



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 Mohammed Shofiul Islam
Councillor Gursharan Mand
Councillor Scott Farley

Date: THURSDAY 5 MARCH 2026

Time: 7.00 PM

Venue: COMMITTEE ROOM 6 -
CIVIC CENTRE, HIGH
STREET, UXBRIDGE UB8
1UW

**Meeting
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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 - 6
- 4 To confirm that the items of business marked as Part I will be considered in Public and that the items marked as Part II will be considered in Private
- 5 Budget & Spend Report 7 - 18
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- 7 Right to Buy Backs 25 - 28
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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.

- 12 Building Safety Programme - fire safety in private sector mid and high-rise blocks of flats 79 - 94

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Minutes

CORPORATE RESOURCES & INFRASTRUCTURE SELECT COMMITTEE

6 January 2026



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

	<p>Committee Members Present: Councillors John Riley (Chair), Adam Bennett (Vice-Chair), Scott Farley, Stuart Mathers (in place of Gursharan Mand), Sital Punja (in place of Mohammed Islam) and Peter Smallwood (in place of Kaushik Banerjee)</p> <p>LBH Officers Present: Matthew Wallbridge (Chief Operating Officer), Dan Kennedy (Corporate Director of Residents Services), Steve Muldoon (Corporate Director of Finance), Chris Malin (Head of Finance - CF & Finance), Matt Davis (Director-Strategic & Operational Finance), Anisha Teji (Senior Democratic Services Officer)</p>
112.	<p>APOLOGIES FOR ABSENCE (<i>Agenda Item 1</i>)</p> <p>Apologies for absence were received from Councillor Kaushik Banerjee with Councillor Peter Smallwood substituting, Councillor Gursharan Mand with Councillor Stuart Mathers substituting and Councillor Mohammed Islam with Councillor Sital Punja substituting.</p>
113.	<p>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING (<i>Agenda Item 2</i>)</p> <p>There were no declarations of interest.</p>
114.	<p>MINUTES OF THE PREVIOUS MEETING (<i>Agenda Item 3</i>)</p> <p>RESOLVED: That the minutes of the meeting on 19 November 2025 be agreed.</p>
115.	<p>TO CONFIRM THAT THE ITEMS OF BUSINESS MARKED AS PART I WILL BE CONSIDERED IN PUBLIC AND THAT THE ITEMS MARKED AS PART II WILL BE CONSIDERED IN PRIVATE (<i>Agenda Item 4</i>)</p> <p>It was confirmed that all items would be considered in Part I.</p>
116.	<p>CABINET BUDGET PROPOSALS 26/27 (<i>Agenda Item 5</i>)</p> <p>The Committee received an update on the Council's financial position, noting that the Month 7 forecast remained broadly consistent with Month 6. Officers outlined the context for the 2026/27 budget and the Medium-Term Financial Strategy (MTFS) to 2028/29, highlighting significant demand pressures in adult social care, children's services and homelessness, alongside cost increases exceeding inflation. The Council continued to experience financial pressures, with reserves fully utilised and funding levels remaining below those of comparable authorities. A 4.99% Council Tax increase was proposed, which would still leave the Borough among the lowest charging in Outer</p>

London. The 2026/27 budget included £22m of savings, rising to £30m by 2028/29, with £2.1m related to this Committee's remit, while growth of nearly £70m was required to rebase budgets for unavoidable pressures. The capital programme had been substantially reduced to £229m over five years, with borrowing also significantly lowered. Officers confirmed that the Council could not balance the 2026/27 budget without Exceptional Financial Support (ESF) and was seeking £60m for the coming year, alongside further requests to restore reserves and address overspends, with future years also showing funding gaps that may require support. Risks identified included savings delivery, demand instability particularly in temporary accommodation and uncertainty around business rates following a major airport revaluation.

The Committee discussed the financial position in detail. Members referenced statements from London Councils regarding the severe pressures across London and the forecast multibillion-pound funding gap by 2027/28. Further information was requested on the operation of spending controls and officers reported strengthened processes, including senior sign-off for staffing, enhanced panels in adults' and children's services and a new system for temporary accommodation decisions. All non-contractual spend now required formal approval at multiple levels.

Members questioned the impact of rising demand particularly in children's services, SEND transport, adult social care and homelessness on the Council's ability to deliver statutory duties while making savings. Officers acknowledged the pressures and emphasised the need for stronger demand modelling and more granular weekly and monthly data to track caseloads and ensure residents were supported in the most appropriate and cost-effective settings. In response to a query on outsourcing the film office, officers confirmed this related to external management of filming activity, which generated income and formed part of wider procurement reviews of service delivery models.

Members also explored trends in service delivery and the role of digital investment. Officers highlighted examples where modelling informed decisions, such as past shifts between outsourcing and in house provision. Ongoing digital improvements, including a new website, automated systems to reduce manual processing and enhanced business intelligence tools for forecasting and monitoring spend were reported.

The Committee asked about recruitment controls and was assured that the new process for approving posts was now well-established and operating efficiently. In terms of savings within property services and resident services, officers confirmed that directorates had reviewed structures and working practices to identify achievable proposals while maintaining service delivery. Members raised concerns about energy costs and officers outlined ongoing work to reduce consumption, including the Civic Centre decarbonisation programme, insulation upgrades and participation in a national energy procurement group to secure competitive prices. The Committee also discussed the impact of improved procurement practices more widely, which officers reported had contributed positively to achieving value for money.

The Committee looked at EFS and how the related borrowing costs had been included. Officers explained that these costs were expected to reach around £10 million a year by the end of the three-year period. Members raised concerns about the Council's past difficulty in delivering savings and officers described the challenge sessions held to test proposals and the requirement for detailed delivery plans, supported by corporate oversight. Officers also noted that Hillingdon had historically had lower borrowing than many other authorities because it had avoided speculative investments, although the

use of EFS would now increase borrowing levels.

Members asked about the phased fair funding settlement and business rates assumptions and it was explained that Government forecasts included assumptions about Council Tax but did not take into account the expected Heathrow appeal. Officers then outlined capital plans, noting that spending had been reduced to keep costs affordable, with investment focused on statutory duties, regeneration and major HRA projects, and that long-term affordability continued to be monitored. Members also queried the deliverability of savings such as garage voids and green waste subscriptions and it was explained that income had been spread across future years, noting that lessons from previous years had informed the approach. Officers reported around 75 responses in the first week of the public consultation and confirmed that the ranking question followed best practice.

In relation to staff training and financial management, new investment in learning and development, improved financial training, stronger procurement awareness and better use of data systems was highlighted to the Committee. Officers also pointed to strengthened governance, including savings dashboards and spend controls over £500 and said these measures, together with rebased budgets and increased oversight, placed the Council in a stronger position to deliver savings and maintain financial stability.

The Committee considered the draft response to Cabinet. An amendment was proposed to retain the first two paragraphs and final section but to add wording commending the current government for the additional funding received this year, noting the increased allocation of £126.7 million over the next three years and its commitment to ensuring that Hillingdon residents continued to access much-needed services. Members agreed it was important to recognise that the uplift in funding was necessary and had now been provided. The Committee also discussed whether to retain references to Heathrow Airport in the response. Some Members argued that Heathrow should remain included because it disproportionately affected Hillingdon's finances more than other boroughs and had been highlighted by officers as a significant forecasting risk. The draft response, incorporating the proposed amendments, was put to a vote and received three votes in favour and four against, including the Chair's casting vote. The Committee then voted on whether to submit the original response to Cabinet as their view on the finance budget. Four members voted in favour and two voted against.

The Committee therefore agreed the following comments:

'The Committee is grateful for all the hard work undertaken by both Councillors Goddard and more recently Lavery in their respective Cabinet roles. Together with all the Finance Officers of the Council in whatever capacity.'

We recognise the exceptionally challenging climate that has pertained over the last several years which has impacted not only harsh condition in which local authorities have to operate, but also the related but vital economic landscape in which partner businesses and services inhabit.

All local authorities report significant challenges in operating in these conditions, some with far more issues than other. We in Hillingdon face particular problems associated with Heathrow which historically and currently has never been financially addressed. This includes the pressures from asylum seekers, many of whom are unaccompanied

	<p><i>children who generate immediate additional unrecoverable costs to our residents.</i></p> <p><i>It is of note that London Councils are forecasting a multi-billion deficit in London wide Council funding for at least 50% of Boroughs in the Capital by the end of 2027 - this is unsustainable.</i></p> <p><i>The conditions under which Hillingdon is operating, with our additional pressures, are very significant. However as evidenced in the performance report, the Council has continued to provide good quality services at amongst the cheapest across London.</i></p> <p><i>We welcome all the efforts and proposals to ensure that the correct savings are made while keeping to the desire to maintain good services at reasonable costs to residents.'</i></p> <p>RESOLVED:</p> <p>That the Committee:</p> <ol style="list-style-type: none"> 1. Noted the draft revenue budget and Medium-Term Financial Strategy proposals for 2026/27 to 2030/31 relating to services within the Committee's remit. 2. Considered and commented on the financial assumptions, savings proposals, growth pressures, service impacts and delivery risks within those proposals. 3. Agreed the above summary to be submitted to Cabinet for consideration as part of the final budget proposals to be presented to Council in February 2026.
117.	<p>BUDGET & SPENDING REPORT (<i>Agenda Item 6</i>)</p> <p>The Committee considered agenda items 5 and 6 together as they both related to financial performance.</p> <p>RESOLVED:</p> <p>That the Committee:</p> <ol style="list-style-type: none"> 1. Noted the budget monitoring position as at October 2025 (Month 7) for the Council. 2. Noted the budget monitoring position as at October 2025 (Month 7) for the services within the remit of the Corporate Resources and Infrastructure Select Committee.
118.	<p>SIX MONTH PERFORMANCE MONITORING REPORT (<i>Agenda Item 7</i>)</p> <p>The six-month performance report for 2025/26 was presented to the Committee. Hillingdon's performance was benchmarked against other local authorities using publicly available data and it was found that the Council maintained one of the lowest net expenditure levels in London despite unique operational pressures. Adult Social Care was delivered in a financially sustainable way, achieving a 'Good' CQC rating, while Resident Services and Children's Services were recognised for strong value for money and high-quality outcomes. Challenges such as rough sleeping and non-decent homes were identified but significant investment and improvement programmes were reported. Overall, the Council's performance management framework was shown to</p>

	<p>support accountability, transparency and continuous improvement for residents.</p> <p>Questions were raised about the benchmarking practices used across service areas. Assurance was sought on the consistency of comparator groups, as different sets of boroughs appeared in different tables, with some including authorities such as Slough, Coventry and Peterborough while others did not. Clarification was requested on why benchmarking peers varied between metrics and directorates. It was noted that clearer explanations would be helpful and future reports would include annotations explaining the rationale for each benchmarking group.</p> <p>Discussion then moved to the presentation of cost and performance information. It was commented that the resident services pack focused mainly on cost figures without showing how these translated into outcomes, such as the number of road repairs achieved for the level of spending. Officers noted that previous annual reports had included more detail on outputs, but feedback had indicated that these were too lengthy. It was confirmed that the annual report combined benchmarking and activity-based data and officers agreed that Members' suggestions would be considered when designing future reports.</p> <p>Members also asked whether performance reporting took account of internal trends as well as external comparisons. It was confirmed that extensive internal data was reviewed daily and monthly through business intelligence dashboards, service-level meetings and directorate leadership sessions. It was noted that around 190 automated dashboards were now in use and that work continued to strengthen staff capability in using data effectively. It was emphasised that efforts were ongoing to balance transparency, usability and the volume of information provided to both Members and residents.</p> <p>RESOLVED: That the final comments relating to the Select Committee's budget comments be delegated to the Democratic Services Officer in conjunction with the Chair (and in consultation with the Opposition Lead(s)).</p>
119.	<p>FORWARD PLAN (<i>Agenda Item 8</i>)</p> <p>RESOVLED: That the Forward Plan be noted.</p>
120.	<p>WORK PROGRAMME (<i>Agenda Item 9</i>)</p> <p>RESOLVED: That the Work Programme be noted.</p>
	<p>The meeting, which commenced at 7.00 pm, closed at 9.15 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.

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BUDGET & SPENDING REPORT - SELECT COMMITTEE MONITORING

Committee name	Corporate Resources and Infrastructure Select Committee
Corporate Director(s) responsible	Steve Muldoon – Corporate Director of Finance Matthew Wallbridge – Chief Operating Officer Daniel Kennedy – Corporate Director of Residents Services
Papers with report	N/A
Ward	All

RECOMMENDATION

That the Committee:

- 1. Note the budget monitoring position as at December 2025 (Month 9) for the Council.**
- 2. Note the budget monitoring position as at December 2025 (Month 9) for the services within the remit of the Corporate Resources and Infrastructure Select Committee.**

HEADLINES

3. This monitoring report provides an update on the Month 9 budget monitoring position for the Council and an update on the Month 9 budget monitoring position for the services relevant to the Select Committee. Corporate Directors, supported by their Head of Finance, will attend the meeting to provide further details and clarifications.

2025/26 MONTH 9 BUDGET MONITORING POSITION (COUNCIL)

4. As at Month 9, the Council is forecasting a net overspend of £35.9m on its core operating activities, a favourable movement of £0.1m from Month 7. This includes overspends of £26.1m across Service Operating Budgets, a £4.2m pressure against the budgeted use of reserves and a £6.5m pressure across centralised and Corporate Budgets including Corporate Funding. These pressures are partially mitigated by £1.0m of interventions, which are expected to benefit the revenue position through measures such as spend control measures, increased grants, and a rebate from the WLWA.
5. This overall position has remained stable overall since the month 6 (September) report, but with underlying favourable and unfavourable movements. Much of the overspend relates to adverse variances on savings delivery, unbudgeted growth and inflation, assumed use of reserves and reduced application of flexible capital receipts against transformation expenditure, offset by the release of £10.5m of contingency.
6. Within centralised and Corporate Budgets, a pressure of £7.1m is forecast from an under-delivery against unallocated savings (See table 1 below). A further pressure of £1.3m is reported against Corporate Funding due to the Children’s Prevention Grant that was announced as part of Core Spending Power needing to be spent on new initiatives leading to the grant being transferred to the Children’s Social Care service. The forecast then includes two mitigations, firstly the remaining £1.8m general contingency and secondly £1.0m of interventions and

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mitigations as described in paragraph 4 above. The interventions and mitigations forecast has reduced by £1m since period 6 as directorates have found underspends, additional grants or income which have been able to meet this level of mitigation. There are further mitigation opportunities anticipated to arise in the remaining months leading up to year end which will address this residual requirement.

Table 1 – General Fund Overview

Service	Approved Budget	Forecast Outturn	Underlying Variance	Forecast Variance Prior Month	Change in Variance
	£'m	£'m	£'m	£'m	£'m
Service Operating Budgets	272.1	298.2	26.1	26.7	(0.6)
Development & Risk Contingency	1.8	0.0	(1.8)	(1.8)	0.0
Unallocated Budget Items: Pay Award Inflation	0.0	0.0	0.0	0.0	0.0
Unallocated Budget Items: Unallocated Savings	(7.1)	0.0	7.1	7.1	0.0
Budgeted Use of Reserves	(4.2)	0.0	4.2	4.2	0.0
Total Net Expenditure	262.6	298.2	35.6	36.7	(0.6)
Corporate Funding	(262.6)	(261.3)	1.3	1.3	0.0
Net Total	0.0	36.9	36.9	38.0	(0.6)
Interventions	0.0	(1.0)	(1.0)	(2.0)	1.0
Total	0.0	35.9	35.9	36.0	0.4
Opening General Reserve			1.5	1.5	0.0
Less: Underlying Variance			(35.9)	(36.0)	(0.1)
Closing General Reserve			(34.4)	(34.5)	(0.1)
Opening Controllable Earmarked Reserves			3.7	5.2	1.5
Less: Use of Earmarked Reserves			(2.0)	(2.0)	0.0
Closing Controllable Earmarked Reserves			1.7	3.2	1.5

SAVINGS (COUNCIL)

- The savings requirement identified for 2025/26 was for £34.0m in new or increased savings as set out in the Council's budget strategy. This position has been supplemented by a further £4.8m of savings carried forward from 2024/25 as set out in the outturn report presented to July Cabinet, resulting in an overall programme of £38.8m savings being targeted and monitored in year. The savings at a whole council level are summarised by directorate and by deliverability RAG rating in the table below:

Table 2 – Savings Tracker

Corporate Director	Blue Banked £'m	Green Delivery in progress £'m	Amber I Early stages of delivery £'m	Amber II Potential problems in delivery £'m	Red Serious problems in delivery £'m	Write Out £'000	Total £'m
Finance	(0.8)	0.0	0.0	0.0	(0.2)	(0.1)	(1.1)
Adult Services & Health	(3.2)	(0.7)	(0.6)	(0.1)	(2.0)	(1.7)	(8.3)
Children & Young People's Services	(3.0)	(1.2)	0.0	(0.3)	0.0	0.0	(4.5)
Place	(2.6)	(1.5)	0.0	(0.6)	(0.9)	(1.1)	(6.7)
Homes & Communities	(1.6)	(1.1)	(2.9)	0.0	(1.1)	(0.3)	(7.0)
Corporate Services	(2.8)	(0.3)	0.0	0.0	(0.4)	(0.1)	(3.6)
Chief Executive Office	(0.1)	(0.1)	(0.3)	0.0	0.0	0.0	(0.5)
Cross-Cutting	0.0	0.0	0.0	0.0	0.0	(7.1)	(7.1)
Total 2025/26 Savings Programme	(14.1)	(4.9)	(3.8)	(1.0)	(4.6)	(10.4)	(38.8)
	36%	13%	10%	3%	12%	27%	100%
Prior Month	(14.1)	(4.9)	(3.8)	(1.0)	(4.6)	(10.4)	(38.8)
	36%	13%	10%	3%	12%	27%	100%
Change	0.0	0.0	0.0	0.0	0.0	0.0	
	0%	0%	0%	0%	0%	0%	

8. As of Month 9, £19.0m (48%) of the savings and interventions are being recorded as banked or on track for delivery. A further £4.8m (13%), being tracked above as amber, are in delivery but may not deliver in full this financial year. Of this, £0.5m is currently anticipated to slip but deliver in 2026/27. There are £4.6m (12%) of savings reported as red and having challenges in delivery, with mitigations being sought in-year where feasible. Of these, £4.2m are forecast to slip into 2026/27 but are ultimately expected to be delivered. Thus, a total of £4.7m in savings is forecast to slip into 2026/27 and forms part of the overall forecast overspend. A further £10.4m of savings are considered to be undeliverable and will be written out of the Council's budget from 2026/27. Of these, £2.3m relate to the brought forward balance from the prior year while £8.1m of savings budgeted for delivery in 2025/26 can no longer be delivered. Where savings are at risk of not being delivered in full during 2025/26, the associated pressures have been factored into the monitoring position with compensating actions being implemented where possible to offset the impact.

9. Where savings are at risk of not being delivered in full during 2025/26, the associated pressures have been factored into the monitoring position with compensating actions being implemented where possible to offset the impact.

RISKS AND MITIGATIONS

10. As part of the Month 9 review, the Council has continued its analysis of exposure to risks and opportunities. The updated risks total is £5.7m against identified opportunities of £2.6m. The level of risk continues to reduce (M7 was £6.9m) as demand risks fall away, or are embedded into the forecast, as year-end approaches. Risks not able to be quantified include the cost of redundancies that may arise from any savings implementation (redundancies would precede any savings generated) although this risk for 2025/26 is diminishing also.

11. Opportunities of £2.6m within Residents Services include Waste funding.

12. Additional details regarding the Council's general fund revenue position are available in the most recent Month 9 budget monitoring report: [Final Cabinet Report M9](#)

2025/26 MONTH 9 BUDGET MONITORING POSITION (SELECT COMMITTEE PORTFOLIO)

13. Table 3 summarises the Committee's Month 9 budget monitoring position by directorate,

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showing a projected overspend of £5.5m for the services within the remit of this Committee. The key reasons for this overspend position are set out in the following paragraphs by directorate. Since Month 7, there has been a £0.8m favourable movement across the directorates. Finance has reported no change to its net overspend, Corporate Services shows a £0.3m improvement due to lower technology costs and reductions in planned staffing and discretionary expenditure, and the Chief Executive's Office reports a £0.1m improvement following confirmation of additional legal income from a complex criminal case. Finally, Place has reported a favourable movement of £0.4m due to lower forecast NNDR costs within Corporate Estates.

14. **Finance** – is forecasting a £5.3m overspend position as at Month 9 against a budget of £34.1m. Since Month 7, the £5.3m net overspend position remains unchanged.
15. The £5.3m overspend position includes a £1.7m overspend against the Council's Treasury budget. The Council's in-year revenue overspend and the cumulative DSG deficit have reduced the Council's usable cash balances. This has forced increased reliance on borrowing to manage liquidity and capital programme requirements, resulting in additional financing costs in the current financial year. The Council's treasury budget is therefore overspent relative to plan primarily due to the timing and scale of these cashflow pressures.
16. Of the £5.3m forecast overspend within Finance, £2.5m relates to staffing costs. This staffing overspend is predominantly attributable to the use of agency staff to cover vacant posts within the approved establishment, together with additional short-term agency capacity deployed above establishment for defined pieces of work. Agency resource has been deployed in Schools Finance to support DSG deficit recovery activity, in Housing Finance to provide additional budget monitoring capacity during 2025/26, and in the Statutory Accounts team to support delivery of the accounts, support the audit process and meet statutory reporting requirements. Agency staffing attracts materially higher costs than substantive posts, resulting in expenditure exceeding the approved staffing budget. The Council has recognised resourcing requirements in certain key areas, and these have been addressed as part of the Medium-Term Financial Strategy (MTFS) planning for 2026/27 (MTFS Proposal 2026/27 108). Reducing reliance on agency staff remains a key management focus and is being progressed through targeted permanent recruitment and strengthened workforce planning, with the intention of mitigating this pressure over time whilst ensuring service delivery and statutory responsibilities continue to be met.
17. A further £1.8m of the £5.3m forecast overspend in Finance is attributable to a change in assumptions regarding the use of capital receipts, following a Council-wide review of all expenditure funded by capital receipts during the year, resulting in a reduced application of capital receipts and a corresponding increase in net revenue expenditure.
18. There is also a £0.4m overspend against the Council's corporate insurance budget predominately due to the settlement of historical insurance claims in the current year. In addition, part of the overspend reflects an underlying shortfall in the base budget to cover insurance premium costs. This issue has been addressed through the MTFS, with additional provision built into the budget from 2026/27 (MTFS Proposal 2026/27 226).
19. The main offsetting factor against these overspends is a £1.0m underspend within Corporate Budgets, reflecting the 2025/26 final concessionary fares levy charge being £1.0m lower than the budget model provided by London Councils. The residual balance reflects a number of

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smaller compensating variances across the directorate.

20. **Corporate Services** – is reporting a £0.1m forecast overspend at Month 9 against a budget of £21.2m. Since Month 7, the £0.4m overspend reported has been reduced by £0.3m, mainly due to lower technology contract costs for specific technology contracts, which have been aligned with anticipated usage based on the latest data, and further reductions to staffing and discretionary spending in Procurement.
21. The £0.1m forecast overspend for Corporate Services includes a £0.4m shortfall in planned savings within the Resident Hub and Human Resources, where non-delivery of these savings is creating an overspend, as shown in Table 5 and explained further in paragraphs 32-33. Offsetting this, underspends across other services within the directorate, largely due to vacant posts and reductions in discretionary expenditure wherever possible, total £0.3m, bringing the overall forecast overspend down to £0.1m.
22. **Chief Executive's Office** – is reporting a 0.1m forecast underspend at Month 9 against a budget of £6.4m. This represents a £0.1m improvement from the breakeven position reported in Month 7, predominately due to additional legal income relating to a complex criminal case that has now been reflected in the forecast following confirmation from the Court.
23. Each service within the Chief Executive's directorate is contributing to the £0.1m forecast underspend reported at Month 9. Legal Services income continues to be under constant review but is currently forecast to meet the increased income target set at the start of the year relating to fees and charges. Democratic Services is on track against income targets set for ceremonies, while Communications is reporting an underspend largely due to a vacant post being held.
24. **Place** – is reporting a £0.2m overspend against the specific services that fall within the remit of this committee. The overspend reflects the £0.7m of in-year undelivered savings currently reported as Red in Table 5 and as detailed in the savings section of this report. The future deliverability of these savings is being reviewed in line with the current MTFS process. This overspend is offset by reduced expenditure on repairs required to Corporate Properties. Since Month 7, there has been a favourable movement of £0.3m due to lower forecast NNDR costs within Corporate Estates.
25. Table 4 provides a detailed breakdown of the budget monitoring position by service area and shows forecast changes for Earmarked Reserves, Provisions and Transformation Capitalisation.

SAVINGS (SELECT COMMITTEE PORTFOLIO)

26. The savings requirement for 2025/26 relating to the services overseen by this Committee is £7.0m, as outlined in the Council's budget strategy and detailed in Table 5 of this report, which provides a breakdown of the savings position by directorate. Table 5 additionally presents the savings slippage incorporated into the forecast position.
27. Of the savings identified within the **Corporate Resources and Infrastructure** select committee, £5.5m (78%) are classified as banked or on track and £0.6m (9%) are reported as red and having challenges in delivery, with mitigations being sought in-year where feasible. A further £0.9m (13%) of savings are considered to be undeliverable and will be written out of the Council's budget from 2026/27.
28. **Finance** is on target to achieve £0.9m (70%) of its planned savings. £0.2m (19%) of the savings

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are facing significant delivery challenges and have been categorised as red and an additional £0.1m (11%) of savings are considered undeliverable and will require removal from the Council's budget from 2026/27. Further explanation of the £0.2m savings not being achieved this year is set out in paragraphs 29-30 below.

29. **Future of Financial Systems** - £0.1m of this saving is planned to be delivered in future years but is dependent on a review of council system licences with the remainder of this saving considered undeliverable and proposed to be written out of the Council's budget from 2026/27.
30. **Increase MVF by 1%** - a total of £0.1m was added to Managed Vacancy Factor (MVF) budgets across services within the finance directorate this year. The MVF budgets assumes a proportion of posts will remain vacant during the year to generate an underspend; however, where these posts are filled or covered by agency staff, the underspends are not realised, meaning the MVF targets cannot be achieved. As explained in paragraph 16, due to the high level of agency staff costs in Finance, the staffing budget (inclusive of MVF) is not being achieved.
31. Of the £3.4m savings in **Corporate Services**, 87% (£3.0m) are banked or on track, 10% (£0.3m) face potential delivery issues and 3% (£0.1m) are not achievable and will be written out of the Council's budget from 2026/27. Further explanation on the £0.4m savings not being achieved this year are set out in paragraphs 32-33 below.
32. **Reshaping Customer Experience and Business Support; Phase 2** - The anticipated shortfall of £0.3m in meeting the Resident Hub savings target is attributed to the scheduling of restructuring and technology implementation.
33. **Human Resources Service Review** - There is a shortfall of £0.1m against the Human Resources savings target. This shortfall is due to the volume of work in this financial year and the need to restructure to the team. As a result, part of the savings originally planned for this year will no longer be deliverable in 2025/26.
34. Within the **Chief Executive's Office** directorate, 36% (£0.2m) of savings are banked or on track for delivery and 64% (£0.3m) are currently marked as amber, indicating a moderate risk of non-delivery this year. Further detail on the £0.3m amber saving is explained in paragraph 35 below.
35. **Legal Fees and Charges** - The delivery risk for this saving is primarily due to the Legal service's limited ability to influence specific income sources, such as those related to cost recovery and complex criminal cases.
36. Within the **Place** directorate services overseen by this Committee, £1.132m (61%) of the savings and interventions are currently classified as banked or on track for delivery, while £0.729m (39%) are reported as facing potential challenges to successful implementation. The £0.729m is related to shortfalls in income. The pressures come from Council Assets (£0.075m), Commercial Leases (£0.200m) and £0.180m is due to delays in the implementation of new systems to support the management of leases and a review of the use of assets. Options to increase lease income from the Civic Centre are continuing to be explored. No movement from Month 7.

PERFORMANCE DATA

37. N/A

RESIDENT BENEFIT

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38. Regular monitoring of financial performance is used to assess whether spending and savings targets are being met, thereby supporting 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

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

LEGAL IMPLICATIONS

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

41. 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

42. NIL

APPENDICES

1 – Tables 3-5

Table 3 – 2025/26 Month 9 Budget Monitoring Position by Directorate

Directorate		Approved Budget	Underlying Forecast	Earmarked Reserves	Provisions	Transformation Capitalisation	Management Action	Forecast Outturn	Forecast Variance Current Month	Forecast Variance Prior Month	Change in Variance
Finance	Staffing	12,579	15,651	(87)	0	(477)	0	15,087	2,510	2,134	376
	Non-Staffing	101,184	102,833	500	0	0	234	103,567	2,382	1,898	484
	Income	(79,663)	(79,302)	0	0	0	75	(79,227)	437	1,314	(877)
	Sub-Total	34,100	39,182	413	0	(477)	309	39,427	5,329	5,346	(17)
Corporate Services	Staffing	12,862	16,080	0	0	(2,677)	0	13,765	835	562	273
	Non-Staffing	9,120	9,930	0	0	(609)	0	8,961	(94)	530	(624)
	Income	(744)	(1,379)	0	0	0	0	(1,379)	(635)	(685)	50
	Sub-Total	21,238	24,631	0	0	(3,286)	0	21,347	106	407	(301)
Chief Executive's Office	Staffing	5,951	6,382	0	0	(203)	0	6,179	228	170	58
	Non-Staffing	2,087	2,016	42	0	0	(42)	2,016	(70)	(43)	(28)
	Income	(1,583)	(1,727)	0	0	0	(120)	(1,847)	(264)	(96)	(168)
	Sub-Total	6,455	6,672	42	0	(203)	(162)	6,349	(106)	31	(138)
Place	Staffing	7,257	7,120	0	0	0	0	7,120	(135)	(40)	(95)
	Non-Staffing	15,657	15,347	0	0	0	(112)	15,234	(423)	99	(522)
	Income	(11,508)	(11,069)	0	0	0	268	(10,801)	706	478	228
	Sub-Total	11,407	11,399	0	0	0	156	11,555	148	537	(389)
	Grand Total	73,200	81,884	455	0	(3,966)	303	78,678	5,477	6,321	(845)

Table 4 – 2025/26 Month 9 Budget Monitoring Position by Service

Service Area	Subjective	Approved Budget	Underlying Forecast	Earmarked Reserves	Provisions	Transformation Capitalisation	Management Action	Forecast Outturn	Forecast Variance Current Month	Forecast Variance Prior Month	Change in Variance
		(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)
Director Strategic & Operational Finance	Staffing	10,020	12,197	(87)	0	(477)	0	11,633	1,613	1,207	406
	Non-Staffing	66,065	66,453	0	0	0	85	66,538	473	(34)	507
	Income	(66,639)	(66,992)	0	0	0	75	(66,917)	(278)	0	(278)
		9,446	11,658	(87)	0	(477)	160	11,254	1,808	1,212	635
Strategic Finance	Staffing	997	1,337	0	0	0	0	1,337	340	454	(114)
	Non-Staffing	15,183	15,106	500	0	0	149	15,755	572	721	(149)
	Income	(11,701)	(11,760)	0	0	0	0	(11,760)	(58)	(62)	4
		4,478	4,682	500	0	0	149	5,332	853	1,110	(259)
Statutory Accounting Investments and Pensions	Staffing	1,093	1,777	0	0	0	0	1,777	685	552	133
	Non-Staffing	19,911	21,265	0	0	0	0	21,265	1,354	1,227	127
	Income	(1,323)	(550)	0	0	0	0	(550)	773	1,376	(603)
		19,660	22,492	0	0	0	0	22,492	2,812	3,155	(343)
Internal Audit	Staffing	469	340	0	0	0	0	340	(128)	(79)	(49)
	Non-Staffing	25	9	0	0	0	0	9	(17)	(16)	(1)
	Income	0	0	0	0	0	0	0	0	0	0
		494	349	0	0	0	0	349	(145)	(95)	(50)
Finance Total	Staffing	12,579	15,651	(87)	0	(477)	0	15,087	2,510	2,134	376
	Non-Staffing	101,184	102,833	500	0	0	234	103,567	2,382	1,898	484
	Income	(79,663)	(79,302)	0	0	0	75	(79,227)	437	1,314	(877)
		34,100	39,182	413	0	(477)	309	39,427	5,329	5,346	(17)
Director Digital Data & Technology	Staffing	0	0	0	0	0	0	0	(65)	(65)	0
	Non-Staffing	0	65	0	0	(65)	0	65	65	65	0
	Income	0	0	0	0	0	0	0	0	0	0
		0	65	0	0	(65)	0	0	0	0	0
Business Intelligence	Staffing	1,022	1,328	0	0	(167)	0	1,161	139	134	5
	Non-Staffing	6	(33)	0	0	0	0	(33)	(39)	(34)	(5)
	Income	(67)	(88)	0	0	0	0	(88)	(22)	(22)	0
		962	1,207	0	0	(167)	0	1,040	78	78	0
Counter Fraud	Staffing	1,234	1,318	0	0	0	0	1,318	84	43	41
	Non-Staffing	192	160	0	0	(55)	0	105	(87)	(31)	(56)
	Income	(224)	(303)	0	0	0	0	(303)	(79)	(79)	0
		1,202	1,175	0	0	(55)	0	1,120	(81)	(67)	(15)
Digital	Staffing	236	1,613	0	0	(1,418)	0	196	(40)	(31)	(9)
	Non-Staffing	0	0	0	0	0	0	0	0	0	0
	Income	0	(38)	0	0	0	0	(38)	(38)	(38)	0
		236	1,575	0	0	(1,418)	0	158	(78)	(69)	(9)
Human Resources	Staffing	1,898	2,434	0	0	(187)	0	2,248	349	390	(41)
	Non-Staffing	859	855	0	0	0	0	855	(4)	23	(27)
	Income	(99)	(147)	0	0	0	0	(147)	(47)	(76)	29
		2,658	3,143	0	0	(187)	0	2,957	298	337	(39)
Procurement and Commissioning	Staffing	1,197	1,021	0	0	(360)	0	1,021	(176)	(513)	337
	Non-Staffing	131	385	0	0	0	0	25	(106)	282	(388)
	Income	(102)	(102)	0	0	0	0	(102)	0	0	0
		1,226	1,304	0	0	(360)	0	944	(282)	(231)	(51)
Resident Hub	Staffing	4,520	5,065	0	0	0	0	5,065	545	557	(12)
	Non-Staffing	273	389	0	0	0	0	389	116	115	1
	Income	(202)	(386)	0	0	0	0	(386)	(184)	(205)	21
		4,591	5,068	0	0	0	0	5,068	477	467	10
Technology	Staffing	2,708	2,709	0	0	0	0	2,709	0	48	(48)
	Non-Staffing	7,659	8,108	0	0	(489)	0	7,619	(40)	109	(149)
	Income	(50)	(315)	0	0	0	0	(315)	(265)	(265)	0
		10,317	10,502	0	0	(489)	0	10,013	(304)	(108)	(197)
Transformation	Staffing	47	592	0	0	(545)	0	47	(1)	(1)	0
	Non-Staffing	0	1	0	0	0	0	1	1	1	0
	Income	0	0	0	0	0	0	0	0	0	0
		47	592	0	0	(545)	0	47	0	0	0
Corporate Services Total	Staffing	12,862	16,080	0	0	(2,677)	0	13,765	835	562	273
	Non-Staffing	9,120	9,930	0	0	(609)	0	8,961	(94)	530	(624)
	Income	(744)	(1,379)	0	0	0	0	(1,379)	(635)	(685)	50
		21,238	24,631	0	0	(3,286)	0	21,347	106	407	(301)
Communications	Staffing	668	644	0	0	0	0	644	(23)	(25)	2
	Non-Staffing	243	221	0	0	0	0	221	(23)	(14)	(9)
	Income	(66)	(66)	0	0	0	0	(66)	0	3	(3)
		845	799	0	0	0	0	799	(46)	(36)	(10)
Democratic Services	Staffing	1,653	1,768	0	0	0	0	1,768	115	114	1
	Non-Staffing	1,750	1,670	42	0	0	(42)	1,670	(81)	(54)	(27)
	Income	(735)	(801)	0	0	0	0	(801)	(67)	0	(67)
		2,668	2,637	42	0	(42)	0	2,637	(32)	60	(93)
Legal Services	Staffing	3,631	3,970	0	0	(203)	0	3,767	136	81	55
	Non-Staffing	93	126	0	0	0	0	126	33	25	8
	Income	(783)	(860)	0	0	0	(120)	(980)	(197)	(99)	(98)
		2,941	3,236	0	0	(203)	(120)	2,913	(28)	7	(35)
Chief Executive's Office Total	Staffing	5,951	6,382	0	0	(203)	0	6,179	228	170	58
	Non-Staffing	2,087	2,016	42	0	0	(42)	2,016	(70)	(43)	(28)
	Income	(1,583)	(1,727)	0	0	0	(120)	(1,847)	(264)	(96)	(168)
		6,455	6,672	42	0	(203)	(162)	6,349	(106)	31	(138)
Property Services	Staffing	2,783	3,251	0	0	0	0	3,251	468	478	(10)
	Non-Staffing	5,342	4,933	0	0	0	(26)	4,907	(435)	(406)	(29)
	Income	(6,061)	(5,360)	0	0	0	0	(5,360)	701	701	0
		2,065	2,825	0	0	0	(26)	2,799	734	773	(39)
Operational Assets	Staffing	1,756	1,329	0	0	0	0	1,329	(426)	(412)	(14)
	Non-Staffing	6,780	6,831	0	0	0	149	6,980	200	615	(415)
	Income	(1,845)	(1,937)	0	0	0	268	(1,669)	176	(116)	292
		6,691	6,223	0	0	0	417	6,641	(50)	87	(137)
Highways	Staffing	2,718	2,540	0	0	0	0	2,540	(177)	(106)	(71)
	Non-Staffing	3,535	3,583	0	0	0	(235)	3,347	(188)	(110)	(78)
	Income	(3,602)	(3,772)	0	0	0	0	(3,772)	(171)	(107)	(64)
		2,651	2,351	0	0	0	(235)	2,115	(536)	(323)	(213)
Place Total	Staffing	7,257	7,120	0	0	0	0	7,120	(135)	(40)	(95)
	Non-Staffing	15,657	15,347	0	0	0	(112)	15,234	(423)	99	(522)
	Income	(11,508)	(11,069)	0	0	0	268	(10,801)	706	478	228
		11,407	11,399	0	0	0	156	11,555	148	537	(389)
Grand Total		73,200	81,884	455	0	(3,966)	303	78,678	5,477	6,321	(845)

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Table 5 – 2025/26 Savings Position by Directorate

Directorate	Description	Total £'000	RAG Rating 2025/26 & B/fwd savings						Total 2025/26 £'000	2025/26 Slippage £'000
			B £'000	G £'000	A1 £'000	A2 £'000	R £'000	W/O £'000		
Finance	Cashflow Measures	(100)	(100)						(100)	
Finance	Future of Financial Systems - Full Year Effect	(234)					(100)	(134)	(234)	234
Finance	Increase MVF by 1%	(139)					(139)		(139)	
Finance	Older People's Discount - Latest Demand	(200)	(200)						(200)	
Finance	Pension Payment Cashflow Measures	(95)	(95)						(95)	
Finance	Revenue & Benefits - Automations & Customer Contact	(334)	(334)						(334)	
Finance	ZBB Vacant Post Deletions	(69)	(69)						(69)	
Finance	Internal Audit Staffing Cost Reduction	(73)	(73)						(73)	
Finance Total		(1,244)	(871)	0	0	0	(239)	(134)	(1,244)	234
Corporate Services	Digital & Intelligence Cost Rebasing Review	(1,000)	(1,000)						(1,000)	
Corporate Services	Digital and Technology Contract Review - phase 1	(43)	(43)						(43)	
Corporate Services	Digital and Technology Contract Review - phase 2	(120)	(60)	(60)					(120)	
Corporate Services	Fees & Charges Inflationary Uplifts	122	122						122	
Corporate Services	Reshaping Customer Experience and Business Support - phase 1	(1,340)	(1,340)						(1,340)	
Corporate Services	Reshaping Customer Experience and Business Support - phase 2	(536)	(207)	(52)			(277)		(536)	277
Corporate Services	Counter Fraud Funding Strategy	(72)	(72)						(72)	
Corporate Services	Counter Fraud: Review of Capability, Capacity and Activity	(107)	(107)						(107)	
Corporate Services	Human Resources Service Review	(143)					(70)	(73)	(143)	143
Corporate Services	Increase MVF by 1%	(217)		(217)					(217)	
Corporate Services Total		(3,456)	(2,707)	(329)	0	0	(347)	(73)	(3,456)	420
Chief Executive's Office	Communications; Outsourcing of the Council's Film Office	(60)	(31)	(29)					(60)	
Chief Executive's Office	Democratic Services; Registration Service Income Maximisation	(30)	(30)						(30)	
Chief Executive's Office	Democratic Services; Remove Hard Copy Agendas for Statutory Meetings	(15)	(15)						(15)	
Chief Executive's Office	Legal Fees and Charges Review	(326)			(326)				(326)	
Chief Executive's Office Total		(431)	(76)	(29)	(326)	0	0	0	(431)	0
Place	Review of Civic Centre Operating Costs	(274)						(274)	(274)	274
Place	Review of VSLP	(50)	(50)						(50)	
Place	Energy Consumption	(928)	(928)						(928)	
Place	Council Assets	(75)						(75)	(75)	75
Place	Garage Voids	(260)		(80)				(180)	(260)	180
Place	Rateable Savings	(65)	(65)						(65)	
Place	Review of Commercial Leases	(200)						(200)	(200)	200
Place Total		(1,852)	(1,043)	(80)	0	0	0	(729)	(1,852)	729
Corporate Resources and Infrastructure Total		(6,984)	(4,697)	(438)	(326)	0	(586)	(936)	(6,983)	1,383

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DIGITAL STRATEGY

Committee name	Corporate Resources and Infrastructure Select Committee
Officer reporting	Matthew Wallbridge, Chief Operating Officer Darren Persaud, Head of Digital, Corporate Services
Papers with report	None
Ward	All

HEADLINES

This report provides a summary of progress in delivering the Digital Strategy 2024–2027, following presentation of the full annual report to Cabinet on 23 December 2025. It highlights key achievements over the past year, progress across the strategy’s five programmes, and the next steps agreed by Cabinet.

RECOMMENDATIONS

That the Committee:

- 1. Notes the progress made in delivering the Digital Strategy 2024–27, including achievements across digital platforms, business intelligence, infrastructure modernisation, inclusion, and Technology Enabled Care.**
- 2. Notes the next steps agreed by Cabinet (December 2025), particularly the acceleration of digital transformation, strengthening of digital inclusion activity, embedding of technology into adult care services, and enhancing strategic partnerships.**

SUPPORTING INFORMATION

Over the past year, the Council has made substantial progress in delivering the Digital Strategy 2024–27, achieving significant outcomes across all five programme areas and laying the foundations for further transformation. Work to build services online by default has been particularly impactful, marked by the successful launch of the new Council website in November 2025. This redesigned digital front door offers improved accessibility, clearer navigation and a mobile-first approach, enabling residents to complete more tasks online with greater ease. The Council is on track to complete the migration of online forms into a single platform and has begun implementing an enhanced “Report It” and “Request It” tool, including a mobile app that uses automated routing and real-time updates to ensure environmental issues are dealt with more efficiently and transparently. Love Clean Streets will be launched in March 2026 as a dedicated free mobile phone app designed to make it simpler and faster to report everything from fly-tipping and graffiti to damaged play equipment and highway concerns to the council. It provides a single,

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streamlined service where users can report an issue and it automatically directed to the relevant team, ensuring problems are assessed promptly. Users can also track the progress of their reports in real time and supports reporting across a wide range of services. These include street cleansing issues such as litter and dog fouling; highways concerns like potholes, faulty street lighting or damaged street furniture; problems in parks and open spaces; abandoned vehicles; and issues with overgrown shrubs, grass or trees. Users can also request dry mixed recycling and food waste bag deliveries and bulky waste collections.

Significant advancements have also been made in the Council's use of data, strengthening evidence-based decision-making. The Business Intelligence service has expanded to include more than 140 dashboards across directorates, providing managers with real-time insight into performance, demand, cost and outcomes. Investment in data modelling, warehousing and quality frameworks has improved the reliability and consistency of datasets, enabling more accurate reporting and earlier intervention. The introduction of a formal Data Quality Assessment approach, aligned to Government standards, has enhanced governance and driven cultural change across the organisation by embedding accountability for data stewardship. These developments have improved strategic planning and supported transformation in key areas, including Adult Social Care, HR and asset management.

At the same time, the Council has continued to modernise its technical infrastructure to support a more resilient and secure digital environment. The rollout of the Microsoft Teams telephony system has replaced the legacy Cisco platform, enabling more efficient communication and supporting hybrid working. The deployment of new user devices is nearing completion, giving staff modern tools that improve productivity and service delivery. Progress is also being made on the migration from Citrix to Azure Virtual Desktop, which will further enhance operational flexibility. Cyber security has strengthened through new firewall technologies and improved awareness programmes, following positive feedback in the Local Government Association's Cyber 360 review. The Council has continued to embed automation and AI within its operations, using robotic process automation to streamline repetitive tasks, reduce errors and free up staff capacity. AI-powered solutions have also been introduced to improve enquiry management, automate classification and enhance both staff and resident experiences.

Improving digital capability and inclusion remains central to the Council's mission, and considerable progress has been made in this area. Over 200 laptops and more than 2,000 data SIMs have been distributed to vulnerable residents, enabling them to access education, support and essential services online. The introduction of a dedicated line for vulnerable individuals ensures that those who struggle with digital channels receive personalised assistance without navigating automated systems. Resident feedback has played a meaningful role in shaping digital improvements through panels, surveys and engagement with community groups, including carers and disability forums. Internally, the Digital Excellence Academy continues to expand, with over 80 active learners and a further intake scheduled. Apprenticeships at multiple levels—ranging from data and digital skills to leadership and master's-level programmes—are building a digitally-confident workforce and future-proofing organisational capability.

The Council has also advanced its ambition to deliver a genuinely digital place, with borough-wide connectivity now at over 79%, up from just 5% five years ago. This rapid expansion in full fibre access is supported by closer engagement with telecoms providers and improvements to internal processes that accelerate wayleave agreements and multi-site access. Innovative Smart City trials have continued, including the use of damp and mould sensors in Council properties and participation in the West London Alliance feasibility study for a LoRaWAN network. These initiatives demonstrate a commitment to data-driven planning, environmental monitoring and more efficient asset management. The Council's partnership working has strengthened further, with notable collaborations involving Microsoft, central government departments and the Local Government Association. National recognition has followed, including Hillingdon's inclusion as a good practice example in the Government's *Blueprint for Modern Digital Government*, and pilot work in planning where AI tools have significantly reduced document processing times.

Finally, significant steps forward have been taken in Technology Enabled Care (TEC), which continues to play a crucial role in Adult Social Care. Tools such as AskSARA, Intelligent Lilli and digital monitoring devices have improved independence, reduced reliance on one-to-one care and helped to prevent hospital admissions. Smart home technologies, wearables and robotics funded through the Disabled Facilities Grant have enhanced support for residents with complex needs. The Council's vision for TEC aims to ensure that digital solutions become a first consideration in all assessments, with plans in place to complete the transition from analogue to digital TEC by January 2027. Collectively, these achievements reflect a year of substantial delivery, national recognition and meaningful improvement to both resident and staff experiences, positioning Hillingdon to continue accelerating its transformation journey.

PERFORMANCE DATA

Since the go-live of Phase 1 of the new Council website, which represents around half of the eventual three thousand pages, we have seen a noticeable increase in digital engagement. Comparing January 2025 web views and the end of January 2026, website page views have doubled, and overall telephone calls to the Council fell by five per cent. During this period we also made improvements to the Contact Us page and made a minor adjustment to the AWS telephony script. The combination of these three changes appears to have contributed to the early reduction in calls. While this suggests that residents may be shifting towards digital channels following the redesign, the monitoring period so far has been short and therefore represents a small initial sample.

It is also important to recognise that this period aligned with a change to Google's analytics platform, which is used widely across the public sector to measure website activity. This may account for a proportion of the recorded increase in traffic. For these reasons the early data should be treated with caution and viewed as an early indicator rather than definitive evidence of long-term behavioural change. A clearer and more stable picture will emerge from April onwards when we have a larger dataset and when the full website and all redesigned online forms are live. At that point we will also begin a deeper service-by-service analysis to understand where the redesign is having the greatest impact and to identify areas where further improvements may be

required.

RESIDENT BENEFIT

Residents are beginning to experience meaningful improvements as a result of the Council's Digital Strategy, although this remains very much a work in progress. The launch of Phase 1 of the new Council website in November marked a significant step forward in modernising the digital experience, but it is intentionally being treated as a public beta. Since launch, resident feedback has been actively gathered and analysed to guide iterative enhancements to navigation, accessibility, content clarity and overall usability. This deliberate approach ensures the website continues to evolve based on real user needs rather than assuming the first version is complete. The same improvement cycle will be used as we introduce new online forms, new service journeys and further phases of the website, embedding a consistent "test–learn–improve" model across all resident-facing digital services.

As more services move online, residents benefit from quicker, clearer and more convenient interactions, with the ability to access over 200 services through a single account, with on-street issues soon to also be available via a mobile app, enabling residents to track progress without needing to call the Council. These improvements reduce duplication, shorten response times and offer a more joined-up experience. However, we recognise that achieving a fully end-to-end digital journey across all services will take time. As integrations deepen, data quality strengthens and internal processes evolve, the resident experience will continue to improve incrementally rather than all at once. This evolutionary approach reflects the complexity of modernising legacy systems while ensuring residents consistently receive a reliable and intuitive service.

Digital inclusion remains central to how we measure resident benefit, and this too is an ongoing journey. Support for vulnerable residents—whether through devices, connectivity, or the dedicated assisted-service line—ensures that improvements do not leave anyone behind. At the same time, residents are increasingly supported by new Technology Enabled Care solutions that help them live more independently and safely at home. These solutions, ranging from lifestyle monitoring tools to smart sensors, also follow an iterative improvement cycle as we learn from user feedback and emerging data. Across the strategy as a whole, resident benefit is not seen as a one-off milestone but as a continuous process of refinement, monitoring and improvement, ensuring services evolve responsibly and in direct response to the needs, behaviours and expectations of the borough's communities.

FINANCIAL IMPLICATIONS

N/A

LEGAL IMPLICATIONS

N/A

BACKGROUND PAPERS

[London Borough of Hillingdon - Agenda for CABINET on Tuesday, 23rd December, 2025, 7.00 pm](#)

[11- REPORT Hillingdon Digital Strategy annual report 181225 1.pdf](#)

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UPDATE ON RIGHT TO BUY BACKS

Committee name	Corporate Resources & Infrastructure Select Committee
Officer reporting	Gary Penticost / Andrew Low, Assets
Papers with report	None
Ward	All

HEADLINES

This report provides an update on Residential Property Acquisitions for 2025/26. There are two main workstreams, the In-House Acquisition Team and the Madison Brook Residential Property Acquisitions contract.

RECOMMENDATIONS

That the Committee:

- 1. Notes the performance of the in-house acquisitions team to date in 25/26**
- 2. Notes the performance of the Madison Brook Residential Property Acquisitions contract 2025/26**

SUPPORTING INFORMATION

In-House Property Acquisition Team

For the year 25/26 the In-House Property Acquisition Team have been targeted with:

- 80 street acquisitions utilising Right-to-Buy (RTB) receipts
- 10 street acquisitions utilising The Ministry of Housing, Communities and Local Government (MHCLG) Local Authority Housing Fund (LAHF) Round 3 grant funding

Activity to Date

		No. of Bedrooms				Total
		1	2	3	4	
No. of Properties	Completed	2	23	28	4	57
	Ready to Complete	0	5	5	1	11
	In Approval Chain	1	0	7	4	12
Total		3	28	40	9	80

- 18 properties completed in December, with a further 5-11 to complete in January/Feb.

Classification: Public

Corporate Resources & Infrastructure Select Committee – 5 March 2026

- 12 properties are in the approval chain.
- Remaining Housing Revenue Account (HRA) budget of (approx.) £10m has now been allocated to other projects, meaning properties now being viewed are to be completed in next financial year.

Madison Brook Residential property Acquisitions Summary

Maddison Brooks were appointed to increase the number of properties acquisitions during 2025/26. This has been quite effective during the period, however with improvements to the “inhouse” acquisitions process and value for money assessments, this contract will be reduced or closed for the 2026/27 financial year.

Number of properties under offer/in conveyancing - 29

Number of properties legally complete – 138

Number of properties with LBH ready to let – 5

Number of Properties Let - 73

	Number	Value/Comment
Properties under offer/conveyancing	29	£11.276m
Properties purchased in refurb	60	£26.086m
Properties complete ready to let	5	(5 received back from refurb in last week with viewings scheduled).
Properties Let	73	
Total Purchased/Under Offer	167	£70.720m
Remaining Budget	11	£4.279m

An allocated budget of £75m will enable the purchase of 178 properties. Grant claims have been submitted to the GLA for 136 properties, resulting in the drawdown of £23.165m to date, with further grant claims currently in the process of submission. Of the 78 properties returned as ready to let, 73 have now been let. The remaining five were returned in the last week, and viewings have been arranged.

RESIDENT BENEFIT

Residential Property Acquisitions provide benefits to residents in terms of improved housing provision in the Borough. The supply of affordable housing for rent in the HRA can be used to reduce the Council’s reliance on high-cost temporary accommodation in bed and breakfast accommodation.

FINANCIAL IMPLICATIONS

Any spend will be need to within approved budgets.

Classification: Public

Corporate Resources & Infrastructure Select Committee – 5 March 2026

LEGAL IMPLICATIONS

N/A

BACKGROUND PAPERS

None.

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Building Safety Strategy – Fire Safety Policy Update 2026

Committee name	Corporate Resources & Infrastructure Select Committee
Officer reporting	Gary Penticost – Residents Services Glen Martin – Residents Services
Papers with report	Appendix A: London Borough of Hillingdon Fire Safety Policy – 2026 Update Appendix B: Q3 Update on the 'Delivery Plan for Occupied Higher Risk Buildings
Ward	All

HEADLINES

This report presents the London Borough of Hillingdon’s updated Fire Safety Policy (2026) for Housing, operational and commercial buildings.

The policy reflects significant legislative and regulatory changes since 2024, including new duties arising from the Fire Safety (Residential Evacuation Plans) (England) Regulations 2025, Awaab’s Law, and the ongoing implementation of the Building Safety Act 2022.

RECOMMENDATIONS

That the Committee:

- 1. Notes the content and purpose of the updated Fire Safety Policy (2026);**
- 2. Supports the strategic approach adopted by the Council to manage and mitigate fire risk in line with new legislative requirements; and**
- 3. Endorses the continued development of performance reporting and resident engagement arrangements arising from the policy.**

SUPPORTING INFORMATION

1. Background

The London Borough of Hillingdon has statutory responsibilities for fire safety under the Regulatory Reform (Fire Safety) Order 2005 (as amended) and related legislation. The Council is the Responsible Person for premises within its ownership or management.

The Fire Safety Policy was last substantively updated in 2024. Since that time, there have been

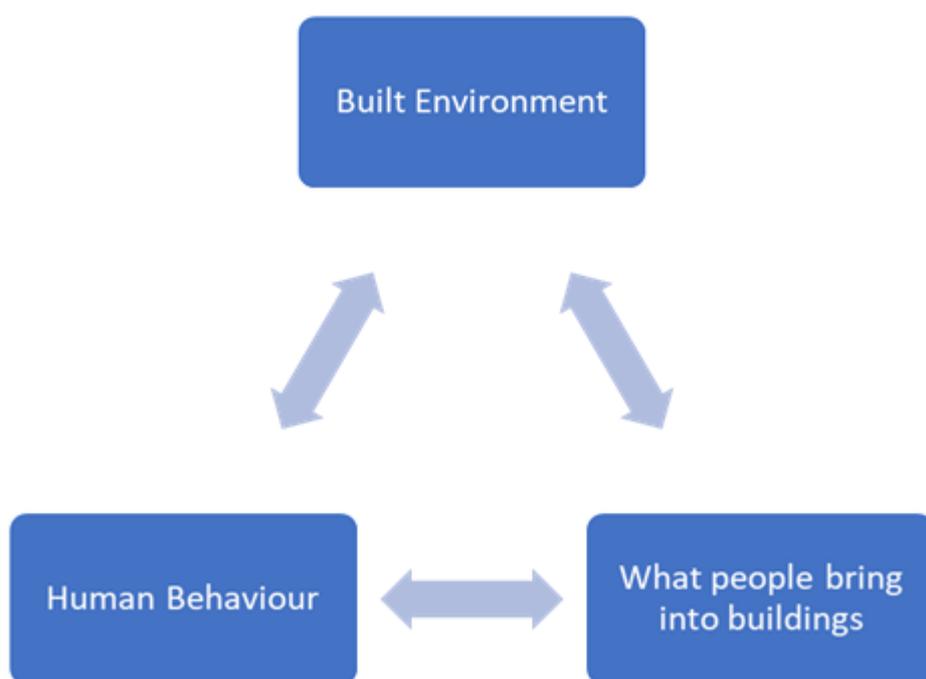
Classification: Public

Corporate Resources & Infrastructure Select Committee – 5 March 2026

material changes in legislation, regulatory expectations and guidance, requiring a comprehensive policy update.

The Landlord Service continues to strengthen its fire safety arrangements across the Council’s managed housing portfolio through a deliberate twin- tracking of people and property- based interventions. This approach aligns with the requirements and intent of the Building Safety Act 2022, Fire Safety Act 2021, and the Regulatory Reform (Fire Safety) Order 2005, alongside the enhanced consumer and safety expectations introduced by the Social Housing (Regulation) Act 2023.

Recognising the interdependence between the built environment, resident behavior and the management of communal spaces has been fundamental to shaping the Council’s fire safety framework. This has enabled the development of integrated strategic and operational measures that address both physical building risks and human factors, ensuring a proportionate, resident- focused and risk- led approach to fire safety across the housing stock.



The Landlord Service has embedded a whole- organisation approach to the management of fire safety risk, ensuring that both people and property are effectively managed and that resident safety remains paramount. Twin- tracking operational practices across people and property necessitates proactive management that takes account of how communal spaces are used, what is introduced into buildings, and how residents behave within them.

This approach strengthens strategic and operational fire safety arrangements by recognising that behavioral risks cannot always be fully controlled. Accordingly, compliant and well- managed buildings are treated as the critical safety net that protects residents where behavioral mitigation

alone is insufficient.

2. Purpose of the 2026 Update

The revised policy:

- Provides a clear and defensible framework for fire safety compliance;
- Reflects updates to national legislation, standards and guidance between November 2024 and January 2026;
- Clarifies governance, assurance and escalation arrangements; and
- Aligns fire safety management with wider building safety and resident safety objectives.

3. Key Legislative and Regulatory Changes

The 2026 policy incorporates:

- The Fire Safety (Residential Evacuation Plans) (England) Regulations 2025, effective from 6 April 2026, introducing duties to identify residents requiring evacuation assistance, undertake person-centred fire risk assessments, and prepare emergency evacuation information where applicable.
- Awaab's Law (Social Housing (Prescribed Requirements) (England) Regulations 2025), introducing statutory response times for emergency hazards and damp and mould, with phased expansion to other serious hazards, including fire-related risks.
- Ongoing obligations under the Fire Safety Act 2021, Fire Safety (England) Regulations 2022, and the Building Safety Act 2022, alongside compliance with updated national guidance and British Standards.

4. Scope and Application

The policy applies to:

- Housing Revenue Account properties and associated communal areas;
- Sheltered and supported housing schemes;
- Council-owned commercial and operational buildings; and
- Depots and offices managed by the Council.

Adherence to the policy is mandatory for all relevant staff, contractors and stakeholders.

5. Governance and Assurance

Fire safety governance is overseen through:

- Monthly performance reporting to Senior Management Team;
- Monthly reporting into the Landlord Service governance structure, which includes reporting to and engagement with tenants who are members of the Building & Fire Safety Panel [Added by RS]
- Quarterly reporting to Cabinet; and
- Independent audit and quality assurance arrangements, including external audits of fire risk assessments.

Classification: Public

Corporate Resources & Infrastructure Select Committee – 5 March 2026

The policy confirms roles and responsibilities across Cabinet, SMT, the Director of Place and operational fire safety management.

PERFORMANCE DATA

Headline performance information relating to fire safety is monitored and reported, including:

- Percentage of applicable buildings with a current Fire Risk Assessment;
- Completion of fire risk assessment actions by priority;
- Compliance with statutory fire door inspection and servicing regimes;
- Incidents, enforcement activity and emerging trends; and
- From April 2026, compliance metrics relating to Residential Evacuation Plans where applicable.

Select Committees receive performance reporting covering their remit.

RESIDENT BENEFIT

The updated Fire Safety Policy:

- Strengthens protection for residents in Council-owned and managed buildings;
- Improves identification and support for residents who may require assistance to evacuate safely;
- Enhances transparency and access to fire safety information; and
- Supports safer homes through proactive risk management, faster response to serious hazards, and increased regulatory oversight.

As a regulated service, the Council is required, in its capacity as a landlord, to demonstrate to the Regulator of Social Housing that it is complying with the Regulator's Consumer Standards, which have statutory force. In this context, the most relevant standards are the Safety and Quality Standard, which focuses on ensuring that tenants are fire safe and fire aware, and the Transparency, Influence and Accountability Standard, which requires that tenants are treated fairly, can meaningfully influence services, and are able to hold their landlord to account in relation to fire safety.

The Council's twin-tracked focus on both people and property is therefore directly aligned with the Regulator's expectations.

FINANCIAL IMPLICATIONS

This is a non-decision report. The policy sets out how the Council will fulfil existing and new statutory duties.

Associated delivery costs are managed through existing housing, compliance and capital programmes and are monitored as part of routine budget and performance reporting.

LEGAL IMPLICATIONS

The policy reflects and supports compliance with relevant legislation, including but not limited to:

- Regulatory Reform (Fire Safety) Order 2005 (as amended);
- Fire Safety Act 2021.
- Fire Safety (England) Regulations 2022.
- Building Safety Act 2022.
- Fire Safety (Residential Evacuation Plans) (England) Regulations 2025; and
- Social Housing (Prescribed Requirements) (England) Regulations 2025.

As a non-decision report, no specific legal decision is required

BACKGROUND PAPERS

NIL

APPENDICES

Appendix A: London Borough of Hillingdon Fire Safety Policy – 2026 Update
Classification: Public

Appendix B: Q3 Update on the 'Delivery Plan for Occupied Higher Risk Buildings

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Directorate of Place

Fire Safety Policy

Name:	Fire Safety Policy
Owner:	Director of Place
Next Review:	April 2028
Resident Consultation:	N/A
Equality Impact Assessment:	N/A
Senior Management Team:	Approved
Cabinet Approval:	
Version control:	V3 – ME –21/02/2026

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Introduction and Objectives

1.1 London Borough of Hillingdon (LBH) is responsible for carrying out fire risk assessments (FRAs) and taking action to identify, manage and mitigate risks associated with fire within the communal areas we own and manage.

1.2 We have a duty to take general fire precaution measures to ensure, as far as is reasonably practicable, the safety of the people on our premises and in the immediate vicinity.

1.3 The objective of this policy is to ensure that Cabinet, Senior Management Team (SMT), employees, partners, tenants and leaseholders are clear on our legal and regulatory fire safety

obligations. This policy provides the framework our staff and partners will operate within to meet these obligations.

1.4 This policy forms part of our wider organisational commitment to a strong health and safety culture (see our General Health and Safety Policy and Fire Standards). It will be saved on our shared drive and distributed to all relevant members of staff.

2.0 Scope

- The housing assets which are owned by the Housing Revenue Account (HRA) and any which are leased by the Council and managed as social housing stock. This includes domestic properties (houses and flats), communal areas of any blocks containing such properties, and sheltered and supported housing schemes and associated offices/communal spaces.
- Any commercial premises which are owned by LBH.
- Any depots, operational and commercial buildings owned and/or managed by LBH.

2.2 This policy is relevant to all employees, tenants, contractors, stakeholders, and other persons who may work on, occupy, visit, or use our premises, or who may be affected by our activities or services.

2.3 The policy should be used by all to understand the obligations placed upon LBH to maintain a safe environment for tenants and employees, within the home of each resident, and within all communal areas of buildings and other properties we own and manage. Adherence to this policy is mandatory.

3.0 Roles and Responsibilities

The key legislation is the Regulatory Reform (Fire Safety) Order 2005 (FSO). LBH is the Responsible Person. Under the Building Safety Act 2022, the Director of Place is the Principal Accountable Person (PAP).

3.1 LBH is the Responsible Person for the purposes of the FSO because we own and manage homes and buildings where tenants and leaseholders live.

3.2 LBH Cabinet has overall governance responsibility for ensuring this policy is fully implemented and compliant with legislation and regulatory standards. The Director of Place will approve this policy and review it every two years (or sooner if legislation/regulation changes).

3.3 For assurance that this policy is operating effectively in practice, Cabinet will receive regular updates on implementation, performance and any non-compliance.

3.4 SMT will receive monthly performance reports and ensure compliance is being achieved. They will be notified of any non-compliance issues identified.

3.5 The Director of Place (PAP) has strategic responsibility for the management of fire safety and ensuring compliance is achieved and maintained, and will oversee the implementation of this policy.

3.6 The Building Safety Fire Manager has operational responsibility for the management of fire safety and will oversee programme delivery.

3.7 Housing teams will provide support where gaining access to properties is difficult.

4.0 Legislation, Guidance and Regulatory Standards

4.1 Legislation - The principal legislation applicable to this policy includes:

- Regulatory Reform (Fire Safety) Order 2005 (FSO).
- Fire Safety Act 2021 (in force from 16 May 2022) – clarifies scope of the FSO to structure, external walls and flat entrance doors.
- Fire Safety (England) Regulations 2022 (in force from 23 January 2023).
- Building Safety Act 2022 (phased implementation from April 2023 onwards).
- Smoke and Carbon Monoxide Alarm (Amendment) Regulations 2022 (in force from 1 October 2022).

4.1A Legislative updates (**last 12 months**) incorporated into this policy:

- Fire Safety (Residential Evacuation Plans) (England) Regulations 2025 – in force 6 April 2026. Introduces statutory requirements for identifying relevant residents, conducting Person-Centred Fire Risk Assessments (PCFRA), preparing PEEPs and Emergency Evacuation Statements for specified residential buildings ($\geq 18\text{m}$ or ≥ 7 storeys, or $>11\text{m}$ with simultaneous evacuation).
- Approved Document B (Fire Safety) – 2026 amendments effective 30 September 2026, including second staircases for new residential buildings above 18m and provisions for evacuation lifts (plus 2025 amendments confirming sprinklers in all new care homes and the withdrawal of BS 476 national classes in favour of BS EN 13501).
- Transition to EN standards – accelerated move away from BS 476 to BS EN 13501 (reaction to fire) and BS EN 1634-1 (fire resistance of doorsets).
- Competency – strengthened competence expectations for fire risk assessors (clearer qualification/competency criteria and enforcement).
- Digital records – move to digital fire safety information and resident access for multi-occupied residential buildings (golden thread alignment).
- Environmental – phase out of AFFF foam extinguishers by July 2025.

4.2 This policy also operates within the context of additional legislation, industry guidance and government policy direction (see Appendix 1).

4.3 Regulatory Standards – We will comply with the Regulator of Social Housing’s regulatory framework and consumer standards (updated April 2024).

4.4 Sanctions – Failure to discharge responsibilities may lead to enforcement by the Health and Safety Executive, Fire and Rescue Service or the Regulator of Social Housing, and potential criminal or civil sanctions.

5.0 Obligations

5.1 Regulatory Reform (Fire Safety) Order 2005 (FSO) – As the Responsible Person, LBH will:

- Carry out and keep up to date suitable and sufficient FRAs for premises in scope, considering the whole building context (including residential units where relevant to common parts).
- Identify people especially at risk.
- Implement all necessary general fire precautions and measures identified by FRAs to remove or reduce risks.
- Maintain a suitable system of maintenance and appoint competent persons to carry out procedures.
- Review FRAs periodically and following triggers such as incidents, significant changes or refurbishment.

5.2 Fire Safety Act 2021 – We recognise the clarified scope covering structure/external walls and flat entrance doors and ensure our FRAs address these.

5.3 Fire Safety (England) Regulations 2022 – We will: provide tenants with fire safety instructions and information on fire doors; complete quarterly communal fire door checks and annual flat entrance door checks for buildings over 11m; and comply with all other applicable duties.

5.4 Fire Safety (Residential Evacuation Plans) (England) Regulations 2025 (in force 6 April 2026) – For specified residential buildings ($\geq 18\text{m}$ or ≥ 7 storeys, or $> 11\text{m}$ with simultaneous evacuation): we will identify relevant residents; offer and conduct PCFRAs; prepare PEEPs and Emergency Evacuation Statements; maintain secure information; and share necessary information with the Fire & Rescue Service.

5.5 Building Safety Act 2022 – We will record FRAs and fire safety arrangements in full; appoint competent assessors and record their identity; coordinate duties with other Accountable Persons; and provide relevant fire safety information to residents of multi-occupied buildings.

5.6 Approved Document B (2026/2025) – For new LBH developments and major refurbishments we will plan for second staircases where applicable ($> 18\text{m}$), evacuation lifts in tall buildings, sprinklers in all new care homes, and adopt EN classification for products and systems.

5.7 Product & environmental obligations – We will specify, procure and maintain products to EN 13501/EN 1634-1 as relevant and ensure legacy AFFF extinguishers are removed/replaced.

5.8 Competency and digital information – We will only appoint demonstrably competent assessors and maintain digital records forming part of the golden thread of safety information.

6.0 Statement of Intent

6.1 We acknowledge and accept our responsibilities under the FSO (as amended) and will maintain demonstrable compliance, as outlined in section 5

6.2 While LBH has no occupied higher-risk buildings (HRBs) >18m, we will apply PAP principles from the Building Safety Act to our highest risk stock, i.e. sheltered and specialised housing, and to any building >11m where simultaneous evacuation is in place.

6.3 All FRAs were reviewed in 2024 and are maintained within risk-based cycles. We will ensure FRAs remain compliant with PAS 79-1/79-2:2020 and reflect ADB 2026/2025 changes, fire door EN standards and external wall considerations.

6.4 We will maintain robust processes to implement control measures arising from FRAs and other inspections.

6.5 Evacuation strategies will be set building-by-building by competent assessors, with London Fire Brigade (LFB) consultation as appropriate. Where full evacuation is in place we will implement risk-reduction programmes aiming for safer, proportionate strategies.

6.6 We will comply with the Smoke and Carbon Monoxide Alarm (Amendment) Regulations 2022 via planned programmes and at annual gas safety checks and at void stage.

6.7 Where residents have impairments, we will complete PCFRAs (with consent) and implement reasonable measures. For specified buildings, we will implement statutory PEEPs and Emergency Evacuation Statements (from April 2026) and make information available to LFB.

6.8 We will consider suitability of homes offered at letting with regard to fire safety and evacuation needs.

6.9 We will collaborate with LFB, including information sharing, FRA review and staff training where appropriate, and promote Home Fire Safety visits to eligible tenants.

6.10 We will operate robust access processes to complete essential inspections, servicing and remedial works, including escalation and legal remedies where necessary, while safeguarding residents (e.g., hoarding, vulnerability).

6.11 We will maintain strong contract management arrangements, including SLAs, performance meetings and annual insurance evidence.

6.12 We will manage immediately dangerous situations through a defined escalation and make-safe process.

6.13 We will adopt a sterile communal area approach in general needs blocks and a managed approach in sheltered accommodation.

6.14 We will prohibit storage/charging of mobility scooters, e- scooters and e- bikes in internal communal areas; provide managed charging/parking solutions where feasible and safe.

6.15 We will prohibit barbeques on balconies, in internal communal areas and within two metres of boundary fences or flammable structures; external communal barbeques must be raised off the ground and attended at all times.

6.16 We will maintain a corporate fire safety risk assessment for management and operations, setting out key risks and mitigations.

6.17 We will ensure Construction Phase Plans (CDM 2015) for repairs, voids, component replacement and refurbishments are in place and reviewed annually.

6.18 We will complete DSEAR risk assessments for workplaces/plant/boiler rooms within scope.

6.19 We will record and act upon fire safety near misses and manage all RIDDOR notifications with lessons learned to prevent recurrence.

6.20 We will ensure removal of legacy AFFF foam extinguishers from LBH premises and replace with compliant alternatives as part of our environmental stewardship.

7.0 Programmes

7.1 FRAs – All communal blocks and other properties with communal areas that we own/manage will have an FRA where legally required.

7.2 FRA review cycles – Risk-based and building-specific, between 1 and 4 years. Higher-risk/sheltered buildings reviewed annually. Triggers include fire incidents, changes in use/occupancy, refurbishments, legislative changes or independent audit findings.

7.3 FRA types – All buildings will have a Type 1 FRA as standard. Compartmentation surveys will be carried out for all sheltered housing units (SHUs) and general needs blocks with communal spaces.

7.4 New build/acquisitions – Pre-occupation FRA prior to first occupation; post-occupation FRA within 3 months of first resident moving in.

7.5 Third-party managed stock – We will obtain FRAs and evidence of completed actions. Where not provided, we will commission the FRA, recharge costs and require completion of actions.

7.6 Fire door checks – Quarterly communal fire door checks and annual flat entrance door checks for buildings $\geq 11\text{m}$. For low/medium-rise blocks, we will complete annual fire door inspections. We will align inspection and product standards to EN 1634-1 and related guidance.

7.7 External Wall Fire Risk Appraisals (EWFRA) – For other blocks/properties with two or more dwellings but no communal areas, we will complete a one-off FRA/EWFRA as appropriate.

7.8 Servicing, maintenance and testing – We will service and test fire detection, prevention and firefighting systems/equipment in accordance with British/EN Standards and manufacturer

recommendations, including alarms, emergency lighting, AOVs, sprinklers (where present), dry/wet risers, smoke control and extinguishers (AFFF removed).

7.9 Risk-based inspections – We operate a risk-based property inspection approach (implemented August 2024) and review methodology annually. Inspections will audit that required management actions are taking place, that evacuation information is current, and that digital records are up to date.

7.10 Residential evacuation planning (from April 2026) – For specified buildings we will maintain registers of relevant residents, PCFRAs, PEEPs, Emergency Evacuation Statements and information sharing with LFB.

8.0 Follow-up Work

8.1 We will implement all general fire precaution measures identified by FRAs in accordance with the following priorities and timescales:

- Intolerable risk – within 24 hours.
- High risk – within 1 month.
- Medium risk – within 3 months.
- Low risk – within 6 months or via planned programme within 12 months.

8.2 We will manage follow-up works from fire door audits and servicing/maintenance checks and maintain digital evidence trails of completion.

9.0 Data and Records

9.1 We will maintain a core asset register of all properties we own or manage (within scope) setting out which properties require an FRA and which require servicing/maintenance (e.g., alarms, emergency lighting, detection).

9.2 We will operate robust change control for acquisitions/disposals to ensure properties are not omitted from programmes.

9.3 We will hold inspection dates, FRAs, FRA actions and servicing records against all properties on each programme within LBH's compliance system and maintain a digital safety file (golden thread).

9.4 We will keep records and data for the duration we own/manage the property/in line with our retention policy, with appropriate security and data protection controls. Residents will be provided with online access to resident-friendly FRA summaries and, upon request, full FRAs subject to data protection considerations.

10.0 Resident Engagement

10.1 We will maintain a resident engagement strategy to support understanding of fire safety, advise on keeping safe, and encourage reporting of concerns.

10.2 We will engage proactively with vulnerable and hard-to-reach tenants and provide clear, transparent information via publications and our website.

10.3 Residents will have online access to resident-friendly FRA summaries. For specified buildings from April 2026, we will engage residents in PCFRAs and PEEPs, provide emergency evacuation statements and explain information sharing with LFB.

11.0 Competent Persons

11.1 The Building Safety Advisor will hold the NEBOSH National Certificate in Fire Safety and Risk Management (or equivalent) or Level 4 VRQ Diploma in Asset and Building Management (or equivalent). If not already held, it will be obtained within 12 months of policy approval.

11.2 Only suitably competent contractors, fire risk assessors and fire engineers will undertake FRAs or works to fire safety equipment, systems and installations. We expect third-party certification (e.g., BAFE), professional membership (e.g., IFSM/IFE), and qualifications meeting current competency frameworks. Those carrying out FRAs must have demonstrable skills, knowledge, experience and behaviours commensurate with scope and complexity.

11.3 Only suitably competent fire safety consultants and contractors will provide third-party technical quality assurance checks.

11.4 We will check contractors' qualifications/accreditations at procurement and annually thereafter, and evidence checks appropriately. Contractors working on fire doors must be accredited under BM TRADA (or equivalent).

12.0 Training

12.1 We will deliver training on this policy and supporting procedures, including team briefings; basic fire safety awareness for all relevant staff; and role-specific training for those delivering FRAs, fire safety programmes, planned maintenance and repairs. All training will be recorded.

12.2 Annual refresher training will be completed. Contractors will complete induction and ongoing competence training relevant to their tasks.

13.0 Performance Reporting

We will report key performance indicator (KPI) measures for fire safety monthly to SMT and quarterly to Cabinet. As a minimum, we will report:

Data – totals of: communal properties; properties on the FRA programme; properties with/without valid FRAs; those due within 30 days; completed/in-time/overdue actions (split by priority).

Narrative – explanation of current position, corrective action required, anticipated impact and progress with follow-up works.

In addition: compliance with servicing/maintenance programmes; number of RIDDOR notifications; enforcement notices from Fire & Rescue or other bodies; property fire incidents/trends to target awareness campaigns.

14.0 Quality Assurance

14.1 We will ensure a programme of external quality assurance audits of FRAs (field and desktop) on a five per cent sample basis.

14.2 We will carry out regular property inspections to audit completion of required management actions.

14.3 We will carry out an independent audit of fire safety at least every two years to test compliance with legal/regulatory obligations and identify non-compliance for correction.

15.0 Significant Non-Compliance and Escalation

15.1 Significant non-compliance is any incident which could result in a material breach of legislation or regulatory standard, or which causes a risk to health or safety. All non-compliance issues will be reported/escalated as soon as possible and no later than 24 hours after the incident or awareness.

15.2 Operational non-compliance will be reported to the Building Fire Safety Manager in the first instance, who will agree corrective action with the Director of Place. The Director of Place will report details to SMT.

15.3 In serious cases, SMT will consider notifications to the Regulator of Social Housing or HSE as required. In such instances, the issue will also be reported to Cabinet.

16.0 Glossary

BAFE: Independent register of third-party certified fire safety service providers.

BM TRADA: UKAS-accredited certification body for manufacturing, installation and maintenance services for fire doors and fire stopping.

FRA: Fire Risk Assessment – systematic evaluation of fire hazards, likelihood and consequences.

FRA types: Type 1 (common parts, non-destructive); Type 2 (common parts, destructive sample); Type 3 (common parts and sample flats, non-destructive); Type 4 (common parts and flats, destructive).

IFSM: Institute of Fire Safety Managers.

PAS 79: BSI specifications for FRA recording (PAS 79-1:2020 non-domestic; PAS 79-2:2020 housing).

PCFRA: Person-Centred Fire Risk Assessment – identifies residents at higher risk in their own accommodation.

PEEP: Personal Emergency Evacuation Plan – bespoke escape plan for individuals who may not self-evacuate unaided or in time.

UKAS: National Accreditation Body for the United Kingdom.

ADB: Approved Document B (Fire Safety) statutory guidance to Building Regulations for England.

EN 13501 / EN 1634-1: European standards for reaction to fire and fire resistance of doorsets respectively.

AFFF: Aqueous Film Forming Foam – foam extinguishant being phased out for environmental reasons.

Appendix 1 – Additional Legislation, Guidance and Policy

Direction

Legislation:

- Health and Safety at Work etc. Act 1974
- Occupiers' Liability Act 1984
- Furniture and Furnishings (Fire) (Safety) Regulations 1988
- Health and Safety (Safety Signs and Signals) Regulations 1996
- Gas Safety (Installation and Use) Regulations 1998
- Management of Health and Safety at Work Regulations 1999
- Dangerous Substances and Explosive Atmospheres Regulations 2002 (DSEAR)
- Defective Premises Act 1972
- Housing Act 2004
- Landlord and Tenant Act 1985
- Homes (Fitness for Human Habitation) Act 2018
- Management of Houses in Multiple Occupation (England) Regulations 2006

- Building Act 1984
- Building Regulations 2010 and Approved Document B (including 2025 and 2026 amendments)
- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR)
- Construction (Design and Management) Regulations 2015
- Electrical Equipment (Safety) Regulations 2016
- Data Protection Act 2018
- Control of Substances Hazardous to Health Regulations 2002 (COSHH)
- Fire Safety (Residential Evacuation Plans) (England) Regulations 2025 (in force 6 April 2026)

Guidance:

- Housing – Fire Safety (LACORS), 2008
- Fire safety in purpose-built blocks of flats (Home Office/NFCC) – pending revision; still contains relevant information
- Fire Safety in Specialised Housing (NFCC), 2017
- HHSRS Operating Guidance (MHCLG), 2006 and Addendum on fire/cladding (2018)
- Simultaneous Evacuation Guidance (NFCC), 2020
- Residential PEEPs guidance and toolkit (GOV.UK, 2025)

Policy direction / Competence:

- Fire Sector Federation – A National Framework for Fire Risk Assessor Competency (2020)
- Fire Sector Federation – Guide to Choosing a Competent Fire Risk Assessor (2020)
- Setting the Bar: A new competence regime for building a safer future (2020)
- Building a Safer Future reports and Grenfell Tower Inquiry recommendations

Version History

Version	Date	Author	Rationale
1.0	16/04/2024	M.Emmett	Sign-off
2.0	06/05/2025	M.Emmett	Update
3.0	21/02/2026	M.Emmett	2026 refresh; integration of 2025–2026 legislative updates; depth and formatting improvements

HOUSING MANAGEMENT STRATEGY FOR OCCUPIED HIGHER RISK BUILDINGS – DELIVERY PLAN 2025/26 – 2026/27

The Housing Management Strategy for Occupied Higher Risk Buildings sets out the approach by the Housing Management Service to make an effective and compliant contribution to the Council’s Building Safety Policy in the context of occupied higher risk buildings within its ownership and management. This Strategy, and the Delivery Plan, has been developed to ensure that the Council is fully compliant with the Building Safety Act 2022, the Social Housing Regulation Act 2023 and other legislative and regulatory obligations which at their heart are designed to ensure that our residents are ‘fire safe’ and ‘fire aware’.

The Housing Management Service, in conjunction with residents, will carry out a review of the Strategy and delivery plan every three years to make sure that it remains properly aligned to regulatory requirements and the needs of residents. In the event of any material secondary legislation being introduced, a review will take place in advance of the stated review period. The review process will also enable us to assess how well we have delivered against the priorities and targets set and identify areas for improvement. It will also enable us to use feedback received from residents and the latest best practice to ensure that our Strategy for occupied higher risk buildings and associated Delivery Plan remains fit for purpose.

Version 1- March 2025	Date completed / Approved
Rod Smith – Housing Landlord Programme Manager / Accountable Person	18 March 2025
Gary Penticost, Director of Operational Assets - Principal Accountable Person	20 March 2025
Sam Strong – Assistant Director – Homes & Neighbourhoods	20 March 2025

Quarterly Control Update	Date
Rod Smith – Housing Landlord Programme Manager / Accountable Person	Q1 – 27 June 2025
Rod Smith – Housing Project Delivery Manager / Accountable Person	Q2 – 29 September 25
Rod Smith – Housing Project Delivery Manager / Accountable Person	Q3 – 16 January 26

	Actions to deliver objective	Lead	By	Comments/ status / evidence	RAG
1. Improve levels and quality of data to ensure a 'single source of the truth' associated with all forms of occupation arrangement to effectively contribute towards the 'golden thread' of information and to improve outcomes for residents.					
1.0 Achieve a 'single view of the tenant' and household members which supports the effective management of higher risk buildings, and which can be used to improve decision making and bring forward better outcomes for residents	Scope the extent of household information needed for tower block residents over and above that needed for the general needs portfolio.	SN	Q1	SN briefed – 6.5.25 No further action required. Data on Tower block tenants / households to be captured as part of 'tenant census' workstream. Tenancy Management to focus on; leaseholders / subtenants and keeping data up to date 'post census'. Welfare checks and PEP/PEEP being amended by DDT [18.06] to capture household members too	G
	Where data is not forthcoming for any household, ensure action is taken outside of the project to achieve 100% coverage.	SB	Q4	'Tenant census' commencement estimated to be July 25 and completion December 25.	
Page 48	Introduce operational practices to capture relevant household data across leasehold properties [including those which are sub-let] as an integral part of delivering the 'housing management offer' for occupied higher risk buildings.	BG	Q2	Practical use to be made of the template used for the 'tenant census'. Update requested from BG 27.8	R
	Introduce operational practices which supports the adopted standard for refreshing household data across the higher-risk buildings portfolio making effective use of 'touch points' set out in the 'housing management offer' for occupied higher risk buildings.	SB	Q4	SN briefed – 6.5.25 Practical use to be made of the template used for the 'tenant census'. Task put back from Q2 to Q4 to move forward from recently uploaded tenant census data.	
1.1 Ensure data held within premises information boxes [PIBs] meets the current requirements of the 'Code of Practice for the Provision of Premises Information Boxes in Residential Buildings'	Document procedural guidance / standards for the population and maintenance of data supplied to PIBs by Housing Management	SB	Q2	SN briefed – 6.5.25 Simple 'Standard' to reflect who does what and when and to ensure the content of the PIBs match back-office records, the reality of residents living in the block and any 'flags' on NEC. Update and evidence from SN 16.9 – PIB Management standard documented.	G
	Ensure accurate and up to date digital records are in place to 'back-up' hard copy records held within PIBs which can be made available to the Fire & Rescue services on demand.	SB	Q1	SN briefed – 6.5.25 Completed – High-rise Living 'working plan' stored centrally as Excel doc.	G

	Use NEC to extract system-based reports on households who are flagged as being category 1 or category 2 residents and / or residents who are receiving oxygen therapy.	SN	Q4	SN briefed – 6.5.25 Task put back from Q4 linked to ongoing census work. SN has met with TC and KS to scope 'person attributes' element in NEC to record this data captured via census, welfare checks and self-referrals. Once this is in place it will be possible to extract and report.	A
	Introduce and promote approaches, including digital approaches, to support residents across higher-risk buildings in self-identifying and reporting physical, sensory and mental impairments which could impact their ability to appropriately respond and react to a real fire situation.	SN	Q2	SN briefed – 6.5.25 Simple online form to be developed with supporting text on the high-rise section for the website. Need to ensure wording encourage residents to self-refer only where they are not the subject of a current PEEP. Online form uploaded – awaiting conversion to a Microsoft form with direct link to Tenancy mailbox.	G
Page 49	Demonstrate a robust approach to evidencing that all residents who are recorded as categories 1 & 2 are the subject of a Personal Emergency Evacuation Plan and a live 'Management Transfer'.	SN	Q1	SN briefed – 6.5.25 Completed: High-rise 'live working plan' document supported by QAF in place. All live cases are allocated to a named TMO.	G

Objective	Actions to deliver objective	Lead	By	Comments/ status / evidence	RAG
2. Ensure staff do the right thing at the right time to the right quality standard.					
2.0 Co-develop and implement a 'Quality Assurance Framework' [QAF] which supports the management role in monitoring the qualitative and quantitative aspects of delivering the 'housing management offer' for occupied higher risk buildings.	As part of the Housing Management restructure, bring forward a named manager to act as 'service lead' for Fire Safety with responsibility for operating the QAF.	SS	Q4	Housing Management Restructure consultation launched September 25.	A
IA	Scope and document the quantitative and qualitative aspects of service delivery set out within the offer.	RS	Q2	'Housing Management Offer for Occupied Higher-Risk Buildings – Quantitative & Qualitative aspects of Service delivery [QAF]' drafted and circulated 1.9.25	G
IA	Document a QAF which includes but is not limited to:	RS	Q2	See above – combined draft circulated 1.9.25.	G

	<ul style="list-style-type: none"> Coverage of the core PEEP process including completion, storage, review and sign-off Civica case-file audits Exception reporting where standards are not meet, to include feedback to the team 				
	Develop and implement a rolling programme of transactional surveys as an integral part of the QAF which includes perceptions on engagement and	SN	Q3	SN briefed – 6.5.25 To include awareness of fire escape route from their own flat.	R
Objective	Actions to deliver objective	Lead	By	Comments/ status / evidence	RAG
3. Improve levels of resident empowerment, engagement and communication as part of improving the landlord tenant relationship, building trust, treating residents with respect and ensuring residents are ‘fire safe’ and ‘fire aware’.					
3.0 In conjunction with residents, review and refresh the current Resident Engagement Strategies for all in-scope buildings and bring forward a new Resident Engagement Strategy for Cavenham Court, 18 Millington Road.	Undertake a self-assessment exercise of existing strategies using ‘BSR Building Assessment Certificate Application Assessment Record: Residents’ Engagement Strategy’ to identify potential gaps and incorporate performance measures as an integral part of the QAF to drive improvements in outcomes and behavioural change.	MF	Q1	Completed 29.5.25 and signed off by PAF following Fire Safety Board on 12.6.25	G
	Ensure reviewed and refreshed engagement strategies are comprehensive and cover all areas reflected in; Preparing a resident engagement strategy – GOV.UK	RS	Q2	See above – incorporated into ‘Housing Management Offer for Occupied Higher-Risk Buildings – Draft engagement Strategy [High Rise] approved by Fire Safety Board 11.9.25 to proceed with resident engagement	G
	Scope mandatory induction and refresher training for all Housing Management staff who have a direct responsibility for delivering the housing management offer for occupied higher risk buildings.	SN	Q1	Completed. Principles adopted and incorporated into Draft engagement Strategy [High Rise] and 24.6.25. Included in training pack for all new High-Rise staff.	G
Page 50	1. Understand who lives in each building 2. Engage via multiple channels 3. Communicate information effectively 4. Listen to residents 5. Be inclusive	RS	Q2	PEEP minimum standards training delivered 8.5.25. Staff briefings on new Evac Regulations delivered December 25. Business case submitted to AD 19.1.26 regarding accredited training for 44 staff across the Building 7 Fire Safety Panel – Service.	A
	With each strategy, ensure residents are clear about: <ul style="list-style-type: none"> the information the Council provide to residents building safety decisions residents will be asked about how residents can make a complaint 	MF	Q2	Consultation/engagement on draft strategy completed Jan 26. Further engagement planned via Building 7 Fire Safety Panel – Service.	A
	Ensure relevant housing management staff are competent to undertake fire door checks.	SN	Q1	SN briefed – 6.5.25	G
	As part of refreshing and reviewing the current Engagement Strategies with reference to published good practice and the BAC assessment criteria [see objective 7] opportunities need to be explored to raise the profile of online reporting of ‘safety related concerns’ to residents living across the tower block portfolio and document additional staff training needs.	RS	Q2	Completed: Fire door inspection training delivered June for all staff managing higher-risk buildings. Consultation by Fire Safety Board on 11.9.25.	G
	Make effective use of QAF outcomes to identify and document additional staff training needs.	SN	Q1	SN briefed – 6.5.25	G
	Evidence that revised and refreshed strategies are tailored to the needs of residents within each in-scope building.	SN	Q4	QA ‘Fire Safety Blocks’ document introduced June ‘25	A
	Report quantitative and qualitative outcomes from the QAF on a rolling quarterly basis to residents and the Landlord Governance structure.	MF	Q2	See above – consultation on draft Engagement Strategies. See above – training Business Case – Jan 26.	A
	Publicise each strategy and ensure it can be evidenced that a copy is provided to all residents aged 16 years and over occupying a flat within a higher-risk building.	SN	Q4	SN briefed – 6.5.25	A
		SN	Q4	Suggest ‘year-end report’ for Note requirement to deliver to all household members aged 16 years and over. 25/26, followed by quarterly reporting from 26/27.	A
3.1 Introduce and make effective use of digital notice boards across the higher-risk building portfolio	Document the business case for the extended roll out of digital notice boards across all higher-risk buildings	SN	Q3	See below on pilot – task reset to Q3.	G

	using feedback from residents involved in the pilot approach.			Feedback considered by Fire Safety Board Jan 26 – approval to proceed based on resident feedback and available new burdens capital funding.	
	Establish an editorial board of residents to co-design a standard for use of digital notice boards, including processes to approve core messages.	MF	Q2	Pilot on-going in 2 blocks, due to end in October. Feedback so far has been positive with a few recommendations from residents on how to improve its functionality. Building & Fire Safety Panel acting as 'Editorial Board'.	G
	Document operational practices to upload, amend and review information displayed on digital notice boards.	SB	Q4	SN briefed – 6.5.25 Pilot ongoing and extended to Rabbs Mill House to broaden scope for business case – this second screen is larger than the Melbourne House screen and engagement is more positive. screen. Task put back to Q4 to allow for pilot review and roll-out.	A
Page 51 3.2	Ensure all residents occupying a flat within a higher risk building has a Fire Safety information pack tailored to the flat and building in which they live.	SB	Q2	SN briefed – 6.5.25 Standard to reflect one side of A4 on what we do across, Tenancy Leasehold and Lettings. Documented process completed by SN and evidenced.	G
	Document processes to ensure that effective use is made of solicitor's enquiries to ensure that, ahead of any planned assignment of a leasehold interest, the prospective leaseholders is made aware of and receives a copy of; the Housing Management Offer, the Resident Engagement Strategy and any relevant Standards and Regulations.	BG	Q1	Process document in place.	G
3.3	In conjunction with residents, review and refresh the current 'Housing Management Offer' to residents living in Council owned and managed 'higher risk buildings'.	MF	Q2	Building and Fire Safety Panel established. Agenda item for second planned meeting ser for November.	G
	Ensure all commitments within the Housing Management Strategy for Occupied Higher Risk Buildings are appropriately referenced within the refreshed Housing Management Offer.	RS	Q2	Documents to be cross-referenced to ensure consistency of content and message.	G
	Leasehold charges are referenced in the offer but lack clarity associated with post-Building Safety Act 2022 Regulation. Update the Housing Management Offer to	BG	Q2	Housing Management Offer updated. Charging arrangements for safety related work to be rolled	R

	reflect a clear approach to the extent of safety related charges which can be passed onto leaseholders and the statutory safeguards which are in place.			forward to 26/27 as part of a larger income workstream.	
	Update the 'Leaseholder Handbook' to reflect the approach to safety related charges within higher risk buildings.	BG	Q2	See above and linkage to section 8.0 below.	R
	Publish and make available a refreshed version of the Housing Management Offer, including a summary version.	SN	Q4	Consultation nearing completion.	A
3.4 Introduce, publish and promote a Mandatory Occurrence Reporting System [MOR] in accordance with the Building Safety Act 2022	Draft, consult and seek approval to introduce a MOR Policy and Procedure.	RS	Q1	Documented Policy & Procedure in place	G
	Update the website to include guidance on MOR and introduce an on-line reporting form.	RS	Q1	Approach to MOR on LBH website, including online form.	G
	Draft and issue a briefing note for staff to raise the awareness of MOR and support for residents in completing appropriate on-line reports.	RS	Q1	Staff briefing note [including roles and responsibilities] issued and cascaded 23.5.25	G
	Update the Terms of Reference for Fire Safety Board to reflect monthly reporting of MOR.	RS	Q1	Refreshed ToR adopted by Fire Safety Board 24.4.25	G
3.5 Introduce and publish a suite of communication posters for use across the tower block portfolio which convey core fire safety and related messages to residents via notice boards, digital notice boards and via the website.	Scope core requirements and good practice in relation to communication posters.	RS	Q1	Camden LBC approach / templates recognised and shared as good practice via London Councils.	G
	Fire Safety Board to approve scope and content and issue design brief to Corporate Communications	RS	Q1	Scope and brief approved at May 2025 Fire Safety Board.	G
Page 52	Seek and incorporate feedback from residents on draft designs	MF	Q2	Draft designs due July '25. To be reviewed by Fire Safety Board 10.7.25 prior to seeking input from tenants. Inaugural meeting of Building & Fire Safety Panel set for 20.8.25 – feedback awaited.	A
	Introduce and publish communication posters	RS	Q3	Re-worked designs from Corporate Communications signed off for use / roll-out by Fire Safety Board – December 25	G
3.6 Introduce and publish an 'Acceptable Standard for Fire Escape Routes in Council Housing' to support improved understanding by residents and staff, to make an effective contribution to compliant escape routes, to improve levels of fire safety and to proactively reduce the number of [housekeeping] fire risk assessment actions presenting.	Scope core requirements of an acceptable standard linked to statutory obligations, contractual obligations [tenancy and lease conditions] and good practice.	RS	Q1	Draft reviewed May 25 Fire Safety Board – Customer Engagement to seek tenant input to draft standard as part of emerging engagement & empowerment structure. Inaugural meeting of Building & Fire Safety Panel set for 20.8.25.	G
	Co-create an 'Acceptable Standard for Fire Escape Routes in Council Housing' with residents	RS	Q2	See above Inaugural meeting of Building & Fire Safety Panel set for 20.8.25. Final updates to be incorporated post Building & Fire Safety Panel prior to formal adoption.	G
	Consult with staff and submit to Fire Safety Board for approval and publication.	RS	Q3	See above	G

3.7 Develop an effective response to the increasing and ongoing risk associated with the presence of e-bikes within occupied higher risk buildings.	Scope and deliver a targeted [safety] campaign to residents living across the higher risk portfolio in connection with the fire safety risks associated with e-bike ownership, storage, charging and modification.	MF/SJ	Q2	The campaign has been launched and promoted through the T&L newsletter, the B&FS Panel meeting, rent statement and at estate-based events. During resident visits, a standard conversation is now included to raise awareness and highlight the risks of non-compliance. The Communications team has also designed a poster to further reinforce the message	G
	Ensure awareness training is delivered to visiting staff groups linked to the risks presented by e-bikes within the managed housing portfolio, to include the role of social landlords in mitigating the risks.	RS	Q4	Task put back to Q4 following decision to deliver training 'in-house' due to operational difficulties engaging the LFB and capacity / availability linked to the Annual Tenant & Leaseholder conference in September.	A
	Update the 'welfare check' template to incorporate e-bike ownership and oxygen therapy associated with any specific flat to better manage high risk factors.	SN	Q2	Work underway with DDT to amend welfare check template. Confirmation and evidence received 16.9 from SN – welfare check templated updated to reflect e-bike and O2 risks.	G

Objective	Actions to deliver objective	Lead	By	Comments/ status / evidence	RAG
4. Develop a sector leading and compliant approach to residential PEEPs across the Council's higher risk buildings which places vulnerable residents at the centre of a process that ensures they are safe, effectively supported and any presenting needs are regularly reviewed.					
4.0 Identify and record ['relevant persons'] vulnerable households / household members occupying flats within higher risk buildings.	Document processes which capture physical, sensory or mental health issues impacting residents living in higher risk buildings in the context of: <ul style="list-style-type: none"> Increased risk of fire Ability to react to a fire alarm Ability to escape from a fire 	RS	Q3	Operational Procedure note drafted and circulated for comments – December 25. Link to CAT 1 and 2 definitions.	G

	Identify and record on NEC, as part of the 'single view of the resident', any 'reasonable adjustments' which may be necessary in the context of ensuring vulnerable residents are 'fire safe' and 'fire aware'.	SB	Q3	SN briefed – 6.5.25 Incorporate within above process document. See 1 above - linked to ongoing census work. SN has met with TC and KS to scope 'person attributes' element in NEC to record this data captured via census, welfare checks and self-referrals. Once this is in place it will be possible to extract and report. Ahead of Phase 1 NEC Housing, by April 2026 we will have created a person profile element to record health, medical conditions and PCFRA outcomes such as Cat 1/2, Oxygen use & adaptations. This includes 360 dashboard visible alerts and the ability to extract data.	A
	Identify and flag on NEC any resident who is unable to self-evacuate the building unaided [other than via the passenger lift] within a reasonable period of time if directed by the fire and rescue services.	SN	Q4	SN briefed – 6.5.25 Suitable fields in NEC to be scoped.	A
Page 54	Evidence that all residents unable to self-evacuate are the subject of an approved Management Transfer [and are being actively supported and monitored to move to suitable alternative accommodation] or, by exception, have appropriate mitigations in place.	SB	Q1 Q4	SN briefed – 6.5.25 QAF in place showing 25% of Cat 1 & 2 cases are checked for a live MT or Buy back submitted [unless tenant refuses] on a rolling monthly basis. [Circa 90 cases as at June 25] Linkage to development of new QAF for management of HRBs	A
	Ensure data on residents unable to self-evacuate unaided is recoded within Premises Information Boxes [PIBs] as a Cat 1 / 2 case and is also available in a digital format which can be shared with the Fire & Rescue Service on demand.	SB	Q1	SN briefed – 6.5.25 Completed: QAF in place And Digital Excel back up in place. Linkage to development of new QAF for management of HRBs	G
	Ensure evidence is available to demonstrate reasonable endeavours to identify vulnerable residents who require a PEEP and Emergency Evacuation Statement	RS	Q3	SN briefed – 6.5.25 Document and define our position on the meaning of 'reasonable endeavours' as part of documenting the process to bring forward a 'Residential	G

				Personal Emergency Evacuation Plan'. Incorporated into Operating Procedure.	
4.1 Develop standard documentation and processes to comply with the Fire Safety (Residential Evacuation Plans) (England) Regulations 2025.	In conjunction with residents, document a template for conducting a person-centred fire risk assessment [PCFRA] to support a structured conversation between the Neighbourhood Housing Officer and the resident to better understand their unique risks and identify how their fire safety and evacuation can be improved	RS	Q4	Existing process and documentation to be reviewed / refreshed and documented in the light of any mandatory requirements and guidance issued by Government. Template shared with Fire & Building Safety Panel, LL Board and Fire Safety Board.	G
	In conjunction with residents, document a template for: <ul style="list-style-type: none"> • Personal Emergency Evacuation Plans [PEEPs] and • A summary 'emergency evacuation statement' setting out what the resident should do in the event of a fire. • Ensure clear reference to consent and withdrawing consent 	RS	Q4	Approved template incorporated into Operational Practice note and rolled out via staff training sessions.	G
	Update Housing Management Privacy Policy to make explicit reference to obtaining consent as an integral part of complying with the Fire Safety (Residential Evacuation Plans) (England) Regulations 2025	RS	Q4	Privacy Policy updated, signed off by AD and published in December 25.	G
Page 55	Engage with the LFB to determine and agree the format of information required [in the PIB and or electronically] to help inform an operational response and /or undertake evacuation [to include the new Emergency Evacuation Statements]	RS / ME	Q3	Mike E requested on 3.9.25 to engage with the LFB and seek documented guidance / definitive response on PIB content linked to Regulation 10 – 'Provision of information to the local fire and rescue service'. Awaiting LFB feedback linked to a pan-London approach. Operational Practice note includes interim arrangements - to be updated following LFB decision.	G
g	Document the process to guide and support staff in completing [and reviewing] a person-centred fire risk assessment [PCFRA], bringing forward a 'Residential Personal Emergency Evacuation Plan' [PEEP], an Emergency Evacuation Statement that records what residents should do in the event of a fire and required information for the LFB to help their operational response.	RS	Q4	Operational Practice note drafted and circulated for comments December 25. Final version circulated to Fire Safety Board January 26.	G
	Following the Internal Audit of 'Emergency Evacuation Plans' during Q4 2024/25, develop a management plan to address and respond to all risks identified as medium and high and report progress quarterly.	RS	Q1	Management Actions and associated targets incorporated into delivery plan 19.6.25 following issue of final IA Report	G

IA	Develop and implement a QAF for the PEEP process as an integral part of the broader / overarching Higher-Risk Building QAF	RS	Q4	Action put back from Q2 to Q4 to accommodate the Fire Safety (Residential Evacuation Plans) (England) Regulations 2025 introduced on 4.7.25 and effective from 6.4.26	A
IA	Produce a slide deck resource and Deliver PEEP refresher training to relevant staff and update the training delivered following the issue of government guidance	SN	Q1 and Q4	SN briefed – 6.5.25 PEEP minimum standards training delivered 8.5.25. SN to convert training material into a slide dec for evidence / future use.	G
IA	Work with DDT to bring forward workflow processes in connection with: • PCFRAs, PEEP development / Emergency Evacuation Statements	SN	Q4	A fully functioning Customer Services and Document Management workflow is being completed under Phase 1 of	A
Objective	Actions to deliver objective	Lead	By	Comments/ status / evidence	RAG
5. Maximise the potential for complaints to positively contribute to a culture of learning, improving outcomes for residents and shaping the way housing management services are delivered across higher risk buildings.					
5.0 Demonstrate that a variety of channels and approaches are being used to facilitate access to the complaints handing process.	Scope all communication and engagement opportunities and 'touch points' with residents where accessing complaints can be promoted.	RS	Q1	Scoping work complete and ready for staff to use. It will be prepopulated with Management Offer and Engagement Strategies, pilot rollout of Digital notice boards, new tenant visits / welfare checks, refresh of tailored fire safety Quality Assurance Framework. information packs.	G
IA	Integrate this workflow data within power BI dashboards to enable effective monitoring and analysis of new data insights	SN	Q1 26/27		
IA	Demonstrate the use of digital workflows to improve process tracking and completeness of relevant resident checks.	SN	Q1 26/27	Now engaging DDT to promote tailored complaints process into Welfare Check process /checklist.	
4.2 Ensure new CAT 1 and CAT 2 tenants are not permitted to take up occupation within tower blocks in line with the Council's Approved Social Housing Policy.	Document guidance for staff responsible for general needs lettings and short-term placements which introduces an enhanced level of verification associated with prospective tenants and household members. Ensure guidance is aligned to the definition of CAT 1 and 2 persons as set out in the NFCC Code of Practice for the Provision of Premises Information Boxes in Residential Buildings.	RS RS	Q2 Q2	Written instructions issued to managers and staff in June 25. Standard paragraph introduced on all template documentation used in relation to the management of tenancies and leases in higher-risk buildings which promotes the definition of complaints and how to access the process. Introduced August 25	G
4.3 Ensure staff are clear on the approach to delivering 'reasonable adjustments' linked to mitigations documented in PEEPs.	Document guidance for staff responsible for identifying and requesting the installation of 'reasonable adjustments' (adaptations) to tenanted and residential flats and communal areas arising from the formal complaints and access to the complaints handling process [PEEPs] and Emergency Evacuation Statements. Ensure sign-off by Fire Safety Board prior to implementation.	SB SN	Q4 Q3	Integrated into Operational Practice note. Linkage to published Vulnerable Persons & Reasonable Adjustments Policy. Pilot on going in 2 blocks, due to end in October. Feedback so far has been positive with a few recommendations from residents on how to improve its functionality Q1 task reset to Q3 – pilot end date 27.9. See above – roll out agreed and fully funded by new burdens grant. To be completed Q4	G

Objective	Actions to deliver objective	Lead	By	Comments/ status / evidence	RAG
6. Residents, irrespective of tenure, are required to meet the same standards of behaviour and levels of compliance with safety obligations in order to make our tower blocks better places to live.					
6.0 Explore the potential for 'Estate Regulations' to support the management role in 'levelling up' obligations between tenures to support a more uniform and robust approach to compliance and enforcement.	Using engagement structures for the tower block portfolio, seek resident views / Leaseholder Association views on formally introducing 'estate regulations' into all long leases across the higher risk building portfolio which introduces a 'level playing field' associated with contractual issues which support the safety of all residents in higher-risk buildings.	MF	Q4	To be forward planned for Building & Fire Safety Panel and engagement with LH Association.	
	Subject to resident views and legal advice, develop a plan to introduce 'estate regulations' across the higher risk building leasehold portfolio in 2026/27 which would be enforceable as if they were express terms of the lease.	RS	Q4		
	Ensure all communications and documentation makes explicit reference to the Regulations, their role and use.	BG	26/ 27		
6.2 Sect 38 Building Safety Act 2022 (BSA) gives Accountable Persons (APs) the power to issue contravention notices to residents and owners of residential units who breach their building safety duties. APs can also request access to premises to carry out their duties. If necessary, a County Court can grant an order for access. APs can issue contravention notices if they believe a resident or owner is: <ul style="list-style-type: none"> • Causing a building safety risk • Interfering with a safety item • Failing to comply with a request for information • The notice requires the recipient to remedy the breach or pay a sum within a specified period • If the recipient is not the owner, the AP must provide a copy of the notice to the owner 	Document operational practices to support staff in effectively enforcing rights and obligations via the use of Contravention Notices.	SN	Q4	Scoping work has commenced. Potential to make request via London Councils associated with other Boroughs who are using the powers linked to BCNs.	A
	Bring forward template documentation to underpin formal use of Sect 38 powers.	SN	Q4		
	Ensure appropriate updates are incorporated into all communications and documentation making explicit reference to Sect 38 powers in the event of any breakdown in the 'social contract' between the Council and residents occupying higher risk buildings.	SN	Q4	SN briefed – 6.5.25	

Objective	Actions to deliver objective	Lead	By	Comments/ status / evidence	RAG
7. When invited to apply for a Building Assessment Certificate by the Building Safety Regulator, ensure that the housing management contribution is comprehensive and can be evidenced in the form of up-to-date Resident Engagement Strategies and Safety Case Reports					
<p>7.0 In line with the Housing Management Strategy for occupied higher risk buildings, ensure the housing management contribution to Building Assessment Certificates [BAC] is compliant and makes a positive contribution to the overall safety of the building and the mitigation of identified risks.</p> <p>[The BSR will assess; the resident engagement strategy, the mandatory occurrence reporting system and the safety case report as an integral part of assessment BAC applications. Current advice is that the BSR will invite Landlords to apply for a BAC on a 'risk-based approach' every 5 years].</p>	<p>Undertake a self-assessment of the resident engagement strategy against the published Assessment Criteria used by the BSR. The resultant gap analysis to be used to ensure that all revised and published engagement strategies reflect the documented expectations of the BSR.</p> <p>All published documents should set out what the Council can do if someone needs information in a different language or in an alternative format. For example, large text, easy read, braille, or audio.</p>	RS	Q2	Self-assessment completed 29.5.25 and signed off by PAP following Fire Safety Board on 12.6.25	G
<p>Page 58</p>	<p>Undertake a self-assessment of the Mandatory Occurrence Reporting System [MoR] against the published Assessment Criteria used by the BSR. Using the resultant gap analysis, ensure that all expectations for the MOR associated with residents is compliant including:</p> <ul style="list-style-type: none"> • Involving and consulting with residents when establishing the MoR system • Referencing the MoR system in the engagement strategy • Ensuring residents understand the meaning of a 'building safety incident' • Documenting how residents can submit reports • Documenting the various channels through which reports can be made i.e. online, email, telephone. • How residents can report a 'building safety incident' via the established complaints system • How incident reports via the complaints system are reviewed, identified and processed as 'building safety incidents'. • Consider and document what to do if residents find it difficult to describe an incident and whether they could submit, for example, photo or video evidence that helps communicate what happened. • How you will make information about your MoR system easily available and accessible to residents. • When necessary, promoting that residents can appoint a representative to report an incident for them • Documenting joint reviews of the system with residents to ensure it remains 'fit for purpose' <p>All published documents should set out what the Council can do if someone needs information in a different language or in an alternative format. For example, large text, easy read, braille, or audio.</p>	RS	Q4		

<p>7.1 Demonstrate how the Housing Management Service is making a proactive and positive contribution to the review and content of Safety Case Reports in line with commitments set out in the Housing Management Strategy for occupied higher risk buildings.</p> <p>[A 'Safety Case Report' demonstrates how occupied residential buildings' safety risks are being identified, mitigated and managed on an ongoing basis]</p>	<p>Demonstrate the interrelationships of managing property and people related risks in the context of fire safety by ensuring that the review and amendment of Safety Case Reports properly capture all material behavioral risks and related mitigations and interventions and do not overly rely upon building structure to prevent or minimise the risk of harm.</p>	RS	Q1	<p>Interrelationships documented and referenced in the [approved] Housing Management Strategy for occupied higher risk buildings'.</p>	G
<p>Page 59</p>	<p>Co-create and document a 'Higher risk building trigger' which sets out a clear threshold for new or increased behavioural risks which, if triggered, would lead to a:</p> <ul style="list-style-type: none"> • formal review of the individual Safety Case Report • multi-agency response • documented management interventions to reduce or eliminate the presenting risk <p>Ensure the trigger document includes an 'appeals process' where a resident has raised a 'higher risk building trigger' which has been rejected for not exceeding the agreed threshold.</p> <p>All published documents should set out what the Council can do if someone needs information in a different language or in an alternative format. For example, large text, easy read, braille, or audio.</p>	BC	Q2	<p>First draft reviewed 26.6.25.</p> <p>Final draft considered by Fire Safety Board and the Building & Fire Safety Panel 20.8.25.</p> <p>'Higher risk building trigger' published on Higher-risk building web page.</p>	G
	<p>Publish the 'Higher Risk Building Trigger' and promote with residents and key partners. Ensure residents and partners are aware of the process to initiate a 'higher risk building trigger' if they believe the agreed threshold has been exceeded.</p>	RS	Q3	<p>Published on LBH website and incorporated into updated Housing Management Offer.</p>	G
	<p>Ensure comprehensive and up to date data is available on the resident profile of each higher risk building as part of the Safety Case Report. This will include for example any residents needing help to evacuate or have additional needs. [This data should be the same as that reflected in the related resident engagement strategy]</p>	SN	Q4	<p>SN briefed – 6.5.25</p> <p>Linkage to 'tenant census' [commenced July 25 and due to complete December 25] and approach to capture data relating to leaseholders and sub-tenants.</p>	A

Objective	Actions to deliver objective	Lead	By	Comments/ status / evidence	RAG
8. Provide clarity and transparency to leaseholders in the context of building safety costs associated with delivering safe and compliant higher risk buildings					
<p>8.0 Ensure 'building safety costs' applicable to higher risk buildings are comprehensively identified and that the Council's reasonable costs associated with its legal duties are passed onto leaseholders.</p>	<p>In conjunction with Compliance leads and Finance, scope and document a summary of 'building safety costs' which can legitimately and automatically be passed onto leaseholders via their service charge.</p>	TC	Q2	<p>Agreed to be rolled into 26/27 as part of a larger workstream on Income.</p>	R

	Include the statutory protections which are in place generally regarding service charges and specifically in relation to 'building safety costs' applicable to higher risk buildings.				
	Engage with leaseholders and the Leasehold Association in relation to the introduction of 'building safety costs' to service charge demands across the higher risk building portfolio from 2026	BG	Q4	See above - Agreed to be rolled into 26/27 as part of a larger workstream on Income.	
	Engage with Legal Services and bring forward revised templates for leaseholds in higher risk buildings to ensure that service charge demands linked to 'building safety costs' are compliant.	BG	Q4	See above - Agreed to be rolled into 26/27 as part of a larger workstream on Income.	
	Brief CMT and Cabinet Member leads on the introduction of 'building safety charges'.	TC	Q4	See above - Agreed to be rolled into 26/27 as part of a larger workstream on Income.	
	Publish a summary of chargeable 'building safety costs' and update the Leasehold Handbook.	BG	Q1 2026 / 27	See above - Agreed to be rolled into 26/27 as part of a larger workstream on Income.	

BUILDING SAFETY PROGRAMME - FIRE SAFETY IN PRIVATE SECTOR MID AND HIGH-RISE BLOCKS OF FLATS

Committee name	Corporate Resources and Infrastructure
Officer reporting	Michelle Greenidge, Resident Services
Papers with report	Appendix 1 – Legislative Context Appendix 2 – List of high-rise buildings under investigation (Part II)
Ward	All

HEADLINES

Following the Grenfell tragedy, the Government, through the Department for Levelling Up, Housing and Communities (DLUHC) now the Ministry of Housing, Communities and Local Government (MHCLG), requested that Local Authorities collect data on privately owned residential high-rise buildings. This requirement has since been extended to include mid-rise blocks and social housing blocks, whether purpose-built or converted. The information sought covered a range of matters, including the materials used in the construction of external wall systems (EWS).

RECOMMENDATIONS

That the Committee notes the update on the Fire Safety Programme.

SUPPORTING INFORMATION

BACKGROUND

1. Following the Grenfell tragedy, the Government, via the Department of Levelling Up, Housing and Communities (DLUHC), now the Ministry of Housing, Communities and Local Government (MHCLG) asked Local Authorities to gather data on privately owned residential high-rise blocks (now includes mid-rise blocks and social housing blocks) of flats (either converted or purpose built). A variety of information was required, including the materials used in the make-up of external wall systems (EWS).
2. Following on from this data gathering exercise MHCLG called upon Local Authorities to use their powers under the Housing Act 2004 to investigate, inspect and where necessary take enforcement action to rectify fire safety in these buildings. This has been extended to include the provisions under the Building Safety Act 2022.
3. The Council responded to this by establishing a building safety programme to investigate these high-rise buildings, which now includes mid-rise developments. MHCLG have also required LAs to look at blocks in control of social landlords that have issues with

Classification: Public

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remediation. As this is a specialised area of work, a suitably qualified professional was engaged to lead on the project (one day a week). This includes data management, case investigation, administration, enforcement, reporting and ongoing case management.

4. High-rise is where a building is over 18m in height (there is a specific methodology for establishing height). This definition has now been extended by the Building Safety Act 2022 to include buildings that are 7 or more storeys in height (with 2 or more dwellings). Mid-rise relates to a building that is 11m in height and again this definition has been extended by the Building Safety Act 2022 to include buildings that are 5 or more storeys in height (with 2 or more dwellings).
5. The Council has received New Burdens 25/26 funding for this essential work. It was hoped that there would be consideration of multi-year funding for this work, so as to remove the uncertainty of continued funding. However, that has yet to be confirmed by MHCLG.
6. The London Remediation Acceleration Plan (LRAP)¹ has yet to be published by the Greater London Authority (GLA). However, this is imminent². This may provide further opportunities for the Council in terms of access to resources and possibly funding.

Current Position

7. The Council's prioritisation list of buildings has been updated to account for the unknown buildings that were provided via the 'missing buildings' exercise carried out by Homes England on behalf of the government.
8. There are 79 (previously 82) high-rise blocks in the borough. Of these 13 are hotels, leaving 66 privately/socially owned or high-rise developments that require investigation. The Council works closely with colleagues in the LFB on these buildings and it is the LFB that have jurisdiction over the hotels.
9. The buildings have been subject to a risk prioritisation assessment and ranked accordingly. A RAG system is used. Prioritisation is based on height, the possible combustibility of the EWS and the information held on the property (e.g. if the building owners fail to engage and provide survey data). This means that as information is established, this could result in the movement of a building into a different risk prioritisation category. This has resulted in the following (of the 66 blocks requiring direct investigation):
 - a) 7 high-risk buildings
 - b) 21 (up from 16) medium-risk buildings
 - c) 39 (up from 30) low-risk buildings
 - d) 0 unclassified buildings
10. Following investigations, 19 cases have been closed. This is for a variety of reasons, such as:
 - a) They are commercial and have therefore been referred to the LFB,
 - b) Works have been completed or there are no works to be complete, or

¹ <https://www.gov.uk/government/publications/remediation-acceleration-plan-update-july-2025>

² The Council's expert resource is also advising the GLA on the LRAP.

- c) They have been confirmed as low-rise or out of borough.

Mid-Rise

- 11. The mid-rise list currently has 103 developments on it.
- 12. Although some of these developments have had some preliminary investigations carried out, this was because it was initially believed that these were high-rise. They have subsequently been confirmed as mid-rise and therefore transferred to the mid-rise list.
- 13. This is because the expert resource available to the Council is currently focused on high-rise interventions. The Council doesn't have sufficient funding to expand the Building Safety Programme to mid-rise developments. The intention remains that that the mid-rise programme will be taken forward once the high-rise programme has been finalised.

Investigation Status

- 14. Significant work has been carried out on the programme to see developments improved. Some of the significant activity is highlighted here:
 - a) Formal and informal enforcement action has been taken against all the high-risk buildings. All cases remain open, and the Council's expert resource continues to investigate and take cases forward as required.
 - b) Work at Union House has not progressed as expected. Therefore, the Council have taken formal action against the freeholder by way of the imposition of an Improvement Notice. This Notice hasn't yet been appealed, though the freeholders' agents have made representations that are being reviewed.
 - c) The Council continues to defend appeals lodged with the First Tier Tribunal (property chamber) against 3 Improvement Notices. At this point it is likely that all of these will go to a hearing as there are issues that do not appear to be resolvable via informal talks.
 - d) The Council is currently working with MHCLG on carrying out a data cleansing exercise on the Governments data portal (DELTA)

Conclusions

15. There are approximately, 5,033 households, an increase of roughly 2,000 due to the inclusion of the 'missing building' data, living in high-rise developments (not Council homes). This represents a significant number of people affected by possible fire safety issues in the borough.
16. The dedicated resource is unable to work on the mid-rise buildings as the high-rise programme remains open and these generally are higher risk.
17. Since the last briefing paper submitted on progress with the programme (August 2025), the dedicated expert resource has provided around 22 days of activity for the Council. Even given this relatively small amount of time significant progress continues to be made with the programme. This has already resulted in improved standards of living for many households across the borough.
18. The one day a week resource matches the funding available to the Council via New Burdens funding received from Central Government.
19. These cases are habitually complex, involving convoluted ownership structures. Almost every case investigated has involved other fire safety issues, beyond the issues with the EWS.
20. The case management can often be measured in years due to the challenges of remediation. The Council's requirements are often challenged and there is a high degree of technicality and expertise to this field of work.
21. This work is ongoing and the MHCLG are very content with the progress being made at the Council and recognise the significant work being done.

PERFORMANCE DATA

22. Each year the MHCLG ask for an update on the Building Safety Plan (BSP) at the LBH and ask about how funding has been used and proposals for how it will be used going forward. The latest exercise was completed and submitted in September 2024. Performance is measured by the level of intervention. Informal and formal interventions are published by MHCLG on an ongoing basis - <https://www.gov.uk/government/publications/building-safety-remediation-monthly-data-release-december-2024/building-safety-remediation-monthly-data-release-december-2024#enforcement>

RESIDENT BENEFIT

The BSP will see the safety of 1,000's of residents of the Borough improved through the work to improve fire safety in mid and high-rise blocks of flats.

FINANCIAL IMPLICATIONS

Funding is in place until April 2026

LEGAL IMPLICATIONS

Collectively, legislative frameworks impose statutory duties on responsible persons and landlords to ensure fire safety, building safety, and housing standards are properly assessed, managed, and maintained, with potential enforcement action and legal liability arising where those obligations are not met.

BACKGROUND PAPERS

The Building Safety Regulator - <https://www.hse.gov.uk/building-safety/regulator.htm>

The Remediation Acceleration Programme - <https://www.gov.uk/government/publications/accelerating-remediation-a-plan-for-increasing-the-pace-of-remediation-of-buildings-with-unsafe-cladding-in-england/remediation-acceleration-plan>

Building Safety Remediation: monthly data release - December 2025 -

<https://www.gov.uk/government/publications/building-safety-remediation-monthly-data-release-december-2025/building-safety-remediation-monthly-data-release-december-2025#enforcement>

APPENDICES - Appendix one - Legislative Context

Appendix One - Legislative Context

1. There is a variety of legislation that applies to fire safety in residential high and medium-rise blocks and there are different enforcing authorities depending on the legislation.

a. The Regulatory Reform (Fire Safety) Order 2005 -

<https://www.legislation.gov.uk/uksi/2005/1541/contents>. This is enforced by the Fire and Rescue Service (the London Fire Brigade (LFB) in London). This applies to all buildings (commercial and residential common parts) but excludes individual dwellings.

b. The Fire Safety Act 2001 - <https://www.legislation.gov.uk/ukpga/2001/24/contents>. This is enforced by the LFB. This amended the Fire Safety Order and was an enabling act for further statutes.

c. The Fire Safety (England) Regulations 2022 - <https://www.gov.uk/government/publications/fire-safety-england-regulations-2022>. These are enforced by the LFB. These were introduced in in January 2023. These place specific requirements on operators of medium and high-rise blocks of flats in relation to fire safety.

d. The Housing Act 2004 - <https://www.legislation.gov.uk/ukpga/2004/34/contents>. This is enforced by Local Authorities (LAs). This is the basis of housing standards in all forms of residential accommodation. It is primarily used by LAs to enforce housing standards in rented accommodation. Traditionally most LAs did not enforce fire safety in common parts of blocks of flats, this being left to the Fire and Rescue Services due to the complex nature of fire safety in these buildings but is and remains available to LAs to enforce fire safety in common parts and the flats.

e. The Building Safety Act 2022 - <https://www.legislation.gov.uk/ukpga/2022/30/contents> and subordinate Orders and Regulations has introduced a new regime for building safety in primarily high-rise (commercial and residential) and to a lesser degree medium-rise. This covers a variety of issues but introduces a new Building Regulator (overseen by the Health and Safety Executive (HSE)) for high-rise, changes the Building Regulation regime, introduces protections for leaseholders and provides a process for several bodies, including LAs, to apply for Orders to remediate historic fire safety and structural defects in residential medium and high-rise.

i. The new Regulator is operating - <https://www.hse.gov.uk/building-safety/regulator.htm>) and performing some of its functions, such as building registration and Building Regulation compliance.

f. The Remediation Acceleration Programme -

<https://www.gov.uk/government/publications/accelerating-remediation-a-plan-for-increasing-the-pace-of-remediation-of-buildings-with-unsafe-cladding-in-england/remediation-acceleration-plan>
This was published in December 2024. This sets out a raft of measures, including proposed legislative measures with the aim of accelerating the remediation of mid and high-rise buildings with EWS issues, ensuring all relevant buildings are identified as well as extending protections and support for residents and leaseholders.

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](#)

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker				Cabinet Member Lead & Officers				Status Public or Private (with reason)
					CABINET meeting	Cabinet Member	Shareholder Committee	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	
MARCH 2026													
117	Proposal for a West London Alliance Joint Committee	It is proposed to replace the Joint Committee known as the "West London Economic Prosperity Board" (which Hillingdon joined in 2025) with the establishment of a new Joint Committee known as the "West London Alliance Joint Committee" exercising more strategic executive authority across West London Alliance London boroughs. Cabinet will consider whether or not to progress Hillingdon's membership and the adoption of the Joint Committees functions and procedure rules to give effect to this.	All	NEW ITEM	19 March				Cllr Ian Edwards - Leader of the Council	Corporate Resources & Infrastructure	Mark Braddock	Tony Zaman	Public
95	Fleet Maintenance & Repair – Contract Extension	This report to Cabinet proposes an extension of the current fleet maintenance and repair contract for the Council's fleet of vehicles providing daily services to residents.	All		19 March				Cllr Steve Tuckwell - Planning, Housing & Growth	Corporate Resources & Infrastructure	Stephen Gunter / Trudie Eldriny / Michelle Kenyon / S Begum	Dan Kennedy	Private (3)
79	Contract for the Council's Fleet Fuel	The Council still has an ongoing need for fuel, primarily Diesel, to power its vehicles, as it transitions to more environmentally friendly vehicles. Whilst the price of this is set on global markets there is a small margin accounting for delivery, admin and profit, which is subject to this tender to achieve value for money in fuel purchasing.	N/A		19 March				Cllr Steve Tuckwell - Planning, Housing Growth	Corporate Resources & Infrastructure	Stephen Gunter / Trudie Eldriny / Michelle Kenyon	Dan Kennedy	Private (3)
105	Commercial Gas Contract Tender	Cabinet will consider a report relating to the Council's commercial Gas Servicing and Maintenance Contract Renewal for Housing and Corporate sites.	N/A		19 March				Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Paul Hart / Nick Green	Dan Kennedy	Private (3)
75	Mobile Solution Contract & Wide Area Network	Cabinet will consider procurement decisions in respect of mobile device solutions and the Council's WAN infrastructure, which is the backbone that connects different Council sites and services.	N/A		19 March				Cllr Eddie Lavery - Finance & Transformation	Corporate Resources & Infrastructure	Dale Gordon	Matthew Wallbridge	Private (3)

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker				Cabinet Member Lead & Officers				Status Public or Private (with reason)	
					CABINET meeting	Cabinet Member	Shareholder Committee	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible		
SI	Housing Forward Investment Programme 2026/27 (and 2025/26 review)	This 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		19 March					Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Gary Penticost	Dan Kennedy	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		19 March					Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Richard Mortimer	Dan Kennedy	Private (3)
SI Page 70	Minor Property Transactions	This monthly standing report to Cabinet covers operational property matters requiring approval. These may include: granting discounted leases to voluntary organisations; approving easements, wayleaves, or utility leases supporting capital projects; authorising academy school property issues; and agreeing leases for temporary housing or other service-related property needs.	Various		19 March					Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low	Dan Kennedy	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.	All		19 March					Cllr Eddie Lavery - Finance & Transformation	Corporate Resources & Infrastructure	Andy Goodwin	Steve Muldoon	Public
96b	Hillingdon First Ltd. reporting	The Shareholder Committee, comprising relevant Cabinet Members, will receive relevant reports on the Council's property and trading company.	N/A				19 March			Shareholder Committee Members	Corporate Resources & Infrastructure	TBC	TBC	Private (3)
APRIL 2026														
119	Highways contractual arrangements	Following a competitive tendering process, this report seeks approval to award a term contract for the provision of Surfacing and Civil Engineering Works within the Borough, commencing 1st July 2026.	All	NEW ITEM	23 April					Cllr Steve Tuckwell - Planning, Housing Growth	Corporate Resources & Infrastructure	Chris Wheeler / Gurmeet Matharu / Isaac Kwakye	Dan Kennedy	Private (3)

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker				Cabinet Member Lead & Officers				Status Public or Private (with reason)
					CABINET meeting	Cabinet Member	Shareholder Committee	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	
SI	Highways Improvement Programme 2026/27	Cabinet will agree the strategic programme of road, footway and highways works for the 2026/27 period, along with the relevant release of funding and any delegations required for subsequent efficient decision-making on such maintenance and improvement schemes.	N/A	NEW ITEM	23 April				Cllr Steve Tuckwell - Planning, Housing Growth	Corporate Resources & Infrastructure	Chris Wheeler / Gurmeet Matharu	Dan Kennedy	Private (3)
111	Provision of Furniture for Short Term Let properties	Cabinet will consider a contract for the provision and installation of furnishings for void properties designated for short term lets.	N/A		23 April				Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Liam Bentley	Dan Kennedy	Private (3)
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		23 April				Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Richard Mortimer	Dan Kennedy	Private (3)
SI	Minor Property Transactions	This monthly standing report to Cabinet covers operational property matters requiring approval. These may include: granting discounted leases to voluntary organisations; approving easements, wayleaves, or utility leases supporting capital projects; authorising academy school property issues; and agreeing leases for temporary housing or other service-related property needs.	Various		23 April				Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low	Dan Kennedy	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.	All		23 April				Cllr Eddie Lavery - Finance & Transformation	Corporate Resources & Infrastructure	Andy Goodwin		Public

Schedule of Individual Cabinet Member Decisions that may be taken each month (standard items non key-decisions)

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker				Cabinet Member Lead & Officers				Status Public or Private (with reason)	
					CABINET meeting	Cabinet Member	Shareholder Committee	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible		
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			Cabinet Member Decision - date TBC				Cllr Wayne Bridges (Cabinet Member for Community & Environment) - Leader of the Council (if in Hillingdon East ward)	Corporate Resources & Infrastructure	Natasha Norton		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			Cabinet Member Decision - date TBC				Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson		Private (3)
SI	To consider rent reviews	To consider rent reviews of commercial and other premises.	tbc			Cabinet Member Decision - date TBC				Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	Andrew Low / Julia Thompson		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			Cabinet Member Decision - date 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			Cabinet Member Decision - date TBC				Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	David Knowles / Steve Austin		Public
SI	Pedestrian Crossings	To approve schemes to provide crossing facilities	TBC			Cabinet Member Decision - date 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			Cabinet Member Decision - date TBC				Cllr Eddie Lavery - Finance & Transformation	Corporate Resources & Infrastructure	Tiffany Boreham		Private (1,2,3)

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker				Cabinet Member Lead & Officers				Status Public or Private (with reason)	
					CABINET meeting	Cabinet Member	Shareholder Committee	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible		
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			Cabinet Member Decision - date TBC				Cllr Jonathan Bianco - Corporate Services & Property	Corporate Resources & Infrastructure	David Knowles / Steve Austin / Alan Tilly		Public
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			Cabinet Member Decision - date 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			Cabinet Member Decision - date TBC				Cllr Eddie Lavery - Finance & Transformation	Corporate Resources & Infrastructure	Tiffany Boreham		Private (1,2,3)
SI	Standard Item that may be considered each month/regularly													

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

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WORK PROGRAMME

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

HEADLINES

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

RECOMMENDATIONS

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

SUPPORTING INFORMATION

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

Meeting Date	Room
7 April 2026	CR5
17 June 2026	CR5
29 July 2026	CR5
16 September 2026	CR5
24 November 2026	CR5
20 January 2027	CR5
17 February 2027	CR5
17 March 2027	CR5
15 April 2027	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

2026/27

Service Area	Corporate Resources and Infrastructure Select Committee	April 21	May No meeting	June 17	July 29	September 16	November 24	January 20
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							
	Regular service & performance monitoring and scrutiny							
Business Intelligence	Annual Performance Monitoring (twice a year)					X		
Highways	Electric Vehicle Infrastructure Strategy - annual update	X						
Assets	Building Safety Strategy - Annual Monitoring Report							
Democratic Services	Cabinet Member attendance							
Digital	Digital & Transformation Update							
Business Intelligence	Annual complaints & service update report							
Finance	Cabinet budget proposals 26/27							
Finance	Budget & Spending Report	X		X	X	X	X	X
Democratic Services	Cabinet Forward Plan Monthly Monitoring	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							
Corporate Services	Corporate Debt							
Human Resources	Staff skills, learning and development TBC							
Technology	Cyber Security Update							
Planning and Regeneration	Hayes Estate Regeneration Progress							
Finance	Council tax banding							
Assets	Update on Council's Fleet		X					
Transportation	Hillingdon Cycling Strategy - implementation							
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							
	Cross-cutting topics for wider scrutiny							
Council wide	Resident experience							
CEO	Strategic Partnerships (Brunel, SNP, Businesses etc...)							
External	Utility company scrutiny (broadband, water, electricity, gas, mobile operators)							
	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)							
Adult Social Care	Mortuary (Date TBC)							
Assets / Capital Programme	Platinum Jubilee Leisure Centre (Date TBC)							
	Internal use only							
	Agenda		13-Apr-26		13-Apr-26	13-Apr-26	13-Apr-26	13-Apr-26

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STRICTLY NOT FOR PUBLICATION

Exempt information by virtue of paragraph(s) 6a, 6b of Part 1 of Schedule 12A
of the Local Government Act 1972 (as amended).

Agenda Item 12

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