



HILLINGDON
LONDON

Shareholder Committee

Date: THURSDAY 20 NOVEMBER
2025

Time: 7.15 PM (OR ON THE RISING
OF CABINET).

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

**Meeting
Details:** This meeting will be held partly in
private.

The Shareholder Committee is a formal Cabinet sub-
committee.

It will discharge the functions of the Council as
shareholder and monitor the activities of the following
Council owned companies:

Hillingdon First Ltd.
The Hillingdon Care Company

To Members of the Committee:

Ian Edwards, Leader of the Council (Chair)
Jonathan Bianco, Deputy Leader of the
Council & Cabinet Member for Corporate
Services & Property (Vice-Chair)
Martin Goddard, Cabinet Member for
Finance & Transformation
Jane Palmer, Cabinet Member for Health &
Social Care

Published:
Wednesday 12 November 2025

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Putting our residents first

Lloyd White
Head of Democratic Services
London Borough of Hillingdon,
Phase II, Civic Centre, High Street, Uxbridge, UB8 1UW

Notice

Notice of meeting and any private business

This is formal notice under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 to confirm that the meeting to be held on:

Thursday 20 November 2025 at 7pm in Committee Room 6, Civic Centre, Uxbridge

will be held partly in private and that 28 clear days public notice of this meeting has been given. The reason for this is because the private (Part 2) reports listed on the agenda for the meeting will contain exempt information under Part 1 of Schedule 12A to the Local Government Act 1972 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. An online and a hard copy notice at the Civic Centre in Uxbridge indicates a number associated with each report with the reason why a particular decision will be taken in private under the categories set out below:

- (1) information relating to any individual
- (2) information which is likely to reveal the identity of an individual
- (3) information relating to the financial or business affairs of any particular person (including the authority holding that information)
- (4) information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
- (5) Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
- (6) Information which reveals that the authority proposes (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment.
- (7) Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Notice of any urgent business

To ensure greater transparency in decision-making, 28 clear days public notice of the decisions to be made both in public and private has been given for these agenda items. Any exceptions to this rule are the urgent business items on the agenda marked *. For such items it was impracticable to give sufficient notice for a variety of business and service reasons. The Chair of the relevant Select Committee has been notified in writing about such urgent business.

Notice of any representations received

No representations from the public have been received regarding this meeting.

Date notice issued and of agenda publication

Wednesday 12 November 2025
London Borough of Hillingdon

Terms of Reference

The Shareholder Committee shall have delegated authority to carry out on behalf of the Shareholder the following functions, namely:

- 1) To monitor and report regularly on high level performance and report on areas of concern to the Shareholder;
- 2) To receive and consider an annual business plan from the Company including any information on profit and loss accounts;
- 3) To receive and consider any variations from the approved annual business plans;
- 4) To receive and consider any variations from the approved Policies;
- 5) To receive and consider reports on new business initiatives. It is proposed that the Council as shareholder should require the Company to submit to Shareholder Committee a business plan for each new area of activity and to obtain or Shareholder Committee's approval for every new contract outside the approved business plans, which the company proposes to enter;
- 6) To receive and consider periodic reports on the performance of key areas of business and main areas of business of the Company. Such reports will initially be required half yearly in respect of the business area or contract which has been approved or exceeds the values set in paragraph d) above, but these values are to be subject to review by Shareholder Committee;
- 7) To review any significant identified risks of the Shareholder Committee on behalf of the Shareholder for the purposes of managing those risks;
- 8) To receive and consider annual budget and capital spending plans for the Company;
- 9) To recommend to the Shareholder (with the Shareholder retaining absolute discretion to decide) whether or not to approve any applications from the Company for:
 - (a) consents to acquire or dispose of land outside the approved business plan;
 - (b) consents to enter into third party loan agreements;
 - (c) the transfer of Council assets including land;
 - (d) the granting of loans from the Council;
 - (e) to adopt or amend the Policies; and
 - (f) approval of the business plans and variations;
- 10) To receive and consider quarterly budget monitoring reports from the Company;
- 11) To assist the Company in the exploration of other trading opportunities with a view to achieving greater efficiency;
- 12) To be responsible for ensuring that the Council's investment and or assets that may be transferred to or used by the Company is properly protected and used for the purposes approved of by the Shareholder;
- 13) To ensure formal directions of the Council are brought forward to the Company and agree the basis of implementation by the Company; including making changes to the governance arrangements for the Company;
- 14) To appoint and remove the directors of the Company (subject to the approval of the Council as Shareholder);
- 15) To act as the Council's (in its capacity as Shareholder) nominated body to give all consents and approvals, including Shareholder Consent matters, with the exception of those matters set out in paragraph 9 above;
- 16) To nominate a member of the Shareholder Committee (subject to the approval of the Council as Shareholder) to act as the representative of the Council at shareholder meetings of the Company.

Governance Arrangements

- 1) The Shareholder Committee will be made up of a minimum of two Members of the Council;
 - 2) The quorum of The Shareholder Committee will be two voting Members;
 - 3) All Members of Shareholder Committee will be entitled to vote at meetings;
 - 4) Voting will take place by a show of hands. If there are equal numbers of votes for and against, the Chairman will have a second or casting vote. There will be no restriction on how the Chairman chooses to exercise a casting vote.
 - 5) The Chairman and the Vice-Chairman of the Shareholder Committee will be appointed by the Cabinet.
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The Shareholder Committee is a formal Cabinet sub-committee and will discharge the functions of the Council as shareholder and monitor the activities of the following Council owned companies:

Company Name	Description	Incorporated	Company No.
Hillingdon First Ltd.	Housing Development	11 April 2018	11303813
The Hillingdon Care Company	Care services	23 January 2025	16204132

Agenda

- | | | |
|----------|--|-------|
| 1 | Apologies for absence | 1 - 2 |
| 2 | Declarations of Interest in Matters before this meeting | 3 - 4 |
| 3 | To confirm that the items of business marked Part 1 will be considered in public and that the items of business marked Part 2 in private | 5 - 6 |

Part 2 – Members’ Only (Private and Not for Publication)

Reports from Hillingdon First Ltd

- | | | |
|----------|--|--------|
| 4 | Hillingdon First Limited - Director Appointments | 7 - 10 |
|----------|--|--------|

Reports from The Hillingdon Care Company

- | | | |
|----------|---|-----------|
| 5 | The Hillingdon Care Company - Director appointments and business plan | 11 - 184 |
| 6 | Committee Forward Planner | 185 - 186 |
| 7 | Any other items the Chair agrees are relevant or urgent | |

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 that the public interest in withholding the information outweighs the public interest in disclosing it.

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Agenda Item 1

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of the Local Government Act 1972 (as amended).

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