

INTRODUCTION TO THE CORPORATE RESOURCES AND INFRASTRUCTURE SELECT COMMITTEE AND ITS REMIT

Committee name	Corporate Resources and Infrastructure Select Committee
Officer reporting	Anisha Teji, Democratic Services
Papers with report	Appendix A – Overview and Scrutiny in Hillingdon Appendix B – Full Breakdown of Service Areas Appendix C – List of previous Reviews undertaken by all Select Committees

HEADLINES

This report provides Members with an introduction to the Corporate Services and Infrastructure Select Committee and its remit.

RECOMMENDATION:

That the Committee notes the report and seek any clarifications required.

SUPPORTING INFORMATION

The role of Select Committees

In Hillingdon, overview and scrutiny is undertaken by 4 select committees:

- Residents' Services Select Committee
- Health and Social Care Select Committee
- Children, Families and Education Select Committee
- Corporate Resources and Infrastructure Select Committee

Appendix A provides further information on the overview and scrutiny structure in Hillingdon.

The Committees have a responsibility in monitoring council and other public services in Hillingdon, influencing policy and directly engaging residents and local organisations in this important work. Each Committee's remit provides close alignment with the responsibilities of Cabinet Member and Officer Directorates. This gives strong accountability in the council's overall decision-making process.

Select Committees play an important role in:

- assisting in the development of Council policy and the improvement of services and efficiency;
- reviewing and evaluating the actions of the executive (i.e. Cabinet / Cabinet Member) before and after decisions are taken;
- having the power to make reports and recommendations on such matters and;
- scrutinising local health services and crime and disorder (if in a committee's remit).

Remit of this Select Committee

On 9 May 2024 Full Council approved the appointment of the Corporate Resources and Infrastructure Select Committee, a merger of the two previous select committees.

This updated Committee's specific Terms of Reference are set out below, as per the Council's Constitution. They set the parameters (Cabinet Member portfolios and service areas) in which the Committee can undertake reviews, monitor, request reports from and provide input to Cabinet on matters, as per its general responsibilities above:

Cabinet Member Portfolios	<ul style="list-style-type: none"> • Leader of the Council • Cabinet Member for Corporate Services • Cabinet Member for Finance • Cabinet Member for Property, Highways & Transport
Relevant service areas	<ol style="list-style-type: none"> 1) Democratic Services 2) Finance 3) Procurement & Commissioning 4) Counter Fraud & Business Assurance 5) Digital & Information (Customer Access, Business Intelligence, Digital, Technology, Information Governance) 6) Strategic Partnerships 7) Consultation & engagement 8) Corporate Communications 9) Legal Services 10) Human Resources 11) Business Administration (incl. Mortuary) 12) Transformation (BID) 13) Operational Assets (Repairs & Engineering, Planned Works, Disabled Facilities, Building safety & FM) 14) Property Services 15) Capital Programme (inc. Major Projects) 16) Transportation 17) Highways 18) Health & Safety / Emergency Response

Cross cutting topics

This Committee will also act as lead select committee on the monitoring and review of the following cross-cutting topics:

- Resident Experience
- Civic Centre, Property and built assets

This Committee will scrutinise and review the work of utility companies whose actions affect residents of the Borough.

A full breakdown of the different service areas can be found in *Appendix C*.

It is important that the Committee remains wholly within its Terms of Reference when undertaking scrutiny activity and Democratic Services can advise further on this if required at meetings, as and when potential items are requested to be looked into by the committee.

Recent and Current Activity Undertaken by other Select Committees

Select Committee	Activity areas during 2023-2024
Former Property, Highways and Transport Select Committee	Platinum Jubilee Leisure Centre, Project Updates on West Drayton and Hayes Estate Regeneration Budget, Draft Hillingdon Cycling Strategy 2023 – 2028, Civic Centre Works - Project Update, Cranford Park Heritage Asset Project, Building Safety Update, Present and Future of the Fleet
Former Finance and Corporate Services Select Committee	Digitalisation of the Contact Centre and Human Resources Function, Annual Complaints and Service Monitoring Update Report, Budget Updates, Staff Skills, Learning and Development, First Aid Awareness and Training, Health, and Safety Services, Treasury Management, Members Enquiry, The Council’s digital journey & resident/Member experience, The Council’s Transformation and Business Change Programme and Cybersecurity
Children, Families and Education Select Committee	Persistent Absenteeism, Hillingdon 0-19 Years Core Offer to Children, Young People And Their Families, Youth Offer Consultation, School Place Planning, Budget, Children's Safeguarding Partnership Annual Report, SEND Strategy, Ukrainian Children update, School Admissions Arrangements, DPS for Alternative Provision - Education and SEND, Learn Hillingdon Annual Report, School Organisation Plan, Annual Education Standards report and Hillingdon Music Hub Annual Report, Budget
Residents’ Services Select Committee	Homeless Prevention & the Customer Journey, Impact of HS2 on Parking and Noise, Public Space Protection Order 2023 Review, High Street Regeneration Post Covid Evaluation, Scrutiny of the Safer Hillingdon Partnership, Budget, The Locata Housing System, Hillingdon Canals, Anti-social and Environment Team (ASBET) update, Community Infrastructure Levy and S106 Monitoring - Annual Report, Local Flood Risk Management Strategy, Strategic Climate Action Plan, Tree Planting and Weed Control and Food Waste – Success of the Scheme
Health and Social Care Select Committee	Family Hubs - National and Local Context, Police and Mental Health Attendance at A&E, Older People’s Plan, Hillingdon Safeguarding Partnership Annual Report 2022-2023, GP Pressures, 2023/25 Better Care Fund Section 75 Agreement, Health Scrutiny and the New Reconfiguration Arrangements, Health Service Provision in Hillingdon's Rural Areas, North West London Joint Health Overview and Scrutiny Committee and Budget updates.

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Multi-year work programme

The way that each select committee plans their work is via the multi-year work programme, which is on the agenda for every meeting. It's an important 'live' document, as it sets out the programme of activity at each committee meeting. It is developed and steered with the chairman and owned by the Committee, who can shape and adapt it, as the time progresses.

Multi-year work programmes can cover:

1. Policy reviews (which can span months with witness sessions)
2. Regular service / performance reports
3. One off information reports
4. Cabinet Forward Plan
5. Any external scrutiny (if applicable)
6. Past review monitoring
7. Other activity, e.g. site visits

It is important to keep the work programme manageable, and thereby the activity undertaken at each meeting, achievable. For example, each additional information report requested by the Committee will have additional resource implications for council service areas. Good timing is also a factor to enable officers sufficient notice to prepare any information or committee report given competing demands on their service areas.

Undertaking policy reviews

A key role of select committees are to shape and develop policies and deliver improvements to council services. Over the years, committees have undertaken successful in-depth reviews and this has resulted in a number of positive changes locally, with some also affecting policy at a national level. The typical cycle of a more in-depth policy review is as follows:

1. Selection of topic;
2. Scoping and structuring the review;
3. Witness & evidence stage (this is the main activity seeking out evidence);
4. Draft recommendations considered;
5. Final report, with recommendations, approved by Committee;
6. Report referred to Cabinet for consideration and decision;
7. If agreed by Cabinet, monitoring of the approved recommendations at a later date.

Some committees opt for quick single meeting reviews where the topic and service area to be scrutinised is very focussed. It is advisable that any review is done one at a time, given resources.

In undertaking reviews, committees have a lot of tools at their disposal to get the best outcome. This is usually gained from the external witnesses that participate, the evidence and data considered but importantly the voice of users or residents concerned. It is vital for the committee to have both qualitative and quantitative data to support their inquiries. Committee are also not bound by their formal structure of evening meetings. Site visits, informal meetings and workshops can sometimes be more productive in gathering evidence.

Useful things that Councillors themselves can also do in preparation for reviews are:

- Prepare your own draft questions for witnesses in advance;
- Find out more about any individual or external organisation invited;
- Do your own additional research on the topic - you may find something officers don't!
- Use your network of councillors in other local authorities to seek any views;
- Talk to residents at surgeries about the review - get their thoughts.

Policy reviews will be a matter for a more detailed discussion at the July meeting of the committee.

However, for information, *Appendix B* of this report, sets out the previous reviews undertaken by Overview and Scrutiny Committees in Hillingdon over the last 5 years.

BACKGROUND PAPERS

[Council Constitution](#)

Appendix A – Overview and Scrutiny Structure in Hillingdon

Select Committees & Chairs 2024/25



Appendix B – Full Breakdown of Relevant Service Areas

Relevant service areas	Breakdown
Democratic Services	<ul style="list-style-type: none"> • Democracy – Council Governance / Decision-Making / Committee Support / Overview & Scrutiny / Petitions / Appeals / Member Advice & Support • Member Development & Training • Elections / Electoral Registration • Registrar of Births, Deaths and Marriages • Member Standards and Ethics • Mayoralty & Civic & Ceremonial Events
Finance	<ul style="list-style-type: none"> • Medium Term Financial Forecast (MTFF) Strategy, Budget Setting and Monitoring • Capital Budgeting and Monitoring • Revenues and Benefits • Transactional Finance • Systems Maintenance and Development Lead • Client Financial Affairs • Service Finance and Business Partnering • Insurance • Children's Access to Resources • Finance Directorate Training and Development
Procurement & Commissioning	<ul style="list-style-type: none"> • Procurement and Commissioning Governance • Category Management • Energy Management • Fleet Management
Counter Fraud	<ul style="list-style-type: none"> • Counter Fraud • Investigations
Audit & Business Assurance	<ul style="list-style-type: none"> • Internal Audit • External Audit • Risk Assurance • Annual Governance Reporting
Digital & Information	<ul style="list-style-type: none"> • Customer Access / Experience & Contact Centre • Technology • Digital / ICT • Business Intelligence (inc. Performance, complaints & MEs) • Information Governance
Strategic Partnerships	<ul style="list-style-type: none"> • Various partnerships, e.g. Brunel University
Consultation & engagement	<ul style="list-style-type: none"> • Corporate Consultation guidance • Consultation events / assemblies
Corporate Communications	<ul style="list-style-type: none"> • Media Relations • Campaigns and Marketing • Publications

	<ul style="list-style-type: none"> • Social Media • Design • Website Content • Internal Communications
Legal Services	<ul style="list-style-type: none"> • Legal Casework • GDPR • Freedom of Information Requests • Subject Access Requests • Monitoring Officer
Human Resources	<ul style="list-style-type: none"> • HR Strategy, policies & guidance • Recruitment Processes • Workforce Planning • Learning and Development • Apprenticeships
Business Administration (incl. Mortuary)	<ul style="list-style-type: none"> • Executive Assistants and PAs • Business Support and Technical Admin for Service Areas • Post Room • Mortuary
Transformation (BID)	<ul style="list-style-type: none"> • Various connected activity
Operational Assets	<ul style="list-style-type: none"> • Repairs and Engineering, incl. housing • Planned Works • Disabled Facilities • Green Homes Projects • Decarbonisation Projects • Building Safety • Facilities Management • Disabled Facilities Grants / Major Adaptations
Property Services	<ul style="list-style-type: none"> • Estates Management • Strategic Property
Capital Programme (inc. Major Projects)	<ul style="list-style-type: none"> • Capital Programmes • School Building and Conditions Programme • Major Projects, e.g. Leisure Centre
Transportation	<ul style="list-style-type: none"> • Strategic aspects of all transport modes (principally road traffic and all forms of public transport) • Parking and Road Safety Engineering design (including design of new parking schemes and related Traffic Management Order making) • Road Safety Education, training and publicity (including sustainable transport associated with schools) • Transport for London liaison (including making bids for transport related funding) • Town Centre renewal projects; • £1.5M per annum Chrysalis Programme • Ward Budgets Programme • S106 transport spend • Borough transport liaison with external stakeholders
Highways	<ul style="list-style-type: none"> • Reactive maintenance (routine safety inspections and defect repairs) • Licences and temporary traffic order • Street work licences and work coordination

	<ul style="list-style-type: none">• Strategy and Policy• Highways asset management• Planned maintenance and improvement projects.• Highways project design and delivery• Vehicle crossovers• Developer works - S278/S38• External/Internal communication and liaison• Street lighting maintenance• Electric Vehicle Infrastructure• Highway structure maintenance i.e. Bridges, footbridges, culverts and retaining walls etc• Highway drainage – annual gully cleaning and maintenance• Line marking and sign maintenance.• Winter service – gritting• Emergency response team - 24/7 all year round
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Appendix C - List of recent reviews undertaken by all Select Committees

(with hyperlinks)

May 2022 - 2024

- [Procurement within Hillingdon](#)
(Considered at the Cabinet meeting on 15 February 2024)
- [Stronger Families Hub: Our Engagement with Key Stakeholders – Exploring Participation and Feedback to Improve Service and Satisfaction](#)
(Considered at the Cabinet meeting on 9 November 2023)
- [Alley Gating in Hillingdon](#)
(Considered at the Cabinet meeting on 9 November 2023)
- [Attaining Best Practice and Value for the Council's Highways Resurfacing Programme](#)
(Considered at the Cabinet Meeting on 24 March 2024)
- [Hillingdon's Empty Homes Council Tax](#)
(Considered at the Cabinet meeting on 15 December 2022)
- [Review of the CAMHS Referral Pathway](#)
(Considered at the Cabinet meeting on 24 March 2024)

Previous reviews 2019 - 2022

- [The Council's offer of Assisted Living Technologies](#)
(considered at the [Cabinet meeting on 21 April 2022](#))
- [Electric Vehicles, Infrastructure and Future Policy Development for the Borough](#)
(considered at the [Cabinet meeting on 24 March 2022](#))
- [Our engagement with tenants and leaseholders](#)
(considered at the [Cabinet meeting on 17 February 2022](#))
- [Performance Reporting and Monitoring in Hillingdon](#)
(considered at the [Cabinet meeting on 17 February 2022](#))
- [Adult & Community Learning Service \(ACE\)](#)
(considered at the [Cabinet meeting on 11 November 2021](#))
- [Children's Dental Health](#)
(considered at the [Cabinet meeting on 14 October 2021](#))
- [Voluntary Sector Response to Covid-19](#)
(considered at the [Cabinet meeting on 27 May 2021](#))
- [Making the Council More Autism Friendly](#)
(considered at the Virtual [Cabinet meeting on 22 April 2021](#))
- [Review into Littering and Fly-tipping](#)
(considered at the Virtual [Cabinet meeting on 22 October 2020](#))
- [Review into GP Pressures](#)
(considered at the [Cabinet meeting on 23 January 2020](#))
- [Universal Credit: likely favourable and adverse impacts, risks and local partnership response](#)
(considered at the [Cabinet meeting on 14 November 2019](#))
- [Community safety and new policing structures in Hillingdon](#)
(considered at the [Cabinet meeting on 25 July 2019](#))
- [Combating the homophobic, biphobic and transphobic bullying of young people in Hillingdon](#)
(considered at the [Cabinet meeting on 20 June 2019](#))