

## Minutes

### CORPORATE RESOURCES & INFRASTRUCTURE SELECT COMMITTEE

19 November 2025



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

	<p><b>Committee Members Present:</b> Councillors John Riley (Chair), Adam Bennett (Vice-Chair), Kaushik Banerjee, Mohammed Islam, Gursharan Mand, Sital Punja (in place of Narinder Garg) and Peter Smallwood (in place of Farhad Choubedar)</p> <p><b>LBH Officers Present:</b> Matthew Wallbridge (Chief Operating Officer), Steve Muldoon (Corporate Director of Finance), Michael Naughton (Head of Capital Programme), Chris Malin (Head of Finance - CF &amp; Finance), Matt Davis (Director-Strategic &amp; Operational Finance), Charlie Cullimore (Appeals Complaints &amp; Policy Team Leader, Anisha Teji (Senior Democratic Services Officer)</p>
100.	<p><b>APOLOGIES FOR ABSENCE</b> (<i>Agenda Item 1</i>)</p> <p>Apologies for absence were received from Councillor Farhad Choubedar with Councillor Peter Smallwood substituting and Councillor Narinder Garg with Councillor Sital Punja substituting.</p>
101.	<p><b>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING</b> (<i>Agenda Item 2</i>)</p> <p>None.</p>
102.	<p><b>MINUTES OF THE PREVIOUS MEETING</b> (<i>Agenda Item 3</i>)</p> <p><b>RESOLVED:</b> That the minutes of the meeting on 17 September 2025 be agreed.</p>
103.	<p><b>TO CONFIRM THAT THE ITEMS OF BUSINESS MARKED AS PART I WILL BE CONSIDERED IN PUBLIC AND THAT THE ITEMS MARKED AS PART II WILL BE CONSIDERED IN PRIVATE</b> (<i>Agenda Item 4</i>)</p> <p>It was confirmed that all items would be heard in Part I.</p>
104.	<p><b>ANNUAL PERFORMANCE MONITORING REPORT</b> (<i>Agenda Item 5</i>)</p> <p>The Council's Annual Performance Report for 2024–25 was presented to the Committee and consolidated key indicators for monitoring delivery of the corporate strategy. It was reported that a robust governance framework had been established, with performance reviewed at all levels from service teams to full Council. The report also incorporated proposed Local Government Outcomes Framework measures under consultation, including 15 priority outcomes and 115 statutory indicators.</p> <p>The Committee heard that the counter-fraud team had exceeded expectations by over</p>

£2 million. Offering services to other councils had been considered but deemed unsuitable. Instead, the remit had been broadened to include debt recovery and the Committee commended the team for its strong performance.

Housing repairs and maintenance were discussed. It was reported that over 3000 repairs had been completed across council dwellings during the previous year. The Committee heard that improvements had been introduced to enable tenants to log repairs and track operative visits using modern technology. Annual tenant surveys were said to show above average satisfaction rates compared to other social landlords, although some feedback indicated difficulties in speaking to staff directly. Tenant interest group meetings were being held to address this and encourage digital engagement, while recognising that digital solutions were not suitable for all residents. Procurement arrangements were also considered and it was explained that a mixed approach to engaging external contractors was preferred to ensure resilience and flexibility.

Highways maintenance was reviewed and investment in roads and pavements was highlighted. The Committee noted that road conditions compared favourably with other boroughs, supported by a strong capital programme. Pothole repairs had fallen significantly and winter resilience plans were highlighted to Members.

The Committee discussed EV charging infrastructure, noting figures relate to public chargers per 100000 people. A partnership with other boroughs aimed to share expertise, reduce risk and secure funding, while addressing local challenges such as housing density and exploring solutions like pavement cabling. It was confirmed that collaborative models were favoured over standalone approaches.

Concerns about call handling were raised. It was explained that call volumes were monitored daily, with spikes linked to service changes. A new website and AI tools were planned to improve access and provide 24/7 support. Digital inclusion initiatives were noted and the number of staff answering phones had reduced from 120 to fewer than 20, delivering savings while maintaining service quality. The Council was recognised as the first local authority to implement AI, with second-generation AI now in use.

The Committee noted that the housing service had achieved a C2 rating, above most authorities. Repairs were responsive and £108 million investment in planned maintenance was reducing callouts and improving energy efficiency.

In terms of cybersecurity, it was noted that the Council had been commended for strong leadership and governance following a Local Government Association Cyber 360 review. Continuous threat and phishing monitoring was in place, supported by Microsoft technology and cloud systems. Mandatory staff training and phishing simulations had been introduced to reduce risk. Planned investment in backup systems was highlighted, alongside the need for vigilance against evolving threats, including AI-driven attacks. While threats could not be fully eliminated, robust mitigation and rapid response measures were established.

Local procurement was reported as increasing and economic growth initiatives were outlined, including inward investment and town centre regeneration. Call abandonment rates were explored as it was noted that around one-third of calls were abandoned during peak periods. Measures such as chatbots and hyper-local alerts were planned to reduce this and improve transparency.

Members commended officers for the clarity and presentation of the report.

	<b>RESOLVED: That the Committee noted the Annual Performance Report for 2024/25 as attached in appendix 1.</b>
105.	<p><b>BUDGET &amp; SPENDING REPORT</b> (<i>Agenda Item 6</i>)</p> <p>The Committee reviewed the financial position for 2024–25 and noted that additional detail on the overall Council position had been included for clarity. It was reported that, as at August 2025, the Council was forecasting an overspend of £30 million, compounded by the decision not to draw down reserves, which added a further £4.2 million variance. Planned mitigations were outlined including identifying additional savings, applying spend controls and other measures to recover the position over the remaining months of the year.</p> <p>The Committee heard that demand pressures accounted for nearly £20 million of the overspend, with £8 million from undelivered service savings and £3 million from treasury activities and interest costs, partly offset by staffing underspends. Table 1 was referenced as showing that closing reserves could fall into negative territory by £25 million if the forecast persisted.</p> <p>Savings performance was discussed. The Committee noted that 49% of savings were on track or banked but £15.1 million of the £38.8 million savings programme was projected as undelivered, including £1.9 million identified for write-off. This total comprised £34 million of new savings and carry-forward savings from the previous year. Risks such as demand exposure and reliance on capital receipts were highlighted.</p> <p>Performance within the Committee’s portfolio was addressed. It was noted that finance faced a £4 million pressure, mainly from treasury costs and staffing requirements. Corporate Services showed shortfalls linked to the resident hub and HR. Savings delivery across these areas was approximately 73% on track or banked.</p> <p>The Committee discussed barriers to achieving savings, including delays in implementation, dependencies on third parties and optimistic delivery timelines. Some savings were confirmed as undeliverable, while others were expected to roll forward into the next financial year. Officers emphasised that the Council operated as a low-cost, high-performing authority, leaving few easy wins. Examples included restructures requiring extended consultation and property acquisition challenges for temporary accommodation.</p> <p>It was noted that lessons were being applied through stronger governance, formalised savings tracking, milestone monitoring and validation of assumptions. Concerns about financial resilience were raised and the Committee was assured that improvements in forecasting and budget-setting were underway, supported by cultural change and stronger leadership. Future proposals would undergo rigorous challenge to ensure realistic and deliverable savings.</p> <p><b>RESOVLED:</b></p> <p><b>That the Committee:</b></p> <ol style="list-style-type: none"> <li><b>1. Noted the budget monitoring position as at August 2025 (Month 5) for the Council.</b></li> <li><b>2. Noted the budget monitoring position as at August 2025 (Month 5) for the</b></li> </ol>

	<b>services within the remit of the Corporate Resources and Infrastructure Select Committee.</b>
106.	<p><b>HAYES ESTATE REGENERATION PROGRESS REPORT</b> (<i>Agenda Item 7</i>)</p> <p>An update was provided on the Hayes Regeneration Project following resident engagement and consultation. The Committee heard that Hayes Town Estate and Avondale Drive Estate, built in the 1960s–70s, had faced issues with building condition and anti-social behaviour prompting redevelopment plans. Cabinet approval for design work was given in 2020, with positive resident ballots in 2021. Higgins was confirmed as the preferred bidder in 2022, planning consent was obtained, and Phase 1A at Avondale Drive (Jenner Court) was completed, while Phase 1 at Hayes Town Centre neared completion.</p> <p>The Committee was informed that agreements for future phases were progressing, including planning applications and demolition works to accelerate delivery. Public consultations were held in October, with proposals for 296 homes at Avondale Drive and 562 at Hayes Town Centre. Options to amalgamate phases to speed up construction were being explored.</p> <p>It was noted that new homes would meet modern standards, improve design and landscaping and provide open spaces and play areas. The compulsory purchase process was confirmed as completed with minimal issues. Social value commitments were reported as monitored regularly, with Higgins appointing a liaison officer and organising community events.</p> <p>The Committee expressed satisfaction with progress and interest in hearing future updates.</p> <p><b>RESOLVED: That the update on the Hayes Estate Regeneration Project be noted.</b></p>
107.	<p><b>INFORMATION REPORT ON COUNCIL TAX BANDING</b> (<i>Agenda Item 8</i>)</p> <p>The process for reassessing Council Tax banding after significant property development was explained. It was noted that monthly reports from Building Control were used to track works and cases involving increased living space were reported to the Valuation Office Agency (VOA) fortnightly. Banding was reviewed by the VOA only after a property transaction, such as a sale, had occurred.</p> <p>The Committee was informed that some cases properties were temporarily removed from the Council Tax list during major works and re-banded upon completion. It was noted that not all extensions resulted in a band increase, as this depended on the original band and the scale of works. Under current legislation, higher Council Tax could not be charged until a property was sold, creating revenue loss and inconsistencies. The London Borough of Hillingdon had responded to a national consultation recommending reform of this process.</p> <p>The Committee was assured that opportunities for reassessment were not being missed and that monitoring was robust. Officers confirmed that changes were notified to the VOA in line with legislation.</p> <p>Members thanked officers for their attendance.</p>

	<b>RESOLVED: That the Committee noted the update.</b>
108.	<p><b>FEEDBACK FROM COMMITTEE SITE VISIT TO PLATINUM JUBILEE LEISURE CENTRE</b> (<i>Agenda Item 9</i>)</p> <p>The Committee provided feedback on its visit to the Platinum Jubilee Leisure Centre in West Drayton. The visit had taken place before completion and Members were impressed with the quality and scale of the development. It was noted that officers had taken over as project managers and main contractors after the original firm collapsed and their successful delivery was commended. The centre, featuring swimming pools, gyms, courts and leisure facilities was compared to private health clubs. Thanks were expressed to officers for their work and Members looked forward to the official opening.</p> <p><b>RESOLVED: That the feedback from the Committee site visit to the Platinum Jubilee Centre be noted.</b></p>
109.	<p><b>VERBAL UPDATE ON COMMITTEE'S REVIEW INTO MAXIMISING COUNCIL SPACES</b> (<i>Agenda Item 10</i>)</p> <p>An update was provided on the Committee's review into maximising Council spaces.</p> <p>To progress the review, the Committee noted that an interim summary letter would be sent to Cabinet members outlining key issues, including the lack of a centralised register of hireable spaces, fragmented booking systems, inconsistent pricing, and underused or poorly maintained assets. The letter included interim recommendations such as creating a cross-Council working group, conducting an audit, adopting a unified booking system and standardising fees.</p> <p><b>RESOLVED: That an interim summary letter be sent to Cabinet Members outlining the Committee's findings thus far.</b></p>
110.	<p><b>FORWARD PLAN</b> (<i>Agenda Item 11</i>)</p> <p><b>RESOLVED: That the Forward Plan be noted.</b></p>
111.	<p><b>WORK PROGRAMME</b> (<i>Agenda Item 12</i>)</p> <p><b>RESOLVED: That the Work Programme be noted.</b></p>
	The meeting, which commenced at 7.00 pm, closed at 8.58 pm.

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