of recommendations to Cabinet											
Procurement and Commissioning	Procurement Review 2023/24								X		
Transportation	Road Safety Review 2023/24			X							
Highways	Highways Resurfacing 2023/24				X						
Committee Site Visits + reporting back to subsequent meeting											
Assets	Civic Centre Tour / New Library etc... Capital Programme (Date TBC)			X							
Adult Social Care	Mortuary (Date TBC)						X				
Assets / Capital Programme	Platinum Jubilee Leisure Centre (Date TBC)				X						
Internal use only											
Agenda			02-Apr-25	09-Jun-25	15-Jul-25	09-Sep-25	11-Nov-25	29-Dec-25	04-Feb-26	25-Feb-25	13-Apr-26

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