

# Policy and Oversight Board Agenda

Monday 24 April 2023 at 7.00 pm

Main Hall (1st Floor) - 3 Shortlands, Hammersmith, W6 8DA

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## MEMBERSHIP

Administration	Opposition
Councillor Lisa Homan (Chair) Councillor Jacolyn Daly Councillor Natalia Perez Councillor Helen Rowbottom Councillor Nikos Souslous Councillor Nicole Trehy Councillor Rory Vaughan	Councillor Victoria Brocklebank-Fowler

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Members of the public are welcome to attend but spaces are limited. If you'd like to attend please contact [David.Abbott@lbhf.gov.uk](mailto:David.Abbott@lbhf.gov.uk). The building has disabled access.

Date Issued: 14 April 2023

# Policy and Oversight Board Agenda

If you would like to ask a question about any of the items on the agenda please email [David.Abbott@lbhf.gov.uk](mailto:David.Abbott@lbhf.gov.uk) by: 21 April 2023

<u>Item</u>	<u>Pages</u>
<b>1. APOLOGIES FOR ABSENCE</b>	
<b>2. DECLARATIONS OF INTERESTS</b> <p>If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.</p> <p>At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.</p> <p>Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.</p> <p>Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Standards Committee.</p>	
<b>3. MINUTES OF THE PREVIOUS MEETING</b>	4 - 13
<p>To approve the minutes of the previous meeting as an accurate record and note any outstanding actions. Updates on actions from previous meetings can be found in the attached action sheet.</p>	
<b>4. OUR COMMITMENT TO INCLUSIVE RECRUITMENT, INTERNAL DEVELOPMENT AND PROGRESSION AND RETENTION OF KEY SKILLS</b>	14 - 28
<p>This report provides an update on the Council's commitment to embedding an inclusive culture in terms of recruitment, internal development, progression and retention of key skills aligned to our overall objective of continually improving our employer value proposition.</p>	

- 5. LOOKING BACK ON THE WORK OF THE BOARD IN 2022/23** 29 - 37
- This report looks back at the achievements of the Board in 2022/23. It updates on the major items that the Board has considered, supporting the co-production and development of the Council's emerging Digital Inclusion Strategy and response to the Cost-of-Living Crisis. The report also seeks approval of the Board's terms of reference for the year ahead and seeks views on key strategic issues within its remit to programme for consideration in 2023/24.
- 6. 2021 CENSUS BRIEFING** 38 - 60
- This report provides a summary of headlines from the Census 21 first release of topic data. It also considers emerging key trends and findings for the Council. The report sets out the plans for the further analysis and reporting of the Census as more data is released through 2023, including developing new ward profiles and a borough profile.
- 7. POLICY AND ACCOUNTABILITY COMMITTEES' UPDATE REPORT** 61 - 68
- This report outlines the areas of work and reports considered by each of the Council's six Policy and Accountability Committees, from January to March 2023.
- 8. DATES OF FUTURE MEETINGS**
- To note the following dates of future meetings:
- 20 June 2023
  - 11 Sep 2023
  - 11 Dec 2023
  - 23 Jan 2024
  - 29 Apr 2024

# Agenda Item 3

London Borough of Hammersmith & Fulham

## Policy and Oversight Board Minutes



Tuesday 24 January 2023

### **PRESENT**

**Committee members:** Councillors Lisa Homan (Chair), Jacolyn Daly, Natalia Perez, Helen Rowbottom, Nikos Souslous, Nicole Trehly, Rory Vaughan and Victoria Brocklebank-Fowler

### **Co-opted members:**

### **Other Councillors:**

Rebecca Harvey (Cabinet Member for Social Inclusion and Community Safety)  
Rowan Ree (Cabinet Member for Finance and Reform)  
Patricia Quigley (Cabinet Assistant)

### **Officers:**

Sukvinder Kalsi (Director of Finance)  
Andre Mark (Head of Strategic Planning and Monitoring)  
Alex Pygram (Head of Finance, Corporate Services, Improvement and Analytics)  
Matthew Sales (Assistant Director, Programmes and Assurance)  
Tony Burton (Head of Finance, CHS and Education)  
Kellie Gooch (Head of Finance, Environment)  
Prakash Daryanani (Head of Finance, ASC and Public Health)  
Phil Triggs (Director of Treasury and Pensions)  
Danny Rochford (Head of Finance, Economy)  
Gary Hannaway (Head of Finance, Parking)  
Chris Harris (Chief Accountant)

### **1. APOLOGIES**

There were no apologies for absence.

### **2. DECLARATION OF INTERESTS**

There were no declarations of interest.

### **3. MINUTES**

The minutes of the meeting held on 12 December 2022 were agreed as an accurate record.

#### **4. 2023 MEDIUM TERM FINANCIAL STRATEGY**

##### Cabinet Member Overview

Councillor Rowan Ree introduced the Medium-Term Financial Strategy 2023 (MTFS) presentation by commending officers and thanking member colleagues for their significant efforts and commitment in preparing the council's budget proposals. This was a remarkable piece of work given that final figures from the Local Government Financial Settlement were released only two days before the parliamentary Christmas recess. This was also the fifth consecutive year of having a single year financial settlement and many assumptions had informed the MTFS.

This was a balanced budget, in response to the difficult financial future predicted by the Bank of England, a 10.5% inflationary rate, and interest rates of 3.5%, all of which were expected to have a significant impact on council finances. With increased demand for services and cost for provision, this continued to be challenging. For residents, an increasingly reduced financial envelope had seen no variation in the delivery of high-quality services and the council had gone further by removing home care charges, providing free breakfasts for primary school children, maintaining weekly refuse collection and the introduction of Law Enforcement Team.

These were significant achievements and continued to be part of a package of proposals designed to protect frontline services for residents when the cost of living for many had seen utility and food bills increasing significantly. Approximately £1 million had been ring-fenced as a cost-of-living fund to provide support to vulnerable residents to help mitigate the financial difficulties.

##### Director of Finance - Corporate Overview

Sukvinder Kalsi provided a corporate perspective of the MTFS 2023 which included the strategic operational framework offered within the context of local and national economic pressures. Locally, this included demographic changes with increased numbers of older people, major regeneration projects such as the Civic Campus development, the delivery of strategic plans to build 3,000 affordable homes in the borough, and pressure on the wide range of services that residents valued. Protecting and sustaining those services were key priorities within the MTFS. Highlighting some of the examples already raised, it was noted that many councils had reduced waste collections from weekly to every three weeks in some areas, and H&F was one of the only councils to offer free home care services. In addition to protecting services, there would be an increased planned investment of £10.7 million in services (details in the report).

Key principles for the MTFS included accommodating a pay and price inflation figure of 5%, investment in delivering of key council priorities such as policing, a council tax increase of 3%, and 2% for the Social Care Precept. Proposed savings were £2.9 million. A growth allocation of £10.7 million included £4.1 million for Social Care, £1.7 million for waste collection. Reserves of about 26% of the council's overall budget and these were within the recommended range of between £19-25 million, some of which had been earmarked for an IT upgrade, necessary to protect business

continuity and increase resilience. Looking forward, it was anticipated that the fiscal environment for 2024/25 would continue to be challenging.

### Discussion and Q&A

Councillor Lisa Homan welcomed the report and thanked officers for their diligence and commitment in preparing the MTFS 2023. She asked how challenging it was to develop a financial strategy in the tight timescales imposed by the announcement of the Financial Settlement. Sukvinder Kalsi responded that the current conditions were difficult given the inflationary and demand pressures services which made it hard to gain clarity on future planning. There had been an expectation that the government would move to a three-year settlement cycle, but this had not been implemented. Councillor Ree commended Sukvinder Kalsi and finance colleagues for their efforts during the Christmas break. Anticipating and predicting services required ongoing monitoring, assessment, and adjustment throughout the year to reliably inform financial assumptions.

Councillor Victoria Brocklebank-Fowler referred to the ringfenced budget figure in paragraph 12 of the report (page 20 of the agenda pack) and the total increase of this being £3.245 million and asked what the base figure had been. Sukvinder Kalsi indicated that this was approximately £2.9 million and so a marginal increase for 2023/24. Andre Mark clarified that ring fenced budgets sat outside of the grant settlement figure and included funds for the homelessness prevention grant, adult social care discharge funding and a slight change to the fair cost of care fund, which cumulatively account for the increase to £3.245 million.

Referring to the demographic pressures identified in the presentations, Councillor Natalia Perez sought further details about this, recognising that this had been informed by the Census 2021 data. She asked if they were specific to particular areas of the borough or the whole borough. Referencing the work being led by Matt Sales and colleagues in the Business Intelligence (BI) service, Councillor Ree explained that there was an aging population in the borough with an increased number of people aged 55+ living in the borough, and a corresponding decline in the number of young people. This would affect the types of grants that the council was able to apply for from central government, so for example, less funding for youth services. Matt Sales elaborated that census trend data reflected the timing of the 2021 census which was taken during the pandemic. It did not fully reflect the borough but a comparison to the 2011 census revealed a 25% decline in the number of children aged under 5. Councillor Ree continued that other factors that might affect data patterns included the census date, 21 March. At the time, students would have been away from home at university, and many people who had moved out of London had later returned, affecting the accuracy of the data in that it might not be a true reflection of the borough in 2023.

Councillor Nikos Souslous enquired if the government had considered any variations that might arise in the Office for National Statistics intermittent reporting. Matt Sales explained that this was a complex question but a group of similarly affected London boroughs had formed a working group to further explore concerns raised by the census and the extent to which the data was representative of the boroughs. The boroughs were also engaging with London Councils to examine population modelling

and how these were used to inform government grants and settlement figures, financial schemes that were in themselves, also very complex, and officers confirmed they were providing Councillor Ree with further guidance on this.

Councillor Soslous asked about the reducing waste disposal tonnage metric and sought further information about this. Sukvinder explained that the council was currently undertaking some awareness raising engagement work with residents to help improve their understanding of how and what they can recycle, and therefore reduce the amount of household waste. The council was also working with businesses to try and reduce commercial packaging. A pilot project on waste containerisation was also being implemented collecting recycling in wheelie bins to help households separate their waste more easily to promote overall recycling. The cost of disposing of domestic waste was £160 per ton, compared to £35 per ton of recyclable waste, indicating significant cost differential.

Councillor Brocklebank-Fowler sought further clarification about the investment proposal figure of £10.7 million figure, in relation to savings of £2.9 million and approximately £1 million for the cost-of-living fund, and how funding for the latter had been identified. Sukvinder Kalsi responded that it was difficult to hypothesise about the figures in the way they had been described by Councillor Brocklebank-Fowler. The figure of £10.7 million indicated additional investment in services as set out in the table 5, paragraph 24 of the report (page 22 of the agenda pack). This set out a budget that was balanced by another proposal where income was generated by grant income. The overall budget therefore comprised of different financial component parts. Seeking further clarification, Councillor Brocklebank-Fowler enquired about the specifics of the anticipated £5 million expected on the existing balance. It was clarified that some income would be generated from proposals for council tax, which would generate about £3.5 million. Overall, there was also an increase in the number of households in the borough of about 1600, which would also generate additional income. Andre Mark confirmed that this represented a mix of new residential properties and a reflection of the natural churn in population demographic growth.

Councillor Ree explained the context of the approximately £1 million fund allocated to the cost-of-living programme. The challenge had been that the cost-of-living crisis had been perceived as a “winter pressure”, with increased utility spending to keep warm, reducing during warmer periods. However, there was a recognition that these pressures would continue throughout the year and that prices would continue to increase. This ring-fenced money was a dedicated fund that could be applied to specific projects throughout the year to support residents, for example, by increasing discretionary benefits. The funding was new money, drawn from savings and income generated by the council and did not come from reserves. Sukvinder Kalsi clarified that the proposed budget for next year did not rely on any reserve expenditure. Contingency policies would remain in place to allow the council to deal with any emergencies as they arose.

Councillor Homan commented that the Board had considered the cost-of-living programme at its previous meeting and that it was clear that there were activities that the council was engaged in to deliver support to residents which also reflected long

term investment in specific projects. It was a positive decision to ring fence this funding.

Councillor Rory Vaughan welcomed the report and thanked finance colleagues for their work. He asked when the government might announce details of the business rates review. He also welcomed the effort to maintain the free home care policy given the increase in costs to deliver this, which he regarded as a testament to the efforts of officers. Sukvinder Kalsi reported that parliament had indicated on 17th November 2022 that social care reforms would not be prepared for at least two more years. Andre Mark added that the business rates revaluation scheme would not take place for another year, so this might materialise for the 2024/25 grant settlement. It was explained that the council worked closely with home care providers to monitor and maintain the costs of home care. About 1500 residents benefitted from this support, receiving an average of 13 hours support per week.

Prakash Daryanani confirmed that some social care reforms around charging had been postponed to October 2025, but other reforms would continue. The council was working with care providers on the reform agenda, and they were also monitoring inflationary and wage pressures, which could be alleviated by the ring-fenced market sustainability grant. Commenting further he referred to Appendix 1 of the report which reflected interesting data trends regarding home care which was the service with the highest pressure across all of the social care services provided. The decision to continue to provide free home care was a strategic policy commitment, delivered by only two local authorities nationally, and managed year on year within the budget, at the same time as continuing to invest in service growth (about £4 million of the £10.7 million investment proposal).

Addressing the earlier point by Councillor Vaughan, Councillor Jacolyn Daly asked about business rates in the context of short-term changes to government policies on rate capping in previous years, and what the forecast of future income might be given the number of businesses that were ceasing to trade. Councillor Daly also asked about what the future government reforms were expected to be and what the impact on long term planning might be, given the council's commitment and investment in its industrial strategy. Councillor Homan elaborated that the council had focused on its industrial strategy to support local businesses and that many businesses had been failing which was difficult to predict. Councillor Homan asked if there was any indication of how the business rates review would impact the council's current position and felt that this should be included as a risk factor (paragraph 34, page 25 of the agenda pack) noting an anticipated reduction in business rate revenue. Sukvinder Kalsi responded that the council normally took a cautious approach to business revenue income and in recognising the impact on businesses had tried to mitigate against these risk pressures. Andre Mark added that the council budgeted at its safety net level, protected against any fall below the safety net, and technical adjustments were required to go either above or below that safety net. There was no certainty about the level of risk generated by fluctuations in business rate revenue or council tax collection.

Councillor Nicole Trehy asked what recruitment and retention workforce challenges could be envisaged in relation to social care. Prakash Daryanani responded that there were particular workforce challenges in the home care service. A London



Living Wage (LLW) was paid but these were still comparatively low wages for the region. The specification for the service procurement was quite detailed but mitigation measures included the inclusion of career pathway opportunities which included training and development. An increase in the hourly rate was anticipated but it was a challenge given demand for staff from other markets.

Councillor Brocklebank-Fowler enquired if the number of council staff had decreased in the borough. Sukvinder Kalsi responded that this figure depended on the service and service providers, for example, the establishment of the Law Enforcement Team indicated an increase in the council workforce, and Facilities Management had been brought in house, with fluctuations in workforce numbers as services expanded or contracted. Councillor Homan commented that many contractors were struggling with workforce recruitment and that this too could be included as a risk factor. It was confirmed that the council was working closely with providers to mitigate and monitor, reporting back any concerns. Councillor Ree commented that Finance and BI colleagues had undertaken a piece of work in 2020/21 to monitor the Council's spend on agency staff and a dashboard implemented to ensure that this was tightly controlled.

### Corporate Services Overview

Alex Pygram highlighted areas of success, opportunities for growth and risk factors for 2023/24 across Corporate Services. Total expenditure was £34.3 million representing approximately 6% of the council budget. Three areas of income were highlighted, these included Legal recharge, digital advertising and mortuaries (shared as part of the West London Coronial Area). Areas of success included Hello Hybrid, allowing the staff to work with greater agility, and reducing the leasing costs as space was consolidated. BIU had continued to innovate by developing a number of new products across the council facilitating improved utilisation and application of data to inform service development and delivery. The Electoral Registration Team had successfully delivered the May 2021 local elections, and Digital Services had managed to deliver upgrades, protect data and maintain security, rolling out new IT hardware and kit within budget. The Transformation and Talent team were also delivering a successful apprenticeship programme which included placements for 41 apprentices across the council, with a further 60 who were engaged in apprenticeship studying.

The figures for both expenditure, income and revenue were explored, in summary it was noted that there was a net budget of £25.6 million, with staffing costs of approximately £5 million, and £7 million in contracts (£12.6 million total). Savings of about £20k had been proposed in addition to £1.4 million delivered in previous years, with investment growth of £691K proposed for 2023/24. The recent pay award implemented in November 2022 was included in the 2023/24 budget and work was underway to plan for 2024/25. There was a significant spend for the Finance and HR system provided by Hampshire County Council of £2.1 million. Future plans and opportunities included work on digital advertising, renegotiation of some contracts, and exploring different avenues for generating income. Key risks included inflation and a number of Digital Services were due for contractual renewal and these would be closely monitored and negotiated to mitigate any inflationary increases. IT hardware was also being refreshed as part of the 'Tectonic 2' program in 2024.

Councillor Souselous referred to a council motion (Council meeting held on 18 January 2023) against the introduction of photographic identification for voting in elections. He enquired about what the associated cost of introducing this measure might be. Alex Pygram explained that although proposals had been outlined, the costs were relatively unknown and more information from government was expected as to the implementation costs. There would also be peripheral costs for enforcement and delivery and, so far, £6k had been awarded to support the work. Any further expenditure would need to be reclaimed from government, which was not encouraging creating considerable uncertainty, although this a national programme.

Councillor Vaughan enquired about IT service changes that were likely to arise from reform and more generally, what the scale of the IT upgrade work consisted of. Councillor Homan reminded officers and the Board of its recent work undertaken on digital inclusion. Digital reforms and upgrades would be a provision to support the whole workforce and organisation and would be separately charged. Councillor Ree explained that a large part of the investment had been intended to increase security. A number of local authorities had recently experienced security breaches and he was keen to for the council to avoid this experience. A decision had also been made to return IT support in-house to offer a more effective service, and a further cost would be to update the system to achieve greater workforce efficiency. Councillor Perez enquired if the Hello Hybrid programme had capitalised on new IT opportunities. Councillor Ree responded that the programme had allowed the council to widen its geographical recruitment field, saved lease costs by consolidating office space and will support the reduced office capacity that will be available at the Civic Campus.

Councillor Homan briefly summarised the key points of the discussion:

- A three-year settlement plan would be helpful to the council and the Board endorsed this as a way forward.
- The Board noted the difficulties around business rates and how this should be included as a risk factor in future papers.
- The Board would continue to support and contribute to the development of the digital inclusion strategy.
- Workforce recruitment and retention required monitoring, noting the change to staff profile given programmes such as Hello Hybrid, the Civic Campus and moving services in house.
- Further monitoring of electoral registration reform.

Councillor Homan commended the work of officers and thanked Councillor Ree for the significant work undertaken to present the budget proposals for 2023-24.

## **RESOLVED**

That the Board agreed the following actions:

- The Director of Finance to confirm the base figure £2.9 million ring-fenced budget and the details of it.

- The Assistant Director of Programmes and Assurance to provide key headline information from the Census 2021 as part of a report to a future meeting of the Board.
- The Head of Strategic Planning and Monitoring to provide further details on the 1,600 new households assumed in the Council budget.
- The Director of Finance to include business rate revenue as a risk factor in future MTFS proposals.
- The Director of Finance to provide Council workforce figures for the previous three years.

**5. WORK PROGRAMME**

The Board planned to consider the following items for future meetings:

- April 23 – Census 21 headlines and look back on year
- June 23 – Coproduction and intergenerational work

**6. DATE OF THE NEXT MEETING**

The Board noted the date of the next meeting on 24 April 2023.

Meeting started: 7.00 pm  
Meeting ended: 8.18 pm

Chair .....

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# Policy and Oversight Board Action Sheet

**12 December 2022**

## **Item 4: The cost-of-living crisis – working together to improve the local response**

1. To consider how the council could help to address data sharing issues across different organisations.
2. To provide more agile support for residents by enabling faster decision making and assessments.
3. Further information to be sought about low-cost ceramic heaters.
4. Further details about the location of the cost-of-living popups to be made available.

*Follow-up: All actions to be covered in the cost-of-living section of the 'Looking back' report on the April agenda.*

**24 January 2023**

## **Item 4: 2023 Medium Term Financial Strategy**

1. The Director of Finance to confirm the base figure relating to the ring-fenced grants increase.

*Follow-up: The base figure for the ring-fenced grants was £37.9m for 2022/23. The major components of these grants was explained at the meeting and the full details can be found in Appendix E of the Revenue Budget and Council Tax Levels 2023/24 report:*

<https://democracy.lbhf.gov.uk/documents/s123419/Appendix%20E%20Government%20grant%20funding.pdf>

2. The Assistant Director of Programmes and Assurance to provide key headline information from the Census 2021 as part of a report to a future meeting of the Board.

*Follow-up: 'Census 2021 headlines and implications' is on the April agenda.*

3. The Head of Strategic Planning and Monitoring to provide further details on the 1,600 new households assumed in the Council budget.

*The details of the increase were set out in the Council Tax Base and Collection Rate 2023/24 and Delegation of the Business Rate Estimate report. The table is replicated below for ease of reference.*

Link to full report:

<https://democracy.lbhf.gov.uk/documents/s122574/COUNCIL%20TAX%20BASE%20AND%20COLLECTION%202023-24.pdf>

	Band D Equivalents
An increase in the tax-base due to new non-exempt properties	11
An allowance for new properties added in-year	275
A forecast reduction in the number of single persons discounts	143
Reduction in the number of local council tax support scheme discounts	682
Reduction in student and other discounts	233
<b>Increase in the 2022/23 tax base</b>	<b>1,673</b>

4. The Director of Finance to include business rate revenue as a risk factor in future MTFS proposals.

*Follow-up: This will be included in the future MTFS*

5. The Director of Finance to provide Council workforce figures for the previous three years.

*Follow-up: The Council's budgeted workforce estimates (all General Fund) for the past 3 years were:*

*2020/21 - 2,030*

*2021/22 - 2,030*

*2022/23 - 2,050*

*Estimates will fluctuate, for example as services expanded or contracted or were delivered internally or externally.*

# Agenda Item 4

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

**Report to:** Policy and Oversight Board

**Date:** 24/04/2023

**Subject:** Our commitment to inclusive recruitment, internal development and progression and retention of key skills

**Report author:** Mary Lamont, Assistant Director, People & Talent

**Responsible Director:** David Tatlow, Director, Corporate Services

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### SUMMARY

This report provides an update on our commitment to embedding an inclusive culture in terms of recruitment, internal development, progression and retention of key skills aligned to our overall objective of continually improving our employer value proposition.

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### RECOMMENDATIONS

1. That the committee notes the progress made and plans going forward.

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**Wards Affected:** None

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<b>Our Values</b>	<b>Summary of how this report aligns to the H&amp;F Values</b>
Building shared prosperity	<p>Our inclusive recruitment, internal progression and learning and development opportunities align with the council's vision to improve employment and career pathways for the workforce and in turn the local community, particularly in light of our commitment to 'grow our own' initiatives via our Get Ahead Programme and upskilling for future skills and employability.</p> <p>More diverse teams are better able to identify risks and opportunities. By hiring a diverse workforce, and ensuring that everyone is able to contribute, the council will be better placed both to find new ways to grow our local economy and spot efficiencies within council spending.</p>
Being ruthlessly financially efficient	We continue to review our offer in terms of being an inclusive and continuous learning organisation which

	enables us to attract and retain critical skills with a focus on cost efficiencies.
Taking pride in H&F	The progress offered by way of the H&F Academy initiative offers both internal and external opportunities for future employment skills and personal development which aligns with the vision of making H&F a great place to work.

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## Background Papers Used in Preparing This Report

None.

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## DETAILED ANALYSIS

### Background

This report provides an update on our workforce strategy with a focus on what we're doing to promote our employer value proposition (EVP) and embed a culture of inclusion to ensure we're one of the most inclusive and attractive boroughs to work for.

A diverse and inclusive workforce is vital for any organisation that seeks to thrive in a dynamic, ever-changing environment, particularly for an organisation that strives to be representative of the people it serves. The focus on our commitment to inclusion continues to intensify and our ambition to become one of the most inclusive boroughs in London (and wider) is shared across the Council's staff and senior management.

This report provides an update on our journey of embedding workforce lifecycle practices at H&F on inclusive recruitment, internal development and progression, career pathways and attraction and retention of key skills during a time of turbulence in the marketplace.

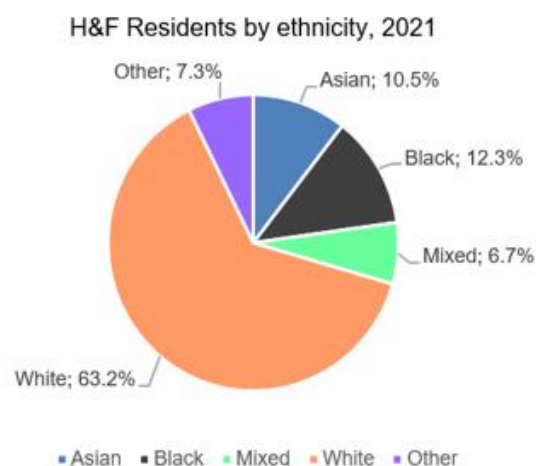
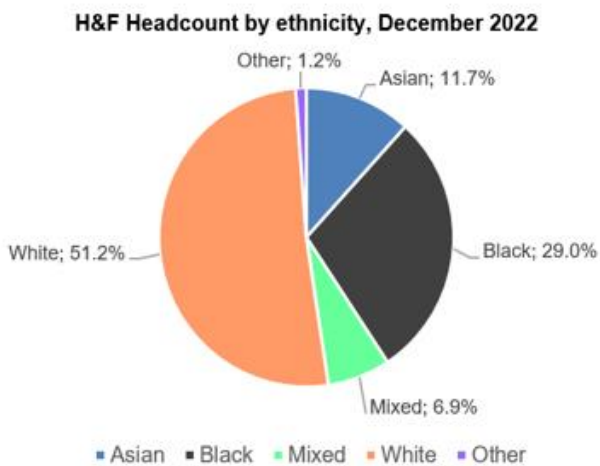
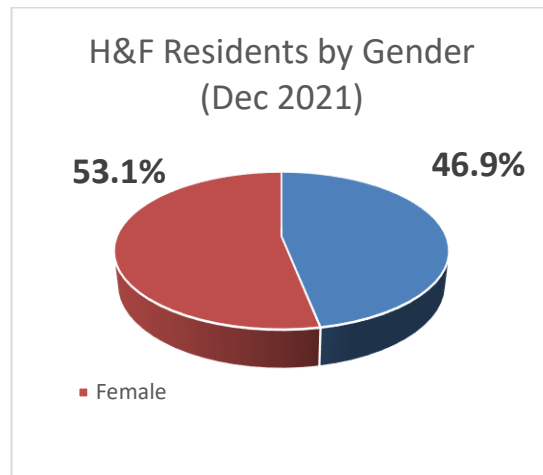
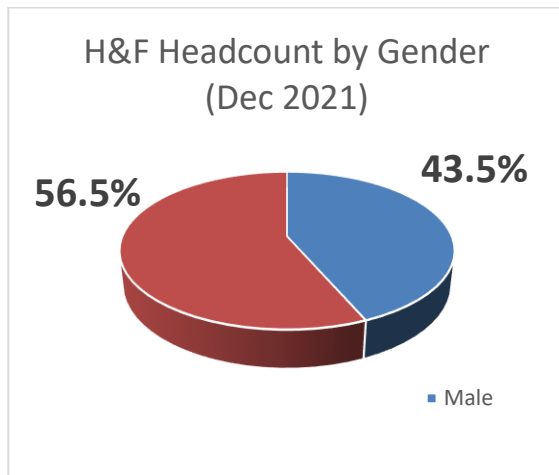
## Before we start - some context around our demographics

The charts below provide comparative data of our resident demographics and the workforce.

We're doing really well in terms of representing the communities we serve and better than others. and we're really proud of the race equality work we've been doing to attract and retain a representative workforce.

Whilst we're doing well, there's always more to do and so we have developed action plans in collaboration with our staff diversity network groups which we will continue to deliver and monitor closely. Part of that action plan delivery is to encourage more staff to declare their disability and ethnicity status.

Further on in this report you will read about other activities we're delivering to embed an inclusive culture and enhance our employer value proposition which will enable us to be assured of attracting and retaining the best candidates during turbulent times.





## **Our Inclusive Recruitment Offer**

### ***Labour Market Outlook – CIPD (the professional body for HR and people development)***

*‘We begin 2023 with headlines of strikes, high rates of inflation and rising interest rates, but few headlines on the labour market itself. Why? Because the labour market remains persistently tight – vacant jobs are plentiful but available workers are scarce. Our analysis shows that employment intentions continue to be positive, with little to suggest the labour market is cooling off’.*

*Recruitment struggles persist – over half of employers have hard-to-fill vacancies and a third anticipate significant problems in filling roles over the next six months. Our analysis shows skill shortage vacancies outnumber labour shortages, and those with degree-level or equivalent qualifications are highest in demand.”*

### **What we’re doing to address recruitment challenges and remove barriers**

With a tight labour market, attracting the best talent is more important than ever, and ensuring that we have a diverse and inclusive recruitment process puts us in the best place to do this. We’re closely monitoring our turnover and numbers of suitable applications received and appointments. We’re also running regular staff pulse surveys to monitor staff engagement and satisfaction.

The following provides, at high level, just some of the initiatives and programmes we’re undertaking to ensure we can remain competitive:

- We’ve undertaken a comprehensive review of our inclusive recruitment, onboarding and induction processes in conjunction with our staff diversity network groups. As a result, we have developed an action plan which focuses on continuous improvement and which will be supported through outcomes arising from a further review being undertaken by our partners at Microlink. [Microlink are a specialist workplace adjustment provider supporting us in ensuring that every single member of staff has the support they need to work without barriers].
- In order to tackle barriers to inclusive employment as a major employer in the borough, we continue to develop our offers to support inclusive apprenticeships, supported intern programmes and promoting the achievement of care leavers in conjunction with colleagues from social care and children’s services and our partnership with UCL and West London College.
- We’re analysing our position against this year’s pay and benefits survey and will be developing options based on new intelligence provided across London Councils.
- We’ve introduced compulsory inclusive hiring manager training which focusses on compliance and equity, diversity and inclusion. This includes enforcing diverse panels and as a minimum, the panel chair must have completed the council’s training. In the past year, we have trained 303 hiring managers.

- We've updated our job description templates to ensure the language we're using is inclusive and we're promote 'recruiting for attitude' aligned to our People Values.
- We've signed up to/are accredited with a number of key charters or partner organisations to support our inclusive recruitment and retention strategies and we're not stopping there. Most recently we have joined up with Timewise (an accreditation to demonstrate that we are a fair and flexible employer)



- We've signed up to the Opening Doors Campaign demonstrating our commitment to inclusive recruitment.

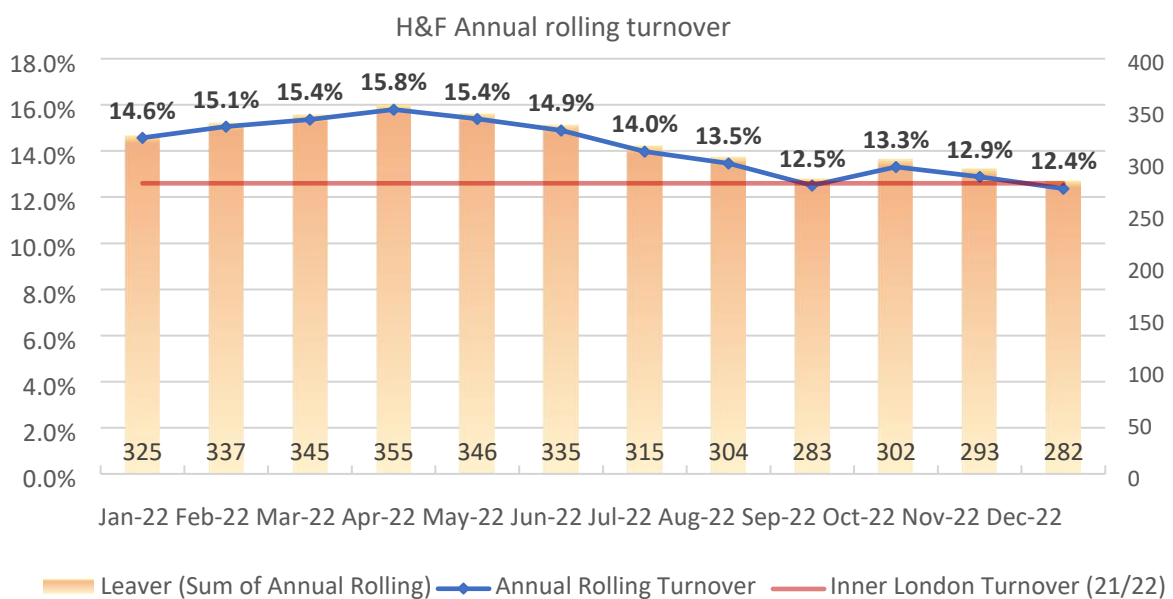


- We continue to work closely with our Economic Development service to promote the H&F Academy with a focus on local apprenticeships and graduate schemes, transfer of levy to local employers (where appropriate) and through our social value commitment.
- To help address the challenges faced with the recruitment of Social Workers, we're introducing a new shared microsite, supporting London to recruit Social Workers #TogetherforLondonsChildren. Additionally, we're reviewing our terms and conditions to ensure that we remain attractive and competitive.
- We've relaunched our corporate learning and development offer under the flagship of 'Get Ahead' to ensure it delivers what staff and managers need now and in the future in an ever-changing world of work with new ways of working starting with a great onboarding and induction experience through the employee lifecycle.
- We've updated our onboarding portal and People & Talent webpages to promote 'Total Rewards' (the full remuneration package on offer for H&F employees including pension, cycle to work scheme, generous annual leave, flexible/hybrid working and so much more).

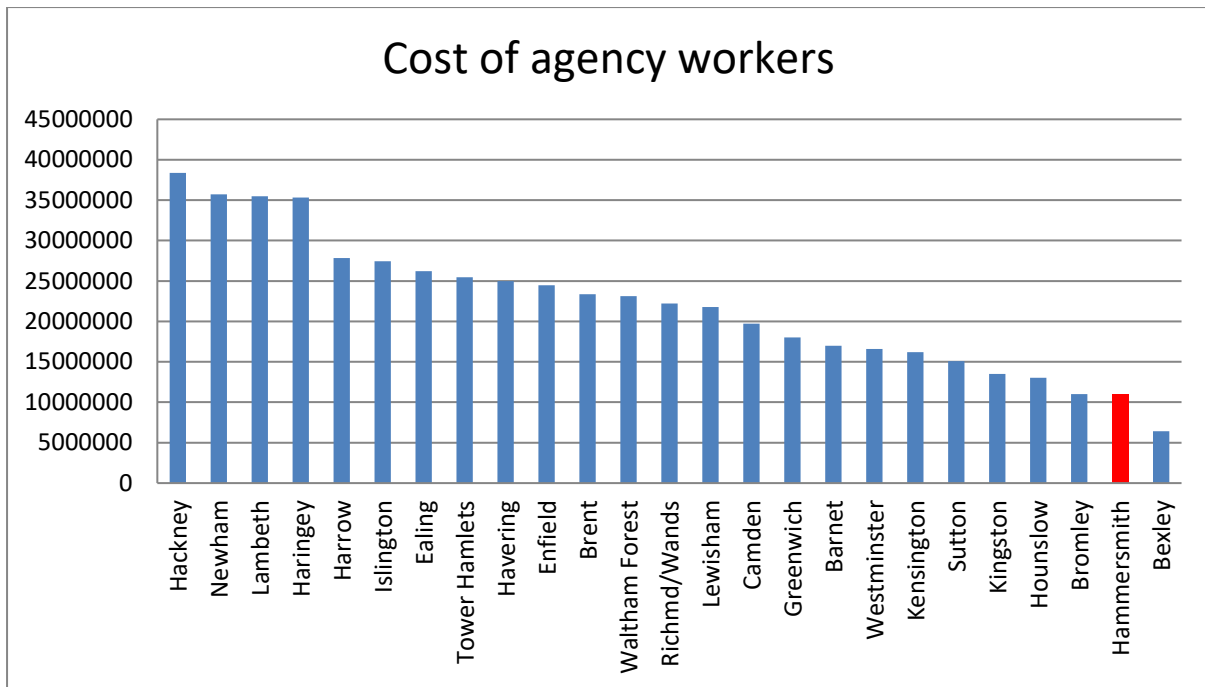
- We're working closely with our partners at Hampshire to continually develop and enhance our self-service recruitment functionality, including where appropriate the ability to apply 'off-line'.
- We're continually monitoring our turnover rates and analysing the reasons why people leave. We're taking note, and where appropriate, we're quickly putting in place actions on the basis of lessons learned.

## Turnover

The chart below shows H&F's annual rolling turnover, which stands at 12.4% in December 2022 – 0.2% below Inner London average of 12.6%.

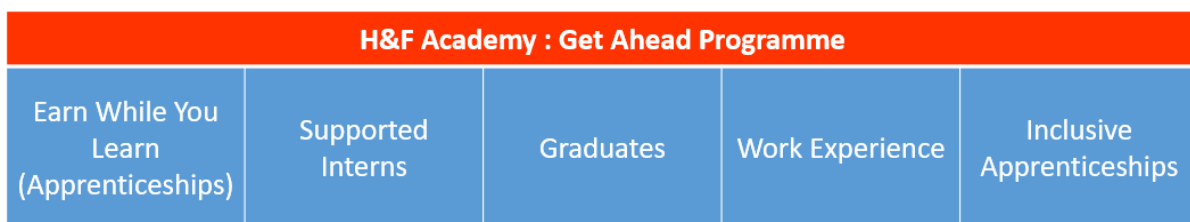


- We're also continuing to monitor closely our agency usage which we successfully reduced by 50% from £25m to £12.5m by 2021/2022. Whilst our aim is to keep agency usage at a minimum, we also recognise that our agency levels need to be reflective of our interim needs and a turbulent marketplace. There will always be a need for agency usage for interim appointments and our monitoring processes, in close collaboration with our finance colleagues, ensure that we are using agency staff appropriately for short-term and specialist task and finish programmes which are manageable and controlled and regularly audited. The table below shows benchmarking of our position compared to London Councils for the year 2021/2022. NB. The data for 2022/2023 has not yet been published.



## What we're doing to offer residents career pathways

### H&F Academy (Get Ahead)



H&F's Academy encompasses apprenticeships, graduate placements, internships and career pathways. The H&F Academy is our bold ambition to commit to "every resident in H&F having the chance of an apprenticeship or work placement....so that they can maintain the skills and confidence they need to find the career that is right for them." The H&F Academy also supports the personal development and growth of the Council's internal workforce.

### Our H&F Academy Apprenticeship Programme

Seeks to maximise apprenticeship completions, encourage borough residents to work for the Council and improve the skills and qualifications of the workforce. The following table shows significant progress in our success in increasing the number of apprenticeship starts alongside our spend of the levy.

	2018/19	2019/20	2020/21	2021/22	2022/23
No. of apprentice starts at LBHF	26	40	72	83	62
Public Sector Target (2.3%)	0.5%	1.3%	2.4%	2.9%	2.7%
Total no. of apprentices on programme	35	35	64	113	141
Amount of Levy Spent	£45,501	£103,480	£209,440	£444,613	£603,492
No. of different courses delivered	5	9	23	36	40

### Measures of success 2021/2022

- We won a regional apprenticeship award
- We were the 3rd highest London Council to meet the Public Sector Target
- We were the 8th highest council showing % of apprentices against our headcount
- We were the 9th highest council to report on new apprenticeship starts (83)
- We were the 13th highest council to report on total apprentices on programme (113). A 56% increase in the last year.
- We are 1 of only 3 boroughs that offers inclusive apprenticeships to disabled residents.
- 100% of our apprentices who have completed their apprenticeship have gained new employment either with the council or another organisation.
- We continue to realise our ambitions to grow our numbers of apprenticeships and are creating even more inclusive apprenticeships across the council.
- We benchmark our apprenticeships against the Local Government Association & London Councils (a further breakdown for 2020/2021 is included at Appendix A)

### What we're doing to ensure we can optimise our talent and provide opportunities for internal progression and development

#### Our Get Ahead Programme

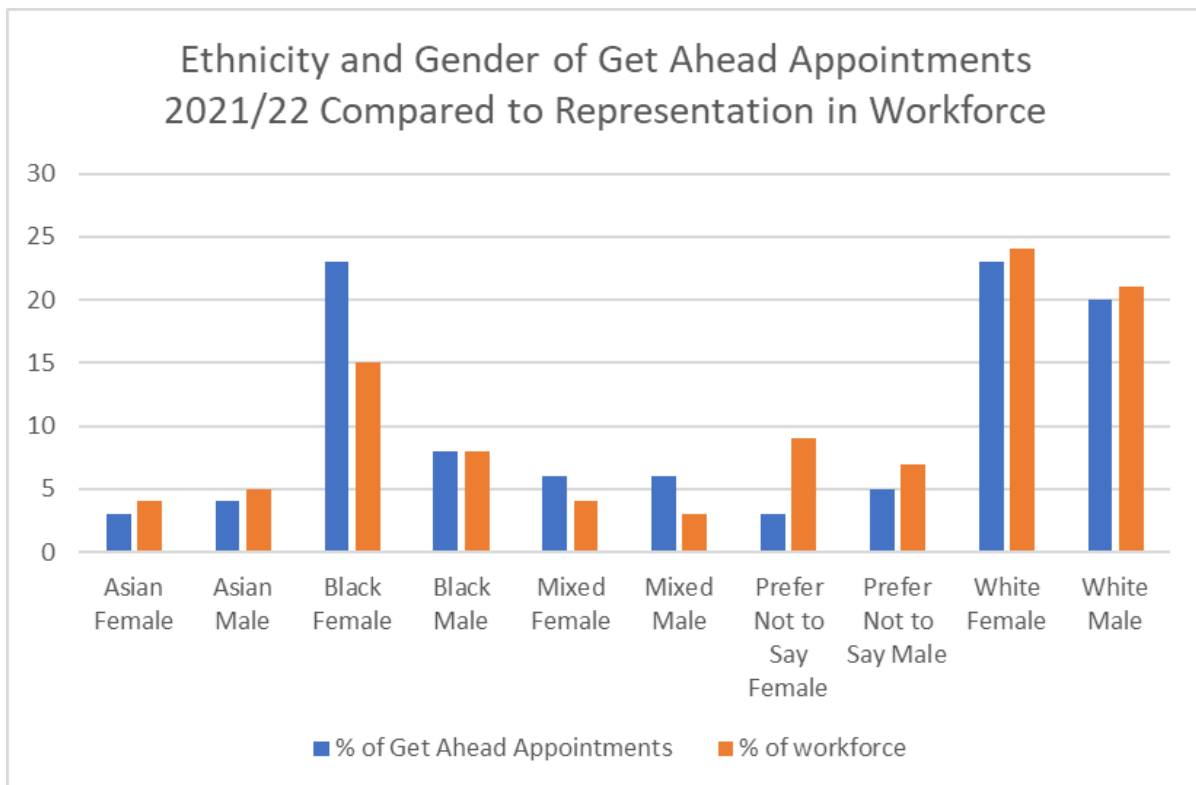
This is our signature development programme offering staff the chance to get ahead through a number of initiatives including coaching, mentoring, acting up, secondment opportunities, networking events, tailored training events and career conversations. The overarching aim of the programme is:

- To support staff development and career progression – optimising talent management.

- To promote secondments, internal job opportunities, training and other career development opportunities.
- Retain our Talent and Grow our Own.

**Measures of success**

- 872 development opportunities have been advertised since September 2018.
- It is mandatory for all job opportunities to be advertised via Get Ahead before being externally advertised.
- We’re currently interfacing Get Ahead with the Learning Zone through Power BI to enhance our ability to report more effectively.
- The success of our Get Ahead programme also provides for a positive return in relation to our pay gap reporting. The table below demonstrates internal progression by gender and ethnicity compared to our workforce demographics.



**Women’s Development Coaching Programme (pilot scheme)**

As part of Women’s History Month, we have launched a pilot scheme for a women’s development coaching programme. We will closely monitor the success of the programme and evaluate with a view to running further cohorts in the future.

## **World Class Manager (WCM)**

WCM offers all managers and inspiring managers the opportunity to undertake a people management qualification at their own pace over a 12-month period. The training is an online offer that is complimented with 'WCM sprints' and tailored management essential training including options for coaching and mentoring. 422 managers have completed World Class Manager. The numbers of managers opting to undertake this training increases year on year. Evaluation continues to tell us that the learning is positively received, and the themes align well with our management essentials. We are re-launching the World Class Manager network which will, going forward, be led by colleagues from the Learning & Development team.

## **Emerging Leaders**

23 managers have participated in our Emerging Leaders Programme which was launched in September 2020. Emerging Leaders is a management development offer hosted by Solace in Business (part of the SOLACE group, a well-established consultancy specialising in supporting the public sector) which offers learners an accreditation from the Institute of Leadership and Management (ILM) of a Level 5 Diploma.

## **Coaching**

All of our learning opportunities that we offer on a corporate basis are designed with a coaching approach. Coaching is available for senior officers upon request and within the last year a number of officers have had or are receiving coaching as part of our senior manager development offer.

## **Mentoring**

All staff are able to request a mentor or become a mentor through My Mentor and we are currently exploring an exciting new offer in conjunction with other London Councils which will provide enhanced technical solutions and a better employee experience of our mentoring approach going forward.

## **Mandatory disability equity and co-production corporate training**

Inclusion London has been commissioned by Hammersmith & Fulham Council to develop and deliver a Disability, Equity & Co-production Training offer, mandatory for all staff. The programme will launch in early May and the aim of this training is to support culture change by embedding the Social Model of Disability<sup>1</sup> across the

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<sup>1</sup> The Social Model of Disability asserts that people with impairments are 'disabled' by the physical, attitudinal and information barriers operating in society. It is therefore the barriers in society that exclude and marginalise Disabled people, not their impairment.

organisation. This training is driven by Hammersmith & Fulham commitment to co-production and being 'ruthlessly inclusive' to Disabled people<sup>2</sup>.

### **Absence management & wellbeing training for managers**

Employee wellbeing is critical for successful high performing organisations. Alongside our wellbeing initiatives which are accessible to all staff, we are rolling out a new virtual course on managing absence and wellbeing for all managers throughout 2023. The training is hosted by our HR professionals and is designed to support managers with understanding why it is so important to manage absence and wellbeing effectively and proactively. The training includes providing guidance and support with case studies on menopause and disability.

### **Corporate induction & mandatory training**

During the pandemic, we provided a refreshed virtual Corporate Induction. Post-pandemic, we have undertaken some analysis and as a result continue to offer our Corporate Induction Programme on a virtual basis. Our Corporate Induction is complimented by our new Managers Induction Programme and local inductions. Inductions are mandatory for all new starters.

### **Employment Law training for Managers**

Employment Law updates are provided for managers alongside investigations training, report writing and chairing hearings and appeals. This year we are complementing our employment law training for managers who may be called to provide evidence at tribunals as witnesses.

### **All staff: Learning Zone and online modules**

Over 100 wellbeing, personal growth and skills online e-learning modules are available to all staff. Our Wellbeing Wednesday sessions continue to be popular with audiences of 100+ on a regular basis.

E-learning is available online so staff can learn at a time and day that suits them – perfect for learning from home and supports new ways of working. During 2022 to 2023, we have provided an offer of 248 unique online modules available via the Learning Zone and have registered overall of 16,711 completions.

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<sup>2</sup> We use the term Disabled people to include all groups of people with impairments, including: Deaf people, people with learning difficulties, people experiencing mental distress, people with a visual impairment, people with physical impairment, people who are neuro-divergent and people with long term health conditions.



## Our staff diversity networks

There are nine 'protected characteristics' protected through the Equality Act 2010. In H&F, our Business Plan and People Strategy frame a strong and clear commitment to address inequality, exclusion and discrimination.

Under the umbrella of 'The H&F Way' we have launched a number of staff diversity groups:

- H&F Way Race Equality Forum
- Women's Network
- Young Person's Network
- Disability Equality Network
- LGBTQ+ Network
- Working Parents and Carers Network (launching soon)
- Armed Forces (launching soon)

These groups ensure that we can co-produce workforce initiatives with an emphasis on inclusion and accessibility. Our staff diversity groups work closely with People & Talent to ensure that we can continue to improve the transparency and inclusivity of our recruitment and development opportunities.

A number of diverse events are planned throughout the year (many of which are also open to residents) to recognise and celebrate progress and also to raise awareness including but not restricted to:

- Black history, education and culture events
- Race Equality Week
- LGBT+ History Month
- Pride Month
- Women's History Month and International Women's Day
- Menopause Awareness Month
- Disability History Month



A forward plan of events is being developed for the year ahead.

## Robust data, insights and monitoring

Equality data continues to be monitored and published on the intranet, plus externally as required across London Councils to meet our regulatory requirements on pay gap reporting and for benchmarking purposes.

We continue to deliver against the actions identified in the H&F Equalities Plan. This plan addresses the Public Sector Equality Duty created under the Equality Act 2010.

We've created and published a number of short blogs 'for staff by staff' and promote staff to 'share not declare' their data so that we can better understand workforce data in comparison to the local communities that we represent.

## Measurement/performance

The success of our recruitment and retention strategies including our learning and development offers are measured in a number of ways including workforce analytics data and pulse surveys.

We measure the success of our inclusive offer against the plans and outputs that have been developed as part of our equalities plan including workplans adopted by our staff network groups some of which are more developed than others.

All learning is supported by evaluation and this data is also collected and analysed in terms of any future offers.

The following is based on high-level equalities benchmarking data that is collated by the HR Metrics Service on behalf of London Councils. The service conducts a range of HR metrics surveys for the 32 London boroughs and the City of London Corporation which provides benchmarking and analysis to enable boroughs to:

- compare and assess their performance across a range of HR measures;
- work collaboratively to develop and progress best practice; and
- tackle new challenges that require data insights.

The basic data (as at 3<sup>rd</sup> April 2023) indicates that of the 2305 members of staff:

- The average age of the workforce is 46.7 (↓)
- 2.7% of staff are aged between 16-24 (↑)
- 31.1% of staff are aged between 50-64 (↓)
- The percentage of female workers is 56.5% (↑)
- The percentage of part-time workers is 13.2% (↓)
- 42.7% of our top 5% earners, are female (↑)
- 22.7% of our top 5% of earners, are classified as Black, Asian or multi-ethnic (↑) a significant increase from the 12.5% last reported (Nov 2020)
- 6% of our staff have indicated a disability (↓)
- 4.4% of our top 5% earners, are disabled (↑)

## **Conclusion**

Our aim is to ensure that our workforce profile represents the demographics of the local communities that we serve and that we are able to reap the significant benefits that a diverse workforce with a great reputation brings with it.

Additionally, during these turbulent times where we are seeing more hard-to-fill vacancies and challenges associated with filling roles for which we are competing with other London Boroughs, we must stand out reputationally and continue to explore alternative methods to traditional recruitment. Raising our employer value proposition by embedding an inclusive culture through employment, internal progression and career pathways is a way of widening our talent pool to secure the best candidates.

The context provided earlier on in this report demonstrates that we're doing really well in terms of being representative of our community. Further analysis of our equalities data continues to take place to drill down further and better understand our data and trends and to inform our priorities for action. The data also demonstrates the importance of our various talent schemes which have been introduced to attract, develop and retain the skills and people that we will need for the future.

Our pay gap report, published on 31 March 2023, provides important intelligence to further inform existing and planned activities that are being developed as we make progress with our inclusive offers.

Our staff diversity groups, in conjunction with People & Talent, have developed benchmarks, standards and targets in discussion with SLT which will be reviewed at the newly established Equity, Diversity and Equalities Board. The success of our inclusion agenda will be measured through the outcomes of our internal staff pulse surveys. These surveys are undertaken regularly to ensure a regular temperature check on staff engagement levels, staff satisfaction and to allow for timely interventions.

**Appendix A – Apprenticeship data for London Councils 2021/2022 (latest published data)**

<b>Council Name</b>	<b>21-22 New Apprenticeship Starts</b>	<b>21-22 PS Target %</b>	<b>Total Apprentices on Programme 31 March 22</b>	<b>Apprentices as a % of Headcount 31 March 22</b>
LB Richmond and LB Wandsworth Shared Staffing Arrangement	101	2.9	186	5.3
London Borough of Barnet	86	5.7	166	10.2
London Borough of Bexley	25	1.1	53	2.6
London Borough of Brent	60	1	100	1.6
London Borough of Camden	50	0.8	60	0.9
London Borough of Enfield	64	0.8	154	1.9
London Borough of Hackney	96	1.3	242	3
London Borough of Hammersmith and Fulham	83	2.9	113	3.9
London Borough of Haringey	57	2.4	81	3.2
London Borough of Havering	23	0.9	82	3.4
London Borough of Hillingdon	90	1.8	173	3.2
London Borough of Hounslow	60	2.6	105	4.5
London Borough of Lambeth	76	2.8	131	4.7
London Borough of Lewisham	43	0.6	112	1.7
London Borough of Merton	23	0.5	52	1
London Borough of Newham	91	2.3	162	3.6
London Borough of Redbridge	59	1.2	152	2.7
London Borough of Richmond upon Thames - Schools only	12	0.6	32	1.5
London Borough of Sutton Council	26	2.2	66	7
London Borough of Tower Hamlets	46	0.6	109	1.5
London Borough of Waltham Forest	161	2.8	198	3.7
London Borough of Wandsworth - Schools only	3	0.1	24	0.9
Royal Borough of Greenwich	68	0.9	169	2.3
Royal Borough of Kensington and Chelsea	28	1.2	78	3.1
Royal Borough of Kingston upon Thames Council	21	2.1	50	5.8
The London Borough of Barking and Dagenham	88	1.4	211	3.6
Westminster City Council	95	2.4	170	4

**Report to:** Policy and Oversight Board

**Date:** 24/04/2023

**Subject:** Looking back on the work of the Board in 2022/23

**Report author:** Matthew Sales, Assistant Director, Programmes, Assurance and Analytics

**Responsible Director:** Sukvinder Kalsi, Director of Finance

### SUMMARY

This report looks back at the achievements of the Policy and Oversight Board in 2022/23. It updates on the major items that the Board has considered, supporting the co-production and development of the Council’s emerging Digital Inclusion Strategy and response to the Cost-of-Living (COL) Crisis.

Looking ahead, the report seeks Member approval of the Terms of Reference of the Board for the year ahead and seeks views on key strategic issues within its remit to programme for consideration in 2023/24.

### RECOMMENDATIONS

1. For the Board to note and comment on the report, including any key strategic issues within its remit to programme for consideration in 2023/24.
2. For the Board to approve its Terms of Reference for the forthcoming municipal year (Appendix 1).

**Wards Affected:** All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	The Board scrutinised the Council’s response to the COL crisis in 2022/23, including its support to businesses.
Creating a compassionate council	The Board’s review of the response to the COL crisis and emerging Digital Inclusion Strategy considered ways to better support residents with additional support needs. This will continue to be a strategic issue for consideration in 2023/24.

Doing things with local residents, not to them	The Board intends to scrutinise co-production at H&F as part of its workplan in 2023/24. The Board supported the co-production of the emerging Digital Inclusion Strategy.
Being ruthlessly financially efficient	The Board scrutinised the Council's revenue budget for 2023/24 and Council finances will continue to be a strategic issue for consideration in the forthcoming year.
Taking pride in H&F	The Board's review of the response to the COL crisis and emerging digital inclusion strategy explored how these policy areas are supporting H&F communities.
Rising to the challenge of the climate and ecological emergency	The scrutiny of the Council's response to the COL crisis in 2022/23 explored support to residents in managing rising energy costs and plans to improve energy efficiency of homes.

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## Background Papers Used in Preparing This Report

None.

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## DETAILED ANALYSIS

1. The following sections look back on the work of the Board in 2022/23, including progress of major items it has considered on digital inclusion and the cost-of-living crisis. It also considers the future work programme of the Board and seeks endorsement of the Terms of Reference for the year ahead.

### Looking back on 2022/23

2. Full Council agreed to establish the Policy and Oversight Board (the 'Board') in May 2022, with a purpose to oversee the Council's overview and scrutiny function, which is delivered through six Policy and Accountability Committees (PACs). The members of the Board include each of the Chairs of the PACs, who have reported to the Chair on their work and emerging issues for consideration by the Board.
3. The Board met four times in 2022/23. The first meeting in June 2022 agreed its Terms of Reference. The substantive business of the Board was undertaken in subsequent meetings. In September 2022, the Board considered and supported the co-production of the Council's emerging digital inclusion strategy, with contributions from experts in the field. In December 2022, the Board scrutinised the Council's response to the COL crisis, with guests from local advice and partner organisations involved in supporting residents and

businesses through the crisis. Finally in January 2023, the Board scrutinised the Council's revenue budget and council tax levels for 2023/24.

4. The Board's consideration of items has benefitted from the contributions of invited external experts and partners, from the resident Digital Accessibility Group, national and local advice agencies, the community and voluntary sector and business. There have been nine external speakers for the digital inclusion and COL items, providing wider perspectives and challenge on these important policy initiatives. Under the guidance of the Chair of the Board, this has strengthened the Council's approaches and will continue to be a key feature of how the Board will operate going forward.

### **Developing our Digital Inclusion Strategy**

5. The Board provided valuable feedback on the direction of the strategy and reinforced the areas identified as a key focus in coproduction.
6. Work has continued with the Digital Accessibility Group and the draft strategy is currently being developed. This will then go back to the Digital Accessibility Group in May 2023 for their approval and will be presented to the Council's Strategic Leadership Team (SLT) and a future Board meeting.

### **Working together on the response to the cost-of-living crisis**

7. This section of the report outlines progress of key activities in the COL response since December 2022 and how the programme has responded to previous feedback from the Board. It follows the presentation of a more comprehensive paper to December's Board, which sets out the full range of support the Council is providing.
8. The COL crisis remains an urgent priority for the Council, given the significant rise in everyday costs for residents and businesses and the hardship this has created for many. In 2023, inflation<sup>1</sup> has fallen a little from its peak of around 11% at the end of 2022, though the 12-month inflation rate rose again in March 2023 to 10.4%, highlighting continued economic uncertainty and the fastest acceleration of food prices in 45 years. On 23 March 2023, the Bank of England confirmed its 12<sup>th</sup> consecutive interest rate increase since October 2021 to 4.25%. Although inflation is now forecast to fall faster in 2023 to around 3% by the end of the year, the Office for Budget Responsibility (OBR) predicts that real household disposable income (the money residents have available to spend) will fall by 2.6% in 2023, on top of a 2.5% fall in 2022.
9. The Council continues to have a wide-ranging and comprehensive response to the crisis. Over the former financial year, and the current 2023/24 financial year, the Council will have a total package of £10m supporting residents through the COL crisis. This is supporting a range of statutory and discretionary support services. H&F will continue to provide a compassionate response to the crisis that recognises the immediate and urgent needs of

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<sup>1</sup> All inflation references are to the Consumer Price inflation (CPI) 12-month rate, which is the inflation measure used in the government's target for inflation.

residents and businesses, alongside building resilience to the crisis through innovative support that is both targeted and accessible.

10. At December's meeting, members of the Board, Alliance partners and external speakers provided a range of comments on our COL response. These comments will continue to inform the delivery of support in the coming months. Additionally, there has been progress in the following areas.

### **Support to residents in need**

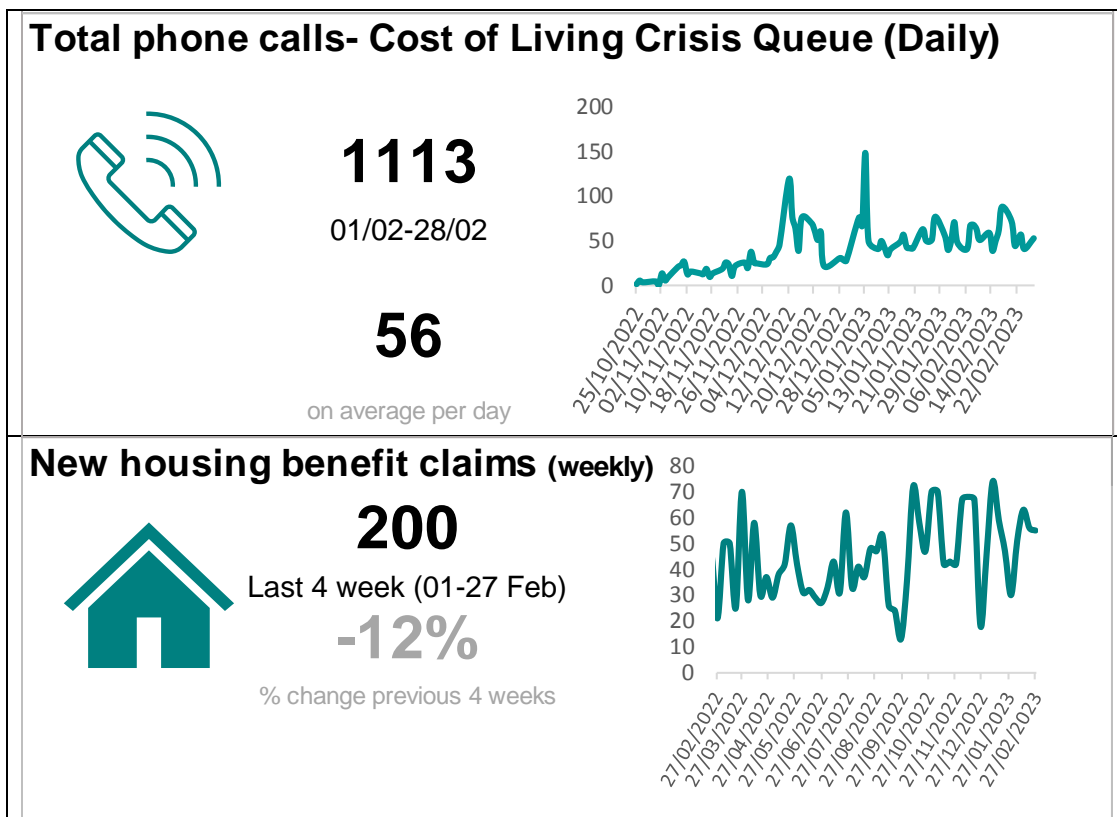
11. The Council's dedicated COL Advice team has undertaken assessments with and provided support to over 1,000 residents since the dedicated team was established. One-half of these residents are Council tenants and 80% of all of those helped are claiming benefits, showing that we are being successful in targeting our help to those that need it most.
12. The most common type of help provided by the COL Advice team has been to support residents in making an application for financial support and to provide general advice. Residents are also signposted to apply for support via an external process or to a Council service or external organisation for specialist support. A fast referral system has been put in place with local advice agencies such as Crosslight, Citizens Advice and legal advice provider H&F Law Centre for specialist debt, money management, housing or legal advice.
13. The most common support requested from the COL Advice Team has been concerns about fuel poverty. This includes requests from residents with pre-payment meters for fuel vouchers (worth £49 each), given the rapid rise in energy costs during this crisis. The COL Advice Team and other Council services issued around 750 vouchers across December 2022 to February 2023 (latest available). The Foodbank provided residents with a further 270 fuel vouchers over this period. Collectively, this was worth £51,500 in direct financial support to residents, far in excess of the £41,000 of vouchers issued in the first 11 months of 2022.
14. The next most common support requested has been with food parcels via the Foodbank. Residents have also requested support to claim the government's Council Tax energy rebate and to maximise their income through applications for winter fuel payments, warm home discount, cold weather payment and Council Tax reductions, as well as to access a range of other local support for lower income families. The new benefit calculator ([entitledto.co.uk](https://entitledto.co.uk)) launched at the end of November 2022 has been used 900 times by residents looking to maximise their income.
15. Council services continue to work to provide agile support to residents by enabling faster decision making and assessments. Examples of this for the latest monthly period (February 2023) include:
  - The COL Advice Team has received or made 4,300 calls since January 2023, with over 1,000 calls in February 2023 (see figure 1) and had the highest month yet in March with 2,000 calls. Residents are able to request call-backs to help them save money. The average time to answer residents'



calls for this period was less than a minute, with the advisors spending on average 7 minutes undertaking assessments with residents.

- Sixty-four payments to residents via the discretionary Local Support Payments (LSP). LSP supports residents on qualifying benefits in an emergency caused by a specific event, usually through furniture, white goods, or store vouchers. £600,000 will be paid in 2022/23, all funded by the Council.
- £630,000 has been allocated so far in 2022/23 via Discretionary Housing Payments (DHP) to residents in need because of a shortfall between their benefit entitlement and the rent for their home.
- Processing 200 new claims in February 2023 for housing benefit, a vital benefit for lower income families to help cover housing costs (see Figure 1). We also processed nearly 200 applications for Council Tax Support in the same month, with the Council having a generous scheme with 100% relief for the lowest income households.
- Processing over 100 new claims from low-income families for free school meals and grants for school clothing in February, with almost 5,200 pupils of borough schools now receiving free school meals, the highest level for two years (see Figure 1). In addition, H&F continues to fund universal free breakfasts to all primary school pupils in the borough to help local families combat food insecurity.
- The Foodbank, a key COL Alliance partner and grant-aided by the Council, provided food help to almost 2,000 adults and children in February 2023, the highest number since summer 2021 (see Figure 1).

**Figure 1: Trends and data on COL support in February 2023**



## Pupils receiving Free School Meals (Monthly)



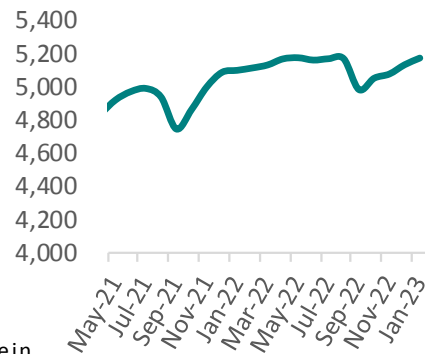
**5,178**

Feb-23

**0.1%**

% change last month

Free school meals is an indicator of deprivation among pupils. Note that around a third of pupils attending schools do not live in the borough.



## Food Bank Vouchers (Monthly)



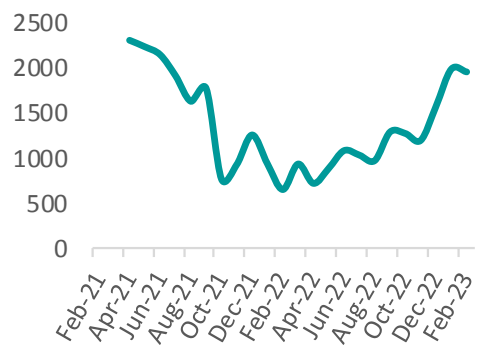
**1,971**

Feb-23

**-1.6%**

% change previous month

Number of adults and children is receipt of food bank vouchers so far this year.



- The Council will continue to look for opportunities to streamline applications and processes so that residents in need receive help as quickly as possible.

### Digital Exclusion

- The Council has recognised the need to ensure support available to residents is accessible and digitally inclusive. That is why we delivered a sixteen-page COL booklet to every household in the borough in December 2022. An accessible version is available for use with screen readers and an easy read version is available via the COL online hub that residents can request copies of. To support efforts to reach all communities in the borough, it has been widely promoted through partners in the COL Alliance. Hundreds of copies were distributed to local primary, secondary and special schools, community and voluntary organisations and GP practices.
- The COL Advice Team is providing in-person, telephone and online support to residents. The vast majority of their support has been directly with residents, rather than residents' self-serving. Since January 2023, face to face support via the COL Advice Team has been available from the Council's corporate customer services centre at 145 King Street. In-person support had been significantly reduced prior to this during the Covid-19 pandemic and because 145 King Street was used as a vaccination centre. Residents have also been able to receive support from the welcome warm spaces in the borough at Our Lady of Fatima Church, Earls Court Community Hub, Sands End Arts and Community Centre, and Old Oak community centre, as well as at the five local libraries.

19. In December's report, we referred to plans to have COL advice pop-ups in the borough. Four pop-ups were delivered in February and March 2023 at the Livat shopping centre, Hammersmith, and the W12 shopping centre, Shepherds Bush. A vacant retail unit was available at Livat, which allowed the COL Advice Team and Community Health Champions team to be joined by partners Citizens Advice and Crosslight. Both venues had high footfall and the teams directly supported over 240 residents about debt and money management, fuel poverty, Council Tax, disability support, carer queries, housing and general COL advice. Consideration is being given to holding further pop-ups.
20. For those residents and businesses that do wish to access information online, we have established comprehensive online COL support hubs since the start of the crisis. The COL webpages for residents were re-designed and launched in January 2023, and have between 1,250 to 1,850 views per week, providing a comprehensive resource for residents to access the latest advice, help and support in over 100 languages.

### **COL Alliance**

21. As reported in December, a key part of our strategy has been to build a COL Alliance of voluntary sector organisations, businesses and other local organisations and public sector partners, as was done so successfully during the Covid-19 pandemic. The Alliance Partnership reflects a community led, place-based approach, to share resources, expertise and knowledge, all with the ultimate aim of improving the support available for our residents.
22. The successful COL workshop in October and conference in November 2022 has informed the development of the Alliance and its priorities. A core group of partners volunteered to be part of a Steering Group for the Alliance and identified three initial priorities. Task and Finish groups have taken forward this work, exploring:
  - **How to better signpost services and support locally** – This group is exploring how digital tools can improve the sharing of information and signposting of services and expertise between local organisations. Best practice examples are being researched, including those used by other local authorities.
  - **Ways to increase local volunteering** – This group is exploring opportunities to boost the number of volunteers and length of their commitments.
  - **How to better support residents with prepayment meters** – Residents on prepayment meters have been disproportionately impacted by the COL crisis. This group is exploring what more we can do.
23. The work of the Task and Finish Groups is ongoing and will be reported to the Steering Group. Further events for the Alliance are currently being planned for 2023/24, to co-produce the response to the crisis in 2023/24.
24. As well as work under the Alliance, we have also engaged with other local forums and partnerships. This has included discussions on the COL crisis at the Adults Safeguarding Board and amongst health partners across North-West London, which considered the health and well-being impacts from the crisis.

An area where further development will be needed is further listening to the needs of residents as part of our response and co-producing our response, including continuing to work closely with partners that support residents.

### **Scrutiny of Revenue Budget for 2023/24**

25. The revenue budget for 2023/24 was approved at Full Council on 23 February 2023. Following the final Local Government Finance Settlement, which was announced after the publication of the draft revenue budget for H&F, an additional £100k was added to the COL fund to provide further support during the financial year. An updated Medium Term Financial Strategy will be developed throughout the financial year.

### **Looking forward to 2023/24**

26. The Board has the following intended future items:
- 20 June 2023 – Co-production at H&F
  - 11 September 2023 – Intergenerational practices
  - 11 December 2023 – Items to be agreed
  - 23 January 2024 – Revenue Budget for 2023/24.
27. The following areas of collaboration have been identified for the Board's consideration through the latest reports from PAC Chairs to the Chair:
- Improving data sharing and collaboration between the Council and partners
  - The Council providing co-production support and guidance to partners
  - Physical and mental health and wellbeing
  - Air quality and greening
  - Development of a borough food strategy
  - Cost of living support
  - Digital inclusion.
28. Members of the Board are invited to identify any further key strategic issues within its remit to programme for consideration in 2023/24 beyond the items in the above work programme.
29. The work of the Board will continue to be guided by its Terms of Reference. This is included at Appendix 1, with Members asked to endorse the Terms of Reference for the year ahead.

### **LIST OF APPENDICES**

Appendix 1 – Policy and Oversight Board Terms of Reference

## **Policy and Oversight Board Terms of Reference**

### **Members**

8 voting Councillors

### **Quorum**

3 Members of the Committee

### **Political proportionality**

7 Administration Members

1 Opposition Member

### **Principal Functions**

All the powers of an Overview and Scrutiny Committee as set out in section 21 of the Local Government Act 2000 and Local Government and Public Involvement in Health Act 2007, and in particular:

- The coordination, and development of the Council's Policy and Scrutiny function and the monitoring of its performance.
- To develop policy and make recommendations to the Cabinet.
- Monitor the administration and spending of Council services.
- To review the impact of decisions and policies implemented by the Council.
- Scrutinising the relevant Cabinet Member(s).

### **Scope**

- Creation and monitoring of new policy development via the Policy and Accountability Committees (PACs).
- Consideration and approval of requests for Task and Finish Groups by the PACs.
- Considering the corporate budget.
- Development of long-term savings plans within the Medium-Term Financial Strategy.
- Oversight of finance and use of resources.
- Performance management (including external assessment of the Authority and its services).
- Managed and shared services and other joint working with outside bodies.
- Electoral and other registration services.
- The Council's communication strategy.
- Procurement and management of IT services.
- The development, implementation and operation of the governance, structure, and processes in respect of joint working with other authorities, save for matters within specific service areas which fall within the remit of the PACs.
- Research, innovation, and the Council's continuous improvement and cultural change agenda.
- All human resources and organisation development functions.
- The Council's customer care and complaints services.
- Corporate Programmes and assurance.
- Other major cross-cutting functions of the Council.

# Agenda Item 6

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

**Report to:** Policy and Oversight Board

**Date:** 24/04/2023

**Subject:** 2021 Census Briefing

**Report author:** Jo Howe, Business Intelligence Manager.

**Responsible Director:** Matthew Sales, Assistant Director, Programmes, Assurance and Analytics

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### SUMMARY

The Census takes place every ten years. Census day for Census 2021 ('Census 21') was on Sunday 21 March 2021, when the country was still under restrictions of the Covid-19 pandemic. Despite the extraordinary time the Census was taken, it remains the most authoritative source of data and information on the borough. The Office for National Statistics (ONS) is releasing 2021 Census data in phases. In January 2023, the ONS finished publishing the first phase of their release plan, with data on the main topics.

This report provides a summary of headlines from the Census 21 first release of topic data. It also considers emerging key trends and findings for the Council. The report sets out the plans for the further analysis and reporting of the Census as more data is released through 2023, including developing new ward profiles and a borough profile.

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### RECOMMENDATIONS

1. For the Board to note the report and supporting **Appendix 1** that includes the emerging key trends and findings for the Council.
  2. For the Board to note the proposed plans for analysis of Census 21 data and offer suggestions of areas for more detailed analysis as part of these plans.
  3. For the Board to note and comment on the proposal for interactive ward profiles.
- 

**Wards Affected:** All

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<b>Our Values</b>	<b>Summary of how this report aligns to the H&amp;F Values</b>
Building shared prosperity	The Census 21 analysis will provide detailed insight into the prosperity of residents, to help influence and inform future strategies and services to support residents.
Creating a compassionate council	Understanding our residents in depth from Census 21 analysis will help improve services and ensure that residents have services that are tailored to their needs.
Doing things with local residents, not to them	The Census 21 analytical plans include publishing data and analysis to help the Council, voluntary and community organisations and providers to better understand residents, thereby helping to better plan and provide services to residents to meet local needs.
Being ruthlessly financially efficient	Providing a better understanding of residents and the borough from the Census 21 will deliver value for money and positive outcomes for residents and the community.
Taking pride in H&F	The Census 21 analysis will ensure the demography of the borough is understood both locally and nationally.
Rising to the challenge of the climate and ecological emergency	Analysis of Census 21 supports the climate change agenda, by understanding trends in our local residents' population and economy.

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## **Background Papers Used in Preparing This Report**

Summaries of the topic data released by ONS produced by the Business Intelligence service were used in preparing this report, including:

- Headline of Topic Summaries
- Demography Deep Dive
- Ethnicity Deep Dive
- Health Deep Dive
- Housing Deep Dive
- Labour Market Deep Dive

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## **DETAILED ANALYSIS**

### **First release of Census data**

1. The Census of the Population takes place every ten years and is a legislative process governed by the Census Act 1920 and residents are required to complete the Census by law which makes it the most authoritative data source on the population.

2. Census Day for Census 21 took place on Sunday 21 March 2021. It provides a snapshot of the usual population of the borough on this date. The usual residential population only counts anyone who had stayed or intended to stay in the borough for a period of 12 months or more, as of 21 March 2021.
3. The Office for National Statistics (ONS) is releasing 2021 Census data in phases. This is a new approach for this Census. In January 2023, the ONS finished publishing the first phase of its release plan, which is the subject of this report. This includes data on the main topics, including population, demography, migration, ethnicity, religion, labour market, travel to work, housing, education, health, disability and unpaid care.

### **Census 21 in context**

4. It is worth reminding that Census 21 came at an extraordinary time during the Covid-19 pandemic. Census Day was when the nation was still under the restrictions of the third national lockdown. It came before the 'Stay at home' order ended and society and the economy gradually re-opened. During these extraordinary times, families and communities adjusted how and where they lived.
5. There is evidence, from the comparison of locally held data with the Census and other intelligence, to suggest that Census Day took place at a time when students/young people, families with 2<sup>nd</sup> homes, families with very young children, and male EU migrant workers may have temporarily relocated outside of H&F. For example, the male population in Census 21 fell by 3.4%, particularly among the 25-44 age range. In addition, migration slowed due to international restrictions, with a reduction, for example, in migration from New Zealand and Australia, with almost half of residents in 2021 compared to 2011 (from a population of around 7,000 to 3,300).
6. Because of this, and the definition of the usual resident population, we are concerned that Census 21 does not provide a true and accurate picture of the borough's population today. We estimate that the difference in the population may be around 14,500 people (6,200 households) based on internal data held on Council Tax dwellings.
7. This could impact on H&Fs and our partners ability to fund, plan and provide essential services to our residents in the years ahead. A significant proportion of our and other London borough's funding – via the local government funding settlement and other grant awards - relies on Census or other estimates of population. H&F is participating in discussions with other central London boroughs who share similar concerns. The Cabinet Member for Finance and Reform, and counterparts, have written to government seeking a commitment that future local government funding models will be based on fair and accurate population estimates, ensuring that appropriate adjustments or mitigations are put in place to take account of the extraordinary time the 2021 Census was conducted.



8. Despite these concerns, the Census remains the most authoritative and most in-depth source of data to understand the borough's population and communities. The interpretation of the size and demography of our population is extremely important to the delivery of services our residents receive. We have therefore started analysis of the results of Census 21, to help us understand more about the borough.

### **Census 21 emerging implications**

9. Appendix 1 to this report provides analysis of key findings from the release of the first phase of the Census data, including key changes by ward. Appendix 1 also sets out emerging key trends and findings for the future planning of Council services and strategies. The detail of this analysis is not therefore repeated here.

### **Future Census data releases**

10. In phase two through to summer 2023, ONS will publish combinations of Census 21 data. This will provide more detailed characteristics by each topic area, through combining multiple variables from the data (known as 'cross-tabs'). A variable is a particular characteristic of a person or household, for example, religion or accommodation type. This will provide, for example, the ethnicity of residents by tenure type.
11. Phase 3 will start from late spring/ early summer 2023, when the ONS will release data on workplace, workday and out-of-term populations. More detailed tables on ethnicity, country of birth, religion and migration are also proposed.
12. The ONS will also publish revised estimates for the population (Mid-Year Estimates) later this year for June 2022. Mid-Year Estimates will include population estimated by single age band.

### **Plans for Census analysis**

13. The Business Intelligence (BI) service will provide a suite of products to share the results of Census 21. This includes analysis of each **topic summary** which have been made available and will be published on the council's website.
14. A new **Borough Profile** will be produced in Autumn 2023. This will provide a high-level view of the borough's residents and what H&F is like as a place. Data from other government sources will be used alongside the Census.
15. New **ward profiles** will also be made available through an interactive Power BI dashboard and ward report. This will show how people live, work and thrive in each ward, with comparisons to other wards, the borough overall and London. This dashboard and report will be available to the public via the website and will be launched in phases. Phase 1 of the dashboard will be released in June 2023, with data on population, age, gender, ethnicity, tenure and jobs for all 21 wards.
16. The BI service will also undertake **thematic analysis** on specific topics of interest and importance. The first series of thematic analysis are equalities in the

borough – to provide a baseline of protected characteristics against deprivation; the impact of the Covid-19 pandemic on the population; and Mid-Year Estimates for June 2022.

## **LIST OF APPENDICES**

Appendix 1 – Census 21 Briefing



# Appendix 1: 2021 Census Briefing – Policy and Oversight Board LBHF Business Intelligence Service

This supporting appendix shares the initial results of Census 2021 and sets out future plans for analysis throughout 2023. The appendix includes:

- Context of the census and impact of the Covid-19 pandemic on the population
- Key Census trends/ findings from the data released so far for Hammersmith & Fulham
- Information on future Office for National Statistics (ONS) Census 2021 data releases
- An initial look at population changes by ward, recently released by the ONS
- Future plans for analysis of Census 21.

# Understanding the Census in context

The Census occurred at a point in time (Sunday 21st March 2021) during the **pandemic** and is a **snapshot of the usual\* population** on this date.

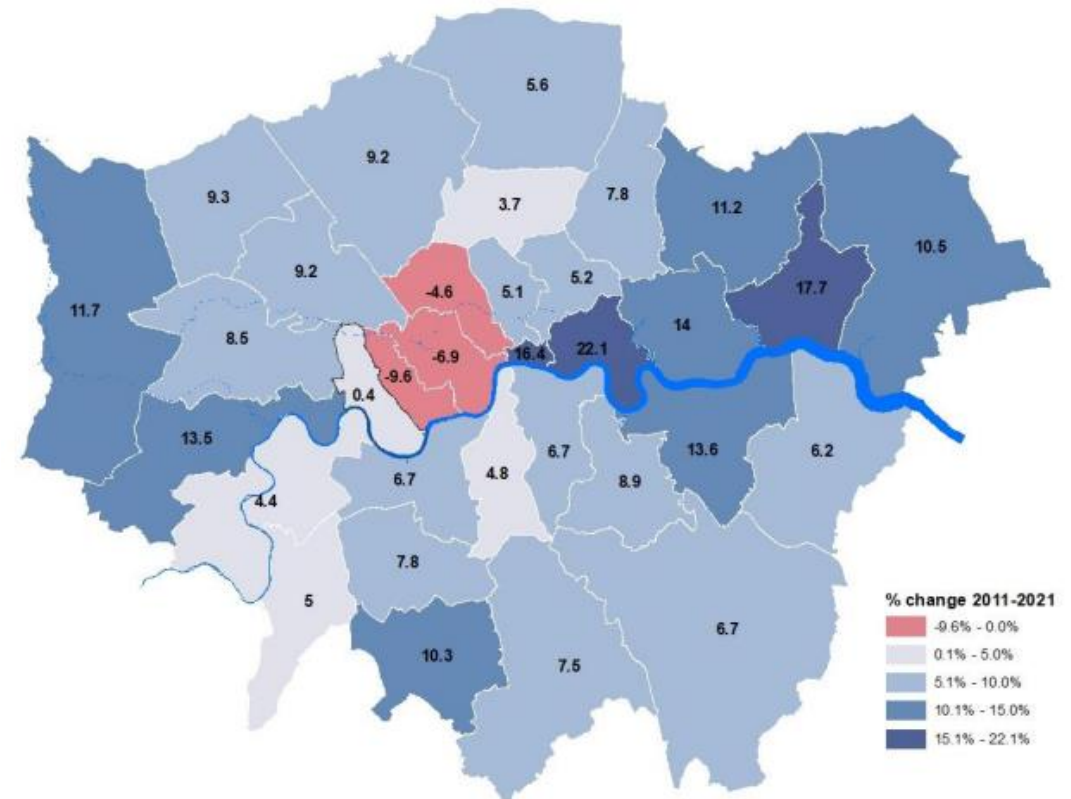
H&F's Census population was estimated as **183,200** on this date, a small **0.4%** increase on 2011 and the **4<sup>th</sup> lowest population growth** in London. Kensington & Chelsea, Westminster and Camden saw negative population growth.

There is evidence to suggest that the pandemic is likely to have had an impact on the population at the time of the Census and that the population could have been underestimated by around **14,500 people (6,200 households)** based on internal data held on council tax dwellings.

At the time of the Census, students/young people, families with 2nd homes, families with young children, and male EU migrant workers may have temporarily relocated outside of H&F. For example, the male population fell by 3.4%, particularly among the 25-44 age range. In addition, migration slowed due to international restrictions, with a reduction in migration from **New Zealand and Australia, for example, with almost half of residents** in 2021 compared to 2011 from 7k to 3.3k, mainly young professional population.

Whilst we need to keep in mind that when the Census took place there was temporary changes in our population, the Census still remains the **best source of data on our residents & communities**.

Population change by London boroughs, 2011 to 2021



\*Anyone who had stayed or intended to stay in the borough for a period of 12 months or more.

1. There has been a long-term gradual decline in the borough of **families with young children**. H&F is one of nine London boroughs who have experienced an overall decrease in the number of 0-17 residents.
2. Over 29,300 (36%) residents are **singles living by themselves** (including 9% of pensionable age), although the proportion of one-person households decreased slightly since 2011.
3. H&F has the 2<sup>nd</sup> **highest proportion of female population** in the country (53%), with an increase of 4% over the past decade.
4. Census 2021 was the first census to ask questions on **Sexual orientation & gender identity**. H&F ranks among the top 20 boroughs in England in terms of proportion of lesbian, gay or bisexual (LGBT+) population to total population.
5. H&F's **population remains very mobile** and high levels of migration remain - almost 30,000 residents had a previous address within the UK in the year before Census day.

6. Our population is **becoming more ethnically diverse**. There are now more residents who are from an ethnic group other than White British (61.7%) and more residents born outside of the UK than 10 years ago; 45.5% of residents being foreign born.
7. Residents in H&F have **better general health** compared to the regional and national averages. There are fewer residents than 10 years ago with long-term health problems or disabilities, though there remain residents whose disabilities limit their activity a lot.
8. Since 2011, the **private rented sector has grown further** (+3.4% points) and is now the largest housing tenure in the borough (+9.8% points between 2001 and 2011).
9. Borough residents are **more highly qualified** than both the regional and the national averages.
10. H&F has more residents in **skilled occupations** and one of the highest economic activity rates in the country.

# Changes by ward

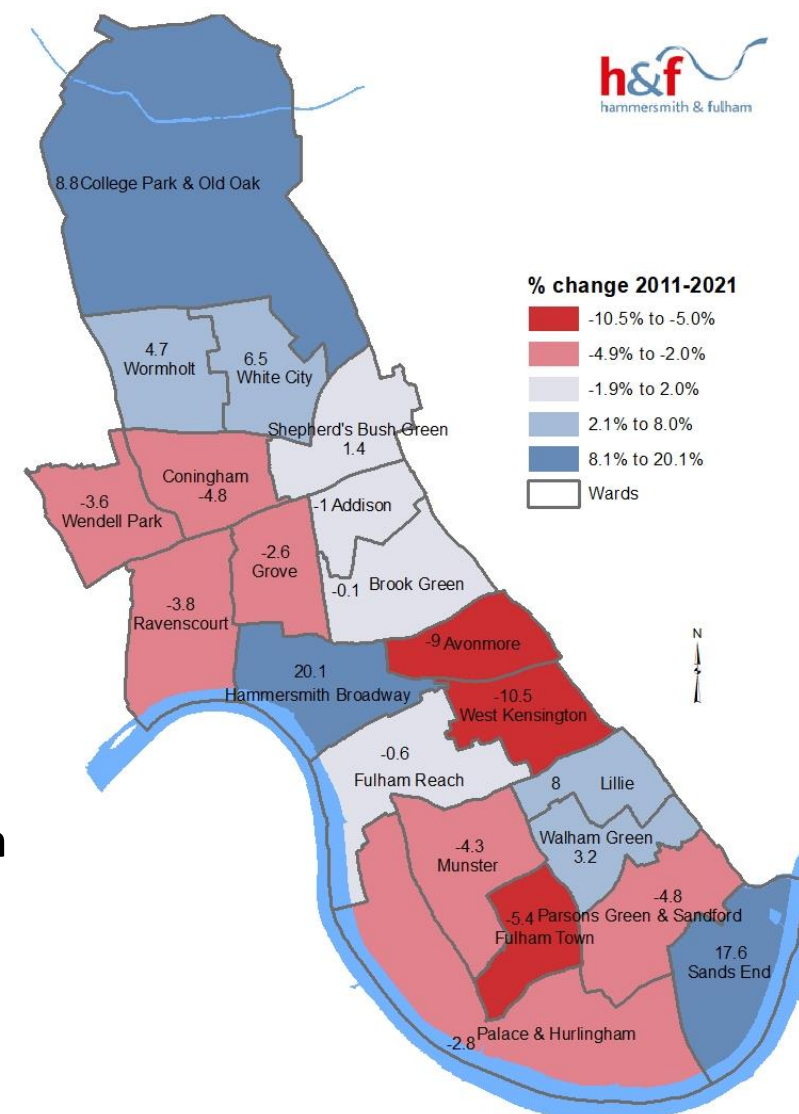
- **Fulham Reach** and **Munster** wards have the highest estimated number of residents (12,167 and 12,136 respectively; 6.6% of the total population). **Shepherd's Bush Green** ward has the lowest number of residents in H&F.
- At 20.1%, **Hammersmith Broadway** ward has seen the highest increase in population since 2011 (+1,312 people), followed by **Sands End** ward at 17.6% (+1,665 people).

• **West Kensington** and **Avonmore** wards saw the highest decreases in population (-10.5% and -9% respectively).

In the last ten years, there have been increases in Black and Minority Ethnic (BME) (Non-White British) residents in all wards; ranging from 3.6% point increase in **White City** to 10.2% point increase in **Brook Green**.

- Wards with the highest increases in residents with a long-term health problem or disability are **Avonmore**, and **Brook Green** (both +2% points).
- The highest increases in households renting privately were in **Hammersmith Broadway** (+8.5% points) and **Sands End** (+6.8% points).
- For further ward changes analysis see **Appendix 1 – Table Changes by ward (2011-2021)**

## Population change, 2011 to 2021





# 2021 Census Future Release Plans

The Business Intelligence Service has completed briefings with a summary of the key headlines covering population, demography, migration, ethnicity, religion, labour market and travel to work, housing, education, health, disability and unpaid care. A summary of each topic is included in the appendix in this report, and full reports are included as background papers.

## What's next?

**Phase 2:** starting from March/April 2023 – ONS to release Multivariate (crosstab) data for the usual residents, as well as the population data for Short-term residents.

**Phase 3:** from late spring/ early summer 2023 – ONS to release data on workplace, workday and out-of-term populations. Also, more detailed tables on ethnicity, country of birth, religion and migration are proposed.

The ONS will also publish revised estimates for the population (Mid-Year Estimates) later this year for June 2022.

**Mid-Year Estimates** will include population estimated by single age band.

# Key Census Products for 2023

Business Intelligence will be providing a range of products to share the Census results and make best use of the data.

## Product

## Audience

## Description

### Topic Summaries



Members, Senior Managers, staff and new starters, third sector parties

A suite of documents provide more detail on topic areas, these documents will evolve as more in depth data is released. The first versions of these documents have been made available. They will be published on the council's website in early April 2023.

### Borough Summary Profile



Members, Senior Managers, staff and new starters, third sector parties

A visually engaging document with the aim of providing a high level view of the boroughs residents and what Hammersmith & Fulham is like as a place. Data from other government sources will be used alongside the Census. This document will be publish on our website, and updated every 5 years. The borough profile will be published in early **Autumn 2023**.

### Ward Profiles



Members, Senior Managers and Team Managers, community and voluntary sector, commissioners.

Interactive Power BI dashboard providing a sense of how people live, work and thrive in each ward in the borough published on the council's website. Comparisons with other wards, borough and London will be available. This dashboard will be available to the public and launched in phases. PDF version for each ward will also be made available. Phase 1 of the dashboard will be released in **June 2023**.

### Thematic Analysis



Members and senior managers.

Thematic analysis will take place on specific topics on interest and importance. The first piece of analysis are planned in the summary including:

- Equalities in the borough – a baseline of protected characterises against deprivation
- Impact of covid-19 pandemic on the population
- Mid Year Estimates for June 2022 – deep dive

# Ward Profiles in Depth



Ward profiles will be available in both an interactive dashboard in Power BI as well as PDF documents for each of the 21 wards. This will be available on the H&F website.

The dashboards will be developed throughout 2023 and released in phases.

Data will primarily be from the 2021 Census, with other data being added later to enhance this information. Some examples: Indices of Multiple Deprivation, average house prices and life expectancy.

Information will be divided into three broad categories:

**Who we are:** A breakdown of demographics such as; Age, Gender, Ethnicity

**How we live:** A breakdown of living statistics such as; Household Composition, Tenure

**What we do:** A breakdown of economic activity such as; employment, household income, qualifications

**Example of dashboard: Salford**

### Introduction and description

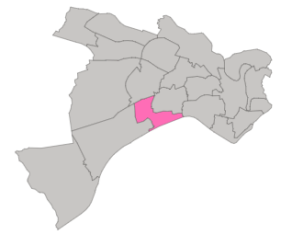
**Select page**

- Introduction
- Summary
- Population
- Inequality
- Place
- Environment
- Learning
- Housing
- Accessibility
- Economy
- Health
- Sources/links


**Select a ward**

Barton & Winton	Ordsall
Blackfriars & Trinity	Pendlebury & Clifton
Boothstown & Eilenbrook	Penlington & Charlestown
Broughton	Quays
Cadishead & Lower Irlam	Swinton & Wardley
Claremont	Swinton Park
Eccles	Walkden North
Higher Irlam & Peel Green	Walkden South
Kersal & Broughton Park	Waste & Seedley
Little Hulton	Worsley & Westwood Park

**Location**



**Ward boundary**



**Description**

The Barton & Winton ward is located in the south of Salford, to the east of the M60 motorway and mostly to the south of the M602 motorway. The Manchester Ship Canal runs along its southern edge, with Trafford beyond.

The ward is almost wholly residential in character, with some relatively dense areas compared to other suburban parts of Salford. Around one-half of homes are owner-occupied, and one-third social rented. There is a roughly even split between semi-detached houses, terraced houses, and flats. Liverpool Road provides an important corridor of shops and services through the area, and Eccles Town Centre is located just to the north-east of the ward. There are some industrial and warehousing uses in the south-east of the ward, and at Hardy Street in the west. The area also has excellent access to jobs in Trafford Park immediately to the south.

The historic Bridgewater Canal runs north-south through the area, forming part of the north-east boundary of the ward, and the distinctive Barton Swing Aqueduct is on the southern edge. The largest open areas are in the north-west of the area adjacent to the M60, with smaller parks elsewhere, but the ward is largely developed overall.

**Land area of ward**

<b>290</b>	<b>9,720</b>	<b>3.0%</b>
Ward (hectares)	Salford (hectares)	Proportion of Salford

**Phase 1, Summer 2023:** Population, age, gender, ethnicity, tenure, jobs

Data will also be updated on a schedule when more up to date information is available.

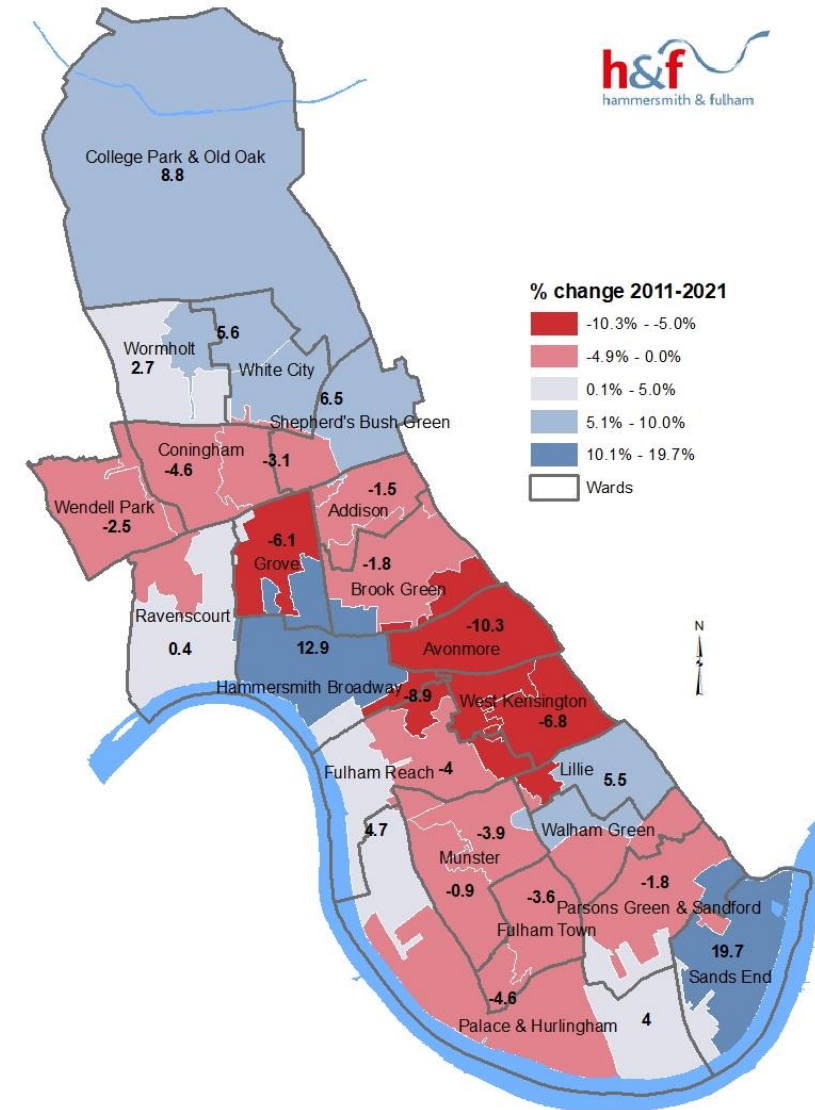


# Appendix 1

# Key findings – Demography and Migration

- **H&F population** was measured at 183,157, and **households** at 81,244, an increase of 0.4% and 0.8% respectively since 2011 Census.
- **The largest decrease** was recorded in the **0-4 age group** (-23.7%).
- **The elderly population has increased** by 15.7% (London +15.3%).
- **Young male population has declined, female population has grown** mainly for 50+ age range.
- **H&F is more diverse than 10 years ago** with 46% of the population born outside of the UK (London 41%), an increase from 43% in 2011.
- **More residents born in the EU**, from Italy, followed by France, US, Spain. In 2011, this was France, followed by Ireland, then Australia.
- **More couples than in 2011, a third of households** (includes couples living with children).
- Small decline in **single adults** under pension age living alone (27% compared with 29% in 2011). This compares to 20% in London. An additional 9% of households are single person of pensionable age.
- **High levels of migration remain**, almost 30k (16%) residents had a previous address within the UK in the last year, 5th highest internal migration in the country and compared to 11% across London.

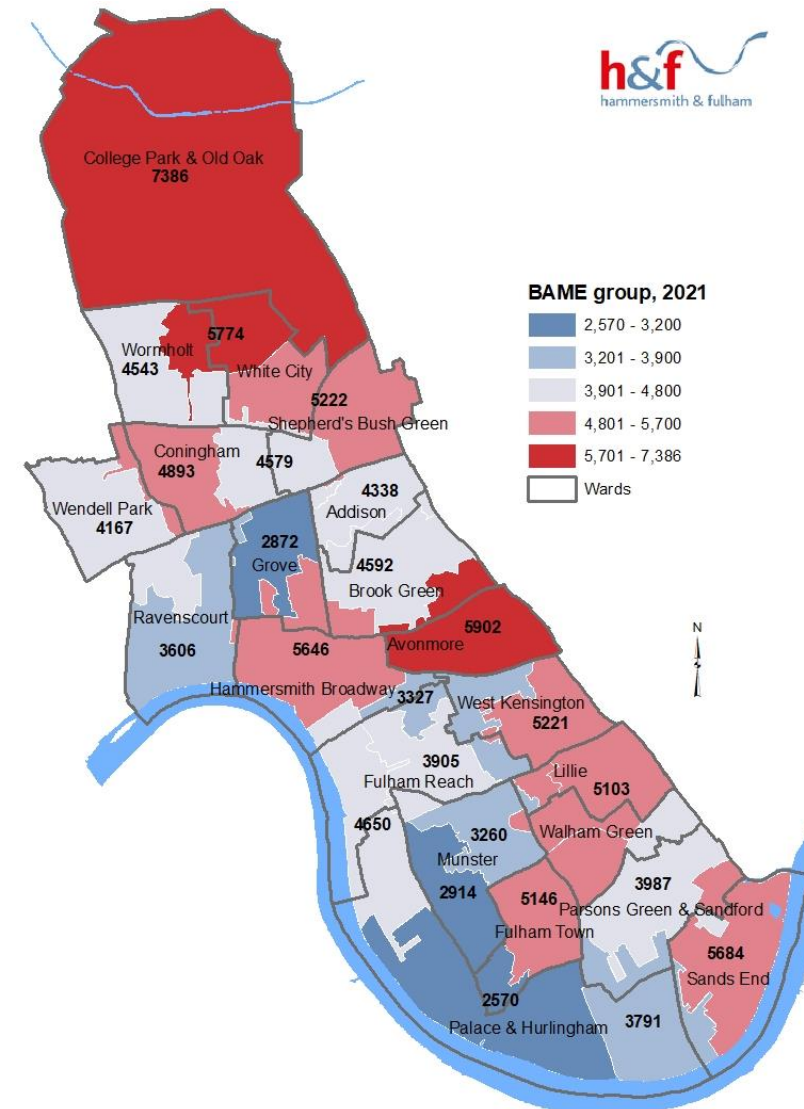
Population change, 2011 to 2021



# Key findings – Ethnicity and Religion

- H&F remains **ethnically diverse** and saw a 6.6 percentage point increase of people who are from an ethnic group other than White British (61.7%). White British is now 38.3% (44.9% in 2011).
- Despite this ethnic diversity, 7 in 10 people still identify with a **UK national identity**.
- **The main ethnic minorities** identified are Black African (7.2%), Mixed (6.7%), Black Caribbean (3.6%) and Arab (3%).  
Just under half of the population (45.7%) described themselves as “**Christian**”, a 8.4 percentage point decrease from 2011; this trend is reflected at a regional, national level.
- The next most common religious group in H&F was “**Muslim**” (11.6%, 21,290 people; 10% in 2011), showing a similar trend to London and the country as a whole.
- **Foreign-born** residents made up 45.5% cent of the borough’s population in 2021 (London 40.6% and England 17.4%).
- 8 in 10 residents aged three years and over, had **English as a main language** while other most common main languages are **French, Spanish, Italian, Arabic and Portuguese**.

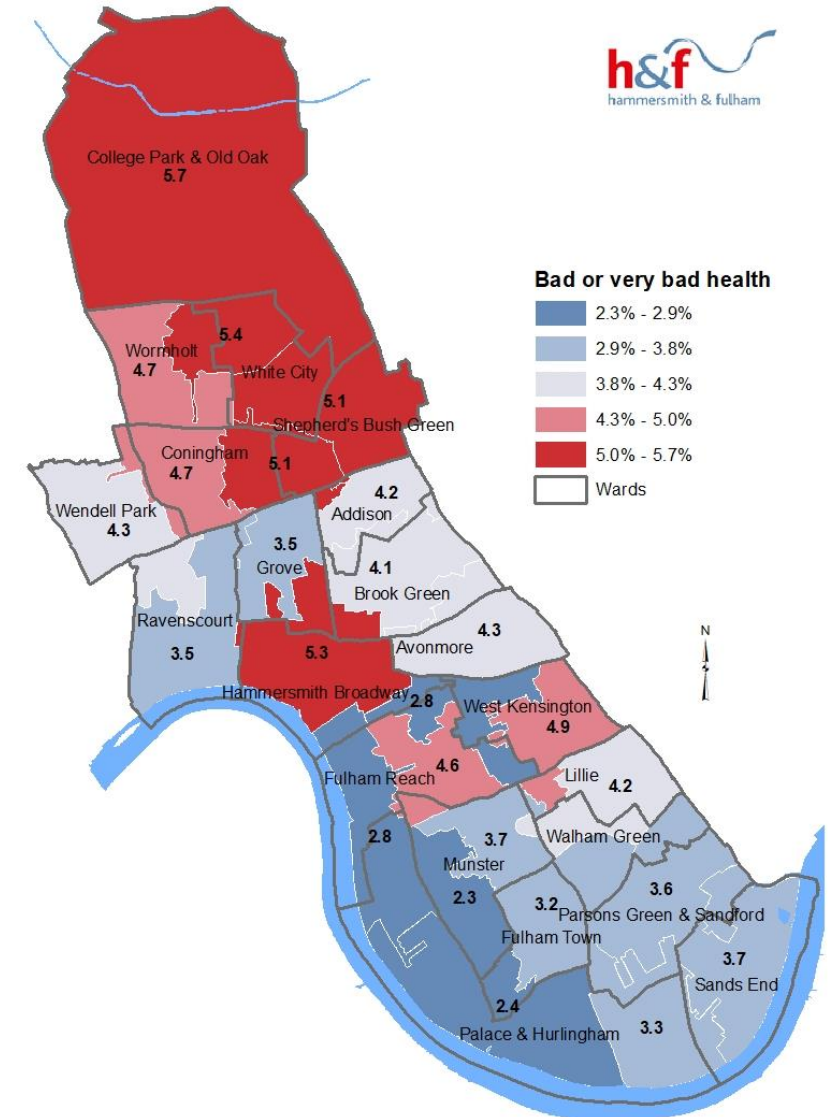
BAME ethnic group, 2021



# Key findings – Health

- Overall, residents in H&F have **better general health** compared to the regional and national average. 87% reported **very good** or **good health** (85.4% in London and 82.2% in England); this is 1.3 percentage points higher than 10 years ago.
- There were decreases in the proportion of residents reporting **bad health** or **very bad health** (from 4.9% in 2011, to 4.2% in 2021).
- 12.5% (22,972) of H&F residents reported to have a **long-term health problem** or **disability** that limits their day-to-day activities (12.6% in 2011); this is lower compared to both London (13.2%) and England (17.3%).
- This includes a slight reduction in the proportion of H&F residents whose day-to-day activities are **limited a lot** (from 6.3% in 2011 to 5.5%) and a slight increase in those who are **limited a little** (from 6.3% in 2011 to 7%).
- In 2021, around one in sixteen (6.2%, 10,738) residents aged over five provide some **unpaid care** every week, lower than the regional (7.2%) and national average (8.8%); this is the 3<sup>rd</sup> lowest level in England.

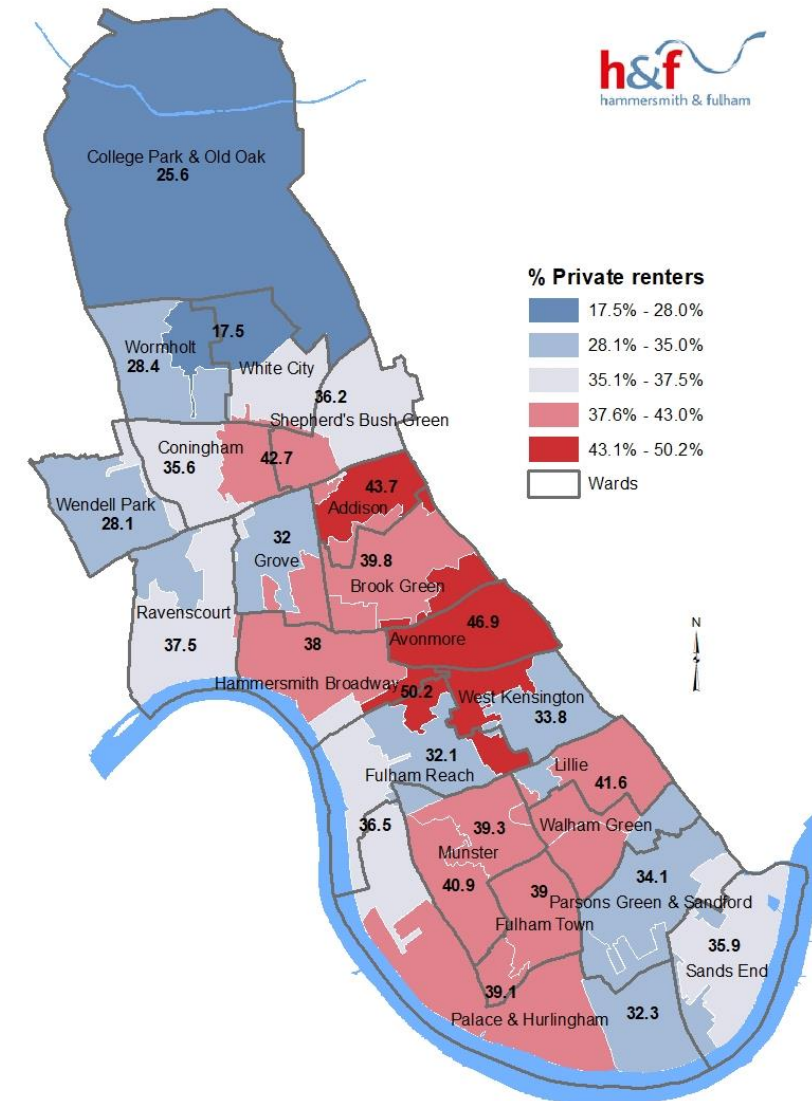
## Bad or very bad health, 2021



# Key findings – Housing

- The proportion of households living in a **flat, maisonette or apartment** has increased over the decade, from 72.9% (58,788) in 2011 to **75.3%** (61,145) in 2021; to **the ninth highest** proportion in the country.
- There has been a **decrease** in the proportion of households that **owned** their accommodation and an **increase** in households that **rented privately**.
- 33.6% of households in H&F were **owner occupiers** (46.7% in London and 62.3% in England). Over half (54.3%) owned it with a **mortgage or loan or shared ownership** (55.4% in 2011).
- 29.8% (24,231) were in the **social rented sector** (31.2% in 2011). 14.6% (11,840) were **renting from the Council** (12.1% in London and 8.3% in England) and 15.3% (12,391) **renting from Housing Associations** (11% in London and 8.8% in England).
- **The private rented sector** is now the largest tenure in H&F accounting for 29,715 (36.6%) of households (30.1% in London and 20.6% in England); this is the **seventh highest** proportion in England.
- The average **number of bedrooms** per household in H&F was 2.3 rooms (2.6 in London and 2.8 in England).

## Private rented households, 2021

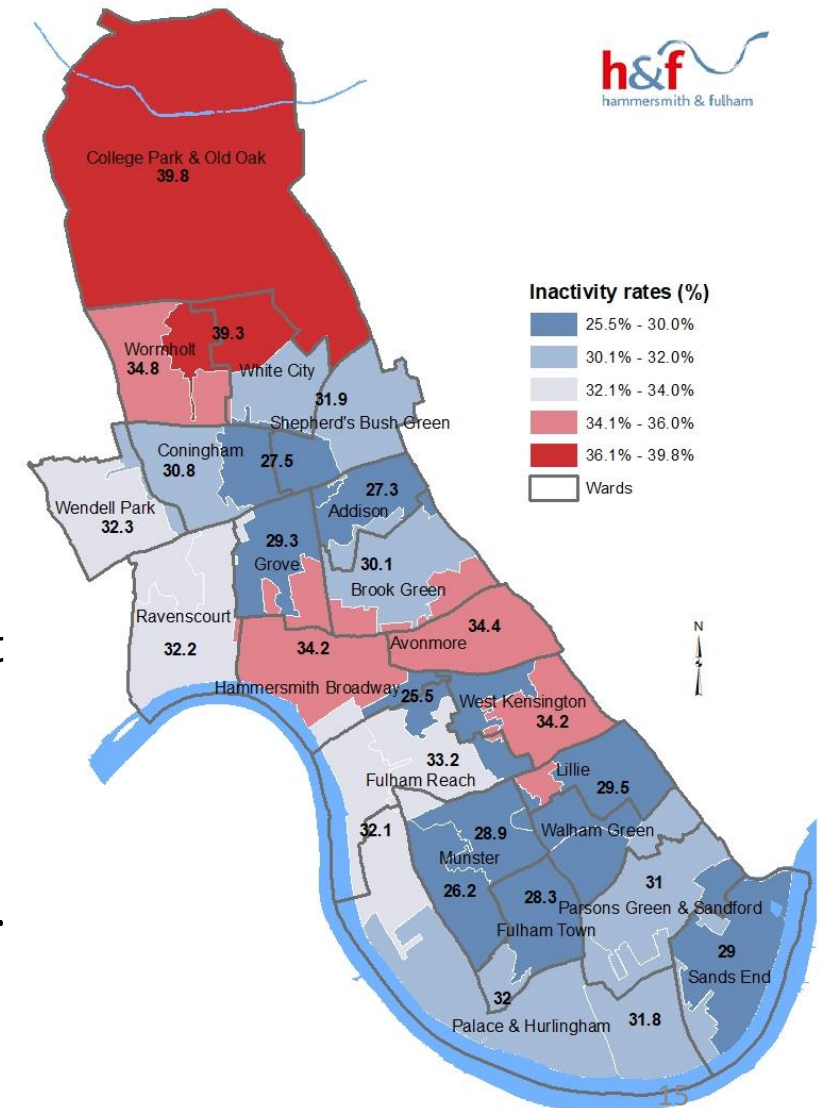




# Key findings – Labour Market

- At 68.4%, H&F still has one of **the highest economic activity rates** in the country (ranked 11<sup>th</sup> and 7<sup>th</sup> highest in London).
- Over half of those economically active were **employees** (51.1%), almost 1 in 8 were **self-employed** (12.3%) and a further 5% were unemployed but looking for work.
- 1 in 10 residents aged 16+ were **economically inactive** because of retirement (13% in London and 22% in England), and a further 21.6% were students, looking after home/ family or long-term sick/ disabled. Overall, H&F residents are more likely to **work longer hours**; 19.2% worked 49+ hours a week (13.3% in London and 11.1% in England).
- **Professional, scientific and technical activities sector** is still the largest source of employment in H&F with 13,898 employees (14.3%), followed by Health and Social Care with 11,869 employees (12.1%).
- 18.7% of the employed population were working as a **Managers, Directors and Senior Officials** (14.6% in London and 12.9% in England).
- As a result of the Covid-19 pandemic, over half (52.3%) of the employed residents were **working from home** (42.1% in London and 31.5% in England).

Economic inactivity, 2021



# Changes by ward: Demography & Housing (2011-2021)



Ward	Total population			Single households			BME group			Private renters		
	# 2021	% 2021	% point change	# 2021	% 2021	% point change	# 2021	% 2021	% point change	# 2021	% 2021	% point change
Addison	7,718	4.2	-0.1	1,575	41.6	-0.2	5,217	67.6	8.9	1,598	42.2	3.1
Avonmore	7,530	4.1	-0.4	1,522	41.6	-0.5	5,166	68.6	4.1	1,659	45.4	1.3
Brook Green	8,250	4.5	0.0	1,521	39.3	-0.1	5,154	62.5	10.2	1,697	43.8	3.2
College Park & Old Oak	9,984	5.5	0.4	1,408	36.3	-1.0	7,386	74.0	5.6	994	25.6	6.1
Coningham	10,584	5.8	-0.3	1,880	39.1	-1.8	6,774	64.0	4.5	1,743	36.3	3.0
Fulham Reach	12,167	6.6	-0.1	1,904	35.5	-4.1	7,243	59.5	6.8	1,947	36.3	3.4
Fulham Town	7,391	4.0	-0.2	1,184	35.1	0.1	3,720	50.3	5.8	1,497	44.4	2.9
Grove	7,247	4.0	-0.1	1,263	37.5	0.2	4,019	55.5	6.7	1,230	36.6	2.0
Hammersmith Broadway	7,850	4.3	0.7	1,378	38.2	-0.2	5,252	66.9	9.5	1,321	36.6	8.5
Lillie	6,709	3.7	0.3	1,289	40.1	-1.8	4,406	65.7	7.8	1,191	37.1	4.8
Munster	12,136	6.6	-0.3	1,651	31.2	-2.4	6,073	50.0	4.4	2,159	40.7	4.3
Palace & Hurlingham	11,173	6.1	-0.2	1,360	29.3	-3.3	5,376	48.1	8.1	1,474	31.7	2.8
Parsons Green & Sandford	7,727	4.2	-0.2	892	28.6	-4.1	3,998	51.7	8.5	1,062	34.0	2.3
Ravenscourt	6,932	3.8	-0.2	1,180	38.3	-1.9	4,057	58.5	6.8	1,148	37.3	2.2
Sands End	11,129	6.1	0.9	1,889	36.8	-0.5	6,737	60.5	7.8	1,820	35.4	6.8
Shepherd's Bush Green	5,570	3.0	0.0	1,104	42.1	-2.1	4,192	75.3	7.4	917	34.9	1.8
Walham Green	7,952	4.3	0.1	1,318	36.7	0.2	4,724	59.4	5.5	1,302	36.2	3.3
Wendell Park	7,419	4.1	-0.2	1,018	32.3	-2.7	4,211	56.7	4.5	879	28.0	-0.9
West Kensington	9,308	5.1	-0.6	1,840	40.9	-0.5	6,218	66.8	5.2	1,971	43.8	1.8
White City	10,393	5.7	0.3	1,315	31.3	0.6	7,901	76.0	3.6	1,299	30.9	6.5
Wormholt	7,985	4.4	0.2	840	28.1	0.4	5,235	65.5	6.2	811	27.1	3.3
<b>TOTAL</b>	<b>183,161</b>	<b>-</b>	<b>-</b>	<b>29,324</b>	<b>36.1</b>	<b>-1.3</b>	<b>113,051</b>	<b>61.7</b>	<b>6.6</b>	<b>29,715</b>	<b>36.6</b>	<b>3.3</b>

Note:

blue = Above H&F average

amber = Below H&F average

# Changes by ward: Health & Labour Force (2011-2021)

Ward	Bad health			Disabled			No qualification			In employment		
	# 2021	% 2021	% point change	# 2021	% 2021	% point change	# 2021	% 2021	% point change	# 2021	% 2021	% point change
Addison	347	4.5	-0.4	942	12.2	0.0	776	11.7	1.6	4,272	64.5	-4.9
Avonmore	342	4.5	-0.2	1,084	14.4	2.3	764	11.4	1.7	3,920	58.6	-5.3
Brook Green	289	3.5	0.1	990	12.0	2.0	574	8.2	0.2	4,330	62.0	-7.4
College Park & Old Oak	571	5.7	-0.5	1,643	16.5	1.1	1,524	17.9	-5.1	4,428	52.0	-4.6
Coningham	527	4.9	-1.0	1,508	14.2	0.2	1,249	13.9	-0.3	5,576	61.8	-3.3
Fulham Reach	513	4.2	-0.5	1,605	13.2	0.7	1,194	11.2	-0.8	6,436	60.3	-5.2
Fulham Town	191	2.5	-0.4	693	9.4	1.1	428	6.8	0.2	4,321	68.8	-6.1
Grove	250	3.5	-0.6	847	11.7	-0.1	643	10.6	0.0	3,959	65.2	-3.3
Hammersmith Broadway	390	5.0	-2.4	1,122	14.3	-2.8	939	13.9	-3.8	4,017	59.4	-1.1
Lillie	328	4.9	-1.8	918	13.7	-2.1	787	13.5	-3.3	3,456	59.2	-3.6
Munster	350	2.9	-1.0	1,194	9.8	-0.9	906	8.8	-1.5	6,908	67.3	-3.1
Palace & Hurlingham	300	2.7	-0.5	1,057	9.5	-0.3	800	8.9	-0.5	5,601	62.0	-6.5
Parsons Green & Sandford	214	2.8	0.1	699	9.0	0.6	484	7.8	-0.5	4,034	64.8	-3.9
Ravenscourt	294	4.3	-1.4	968	14.0	-0.7	581	9.8	-1.1	3,550	60.0	-4.9
Sands End	415	3.8	-0.8	1,254	11.3	-0.5	1,030	11.1	-1.6	5,959	64.4	0.3
Shepherd's Bush Green	338	6.0	-0.5	840	15.1	-0.4	715	15.4	-0.6	2,674	57.5	-4.8
Walham Green	376	4.7	-0.7	1,041	13.1	-0.9	852	12.6	-2.2	4,232	62.4	-4.7
Wendell Park	267	3.6	-0.4	844	11.4	0.1	619	10.4	-0.5	3,784	63.5	-4.4
West Kensington	375	4.0	-0.8	1,222	13.1	0.8	1,010	12.4	0.3	5,004	61.2	-4.3
White City	467	4.5	-1.8	1,336	12.9	-2.0	1,427	16.9	-2.1	4,912	58.2	-0.9
Wormholt	407	5.1	-1.1	1,163	14.6	-0.9	1,026	15.8	-3.5	3,655	56.2	-4.2
<b>TOTAL</b>	<b>7,549</b>	<b>4.2</b>	<b>-0.7</b>	<b>22,972</b>	<b>12.5</b>	<b>-0.1</b>	<b>18,332</b>	<b>11.9</b>	<b>-0.9</b>	<b>95,022</b>	<b>61.5</b>	<b>-4.2</b>

Note:  
blue = Above H&F average  
amber = Below H&F average

# Broad age groups by ward (2021)

Ward	Aged 0-15		Aged 16-24		Aged 25-34		Aged 35-49		Aged 50-65		Aged 66+	
	#	%	#	%	#	%	#	%	#	%	#	%
	2021	2021	2021	2021	2021	2021	2021	2021	2021	2021	2021	2021
Addison	1,096	14.2	854	11.1	2,012	26.1	1,786	23.1	1,331	17.2	637	8.3
Avonmore	840	11.2	1,022	13.6	1,868	24.8	1,610	21.4	1,264	16.8	926	12.3
Brook Green	1,260	15.3	970	11.8	1,831	22.2	1,864	22.6	1,448	17.5	878	10.6
College Park & Old Oak	1,478	14.8	1,548	15.5	2,188	21.9	2,198	22.0	1,768	17.7	807	8.1
Coningham	1,564	14.8	1,318	12.5	2,609	24.7	2,275	21.5	1,899	17.9	917	8.7
Fulham Reach	1,502	12.3	2,001	16.4	3,019	24.8	2,434	20.0	1,888	15.5	1,332	10.9
Fulham Town	1,116	15.1	939	12.7	2,069	28.0	1,586	21.5	1,112	15.0	567	7.7
Grove	1,172	16.2	696	9.6	1,643	22.7	1,639	22.6	1,334	18.4	753	10.4
Hammersmith Broadway	1,092	13.9	1,057	13.5	1,967	25.1	1,692	21.5	1,275	16.2	769	9.8
Lillie	876	13.0	920	13.7	1,700	25.3	1,415	21.1	1,093	16.3	713	10.6
Munster	1,877	15.5	1,570	12.9	3,248	26.8	2,664	22.0	1,694	14.0	1,081	8.9
Palace & Hurlingham	2,136	19.1	1,101	9.9	1,908	17.1	2,453	22.0	2,068	18.5	1,499	13.4
Parsons Green & Sandford	1,504	19.5	852	11.0	1,503	19.5	1,701	22.0	1,404	18.2	761	9.9
Ravenscourt	1,013	14.6	765	11.0	1,412	20.4	1,570	22.7	1,322	19.1	845	12.2
Sands End	1,873	16.8	1,311	11.8	2,781	25.0	2,553	22.9	1,681	15.1	926	8.3
Shepherd's Bush Green	920	16.6	649	11.7	1,343	24.2	1,171	21.1	1,005	18.1	466	8.4
Walham Green	1,161	14.6	1,096	13.8	2,084	26.2	1,637	20.6	1,261	15.9	710	8.9
Wendell Park	1,460	19.7	742	10.0	1,231	16.6	1,880	25.3	1,332	17.9	779	10.5
West Kensington	1,138	12.2	1,463	15.7	2,590	27.8	1,894	20.4	1,447	15.5	774	8.3
White City	1,957	18.8	1,447	13.9	2,219	21.4	2,214	21.3	1,778	17.1	774	7.5
Wormholt	1,484	18.6	1,211	15.2	1,557	19.5	1,591	19.9	1,378	17.3	764	9.6
<b>TOTAL</b>	<b>28,530</b>	<b>15.6</b>	<b>23,541</b>	<b>12.9</b>	<b>42,789</b>	<b>23.4</b>	<b>39,823</b>	<b>21.7</b>	<b>30,788</b>	<b>16.8</b>	<b>17,690</b>	<b>9.7</b>

Note:  
 blue = Above H&F average  
 amber = Below H&F average

**Report to:** Policy and Oversight Board

**Date:** 24/04/2023

**Subject:** Policy and Accountability Committees' Update Report

**Report author:** David Abbott, Head of Governance

**Responsible Director:** David Tatlow, Director of Corporate Services

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### SUMMARY

This report outlines the areas of work and reports considered by each of the Council's six Policy and Accountability Committees, from January 2023 to March 2023.

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### RECOMMENDATIONS

1. To note the updates of the Policy and Accountability Committees and discuss any areas for future review or collaboration.
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**Wards Affected:** All

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<b>Our Values</b>	<b>Summary of how this report aligns to the H&amp;F Values</b>
Doing things with local residents, not to them	The Policy and Accountability Committees aim to amplify the voices and concerns of residents and to give them a mechanism to comment on, participate in, and determine Council policy.
Being ruthlessly financially efficient	The Policy and Accountability Committees were set up to hold the administration to account and scrutinise decisions in the interest of residents.

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### Background Papers Used in Preparing This Report

None.

## **POLICY AND ACCOUNTABILITY COMMITTEE UPDATES**

### **Children and Education Policy and Accountability Committee**

The Committee considered the following items at its meetings on 30 January 2023 and 27 March 2023:

- 2023 Medium Term Financial Strategy
- Co-production in Mental Health Provision for Young People
- School Performance Report for Academic Year 2021/22

At the January meeting the Committee discussed the financial pressures on schools, the rising numbers of children and young people with Special Educational Needs and Disabilities and Education Health and Care Plans, safeguarding numbers, and the new Family Hubs. They also discussed how the Council's finance and Business Intelligence teams approached financial forecasting and modelling over the long term.

At the March meeting, members discussed how partners worked with the NHS to provide mental health services, better use of data and how to measure effective service delivery, if services were inclusive, and how the Council could support providers with co-production expertise. Finally, the Committee congratulated the Council's schools and education team on another year of excellent performance and recommended thinking about how to spread the good practice and learning further afield.

### **Areas of potential collaboration / cross-over with other PACs**

- Data sharing and collaboration between the Council, partners, and the NHS
- The Council providing co-production support to partners

### **Work programme**

3 July 2023:

- Early Years
- Care Review Introduction
- Youth Voice

### **Climate Change and Ecology Policy and Accountability Committee**

The November meeting was postponed until January so there have been three meetings since the last update.

The Committee considered the following items at its meetings on 3 January 2023, 31 January 2023, and 28 March 2023:

- Clean Air Neighbourhoods
- 2023 Medium Term Financial Strategy
- Climate Education in Hammersmith & Fulham
- Air Quality and Wood Burning
- Climate Change Communications

At the 3 January meeting, the Committee discussed the impacts of the Clean Air Neighbourhoods on traffic and the amount of carbon dioxide in the air. Residents generally welcomed the scheme, but some wanted the Council to take more radical action. The Committee asked officers for information on the timeframe of implementing rewilding in the borough and the optimal use of land for greening. They also recommended putting clear signage in place to guide traffic through the scheme areas.

At the 31 January meeting, the Committee discussed the Council's budget proposals and had an update on Climate Education in the borough. Members discussed how to overcome barriers and improve school engagement further. They also discussed the new Climate Education and Wellbeing Centre. The Committee requested a report on participants' feedback and school case studies and the business case of the Centre.

At the 28 March meeting, the Committee welcomed Dr Gary Fuller of Imperial College London to talk about the effects of wood burning on air quality. Members discussed the numbers of households using different fuels for wood burning, the positive impacts of ultra-low emissions zoning, the impact of air pollution on respiratory diseases like asthma, and the role of stakeholders in tackling air quality and climate change together. The Committee also discussed communications and recommended an educational and informative campaign about the danger of using solid fuels for wood burning.

#### **Areas of potential collaboration / cross-over with other PACs**

- Air Quality – cross-over with Health and Adult Social PAC
- New build energy efficiency and greening – Housing and Homelessness PAC

#### **Work programme**

The agenda for the next meeting is to be confirmed.

#### **Health and Adult Social Care Policy and Accountability Committee**

The Committee considered the following items at its meetings on 25 January 2023 and 22 March 2023:

- Palliative Care – Model of Care Working Group Update
- 2023 Medium Term Financial Strategy
- Emergency Planning – Response to 2022 Heatwave
- West London NHS Trust Update

The Committee made recommendations on the Palliative Care item around improving the frequency of communication with residents and highlighting opportunities for residents to engage with the group.

During the budget discussion members made recommendations to explore the level of funding available for transitions and how delays may be alleviated. They also considered the accessibility of Careline and other support services. The Committee also discussed the emergency response to the heatwave and made suggestions to improve communication to residents.

Finally, the Committee raised a number of issues with the West London NHS Trust at its March meeting, including a range of actions from previous meetings, the planned closure of a number of Ealing mental health beds, and an engagement project with Healthwatch. Members made recommendations to improve reporting, improve transparency at Trust meetings, and carry out independent audits of Trust services.

### **Areas of potential collaboration / cross-over with other PACs**

- The cost-of-living crisis – The impacts on the borough and actions the Council and partners could take to mitigate them
- Homelessness – health inequalities linked to poor or inaccessible housing
- Health and wellbeing support in the context of domestic violence and abuse, and violence against women and girls
- Digital inclusion in primary health care services

### **Work programme**

Members called for an extraordinary meeting on 26 April 2023 to look in detail at proposals to close Ealing mental health beds.

The agenda for the July meeting is still being planned but the following items were added to the long list:

- Annual complaints and complements report
- Long Covid
- GP Services
- Palliative care

### **Housing and Homelessness Policy and Accountability Committee**

The Committee considered the following items at its meetings on 23 January and 20 March 2023:

- 2023 Medium Term Financial Strategy
- Housing Revenue Account 2023/24
- Introduction by Richard Shwe, Interim Housing Director (IHD)
- Update on the Council's Development Programme

At the January meeting, the Committee discussed the provisions set aside to support residents with cost-of-living pressures and to procure more affordable properties to meet the rising demand for temporary accommodation. Members expressed concerns for more supply of family-sized homes, more resources for dealing with damp and mould, and additional assistance to residents in meeting the rent increase and costs for potential default. They also noted about the Council's endeavour to help the tenants in resolving rent arrears, the principles and mechanism of imposing service charges, the target of void reduction, and measures taken to bring down the number of outstanding repairs.



At the March meeting, the Committee noted that the Housing team would strive to report items undertaken by the IHD at his introduction, including overall management, strategic financial approach, general repairs, voids management and decant and temporary accommodation.

The Committee discussed the Council's development programme, to build 3000 energy efficient homes over the next four years. Members noted that units had all been developed according to the national space standard and that 4-bedroom properties were needed to cater for bigger families. They also noted that 10% of the units in the development schemes presented would be wheelchair accessible and the schemes were 'zero car', where the car parking on site only catered for people with blue badges. Under co-production, residents would be shown how to maximise the benefits of the new technologies and keep their energy bills low. The new maintenance contracts would be resident-centric and charged according to residents' living style. They further noted that the Regeneration and Development team was exploring embedding social care in new homes to provide extra care housing for those in need.

### **Work programme**

- Items proposed – Greening the housing stock, Repairs, Voids.

### **Social Inclusion and Community Safety Policy and Accountability Committee**

The Committee considered the following items at its meetings on 1 February 2023 and 21 March 2023:

- 2023 Medium Term Financial Strategy
- Annual Performance Report for the Law Enforcement Team
- Public Space Protection Orders
- Harmful Hexagons
- Police Briefing with Superintendent Craig Knight

The Committee discussed the way the Law Enforcement Team worked in the borough and asked for more data about their outreach work to support rough sleepers. They also made suggestions about which communities would benefit from greater engagement with the team. Members also discussed Public Space Protection Orders and asked to be updated on their use.

Finally, members and community representatives spoke with Superintendent Craig Knight of the Metropolitan Police about neighbourhood policing in the borough. They discussed stop and search, diversity in the police force, the outcome of the Casey Review, police numbers, and the need for robust partnership working.

### **Areas of potential collaboration / cross-over with other PACs**

- Cost of living, in the context of community safety – The trend of increased crime during periods of economic uncertainty.
- Development of a borough Food Strategy.
- Digital inclusion - what the Council is doing internally and with partners.
- Mental health and wellbeing in the context of community safety.

## **Work programme**

The Leader announced the Committee would hold a special meeting to discuss the Baroness Casey Review of the Metropolitan Police. Date TBC.

26 July 2023:

- LET Update
- Prevent
- Review of the Regulation of Investigatory Powers Act (RIPA)

## **The Economy, Arts, Sports, and Public Realm Policy and Accountability Committee**

The Committee considered the following items at its meetings on 30 January 2023 and 29 March 2023:

- Update on The Development of the Borough's New Five-Year Sport & Physical Activity Strategy
- 2023 Medium Term Financial Strategy
- Update on The Refresh of Hammersmith & Fulham's Industrial Strategy
- Update on Development of A Cultural Strategy for Hammersmith & Fulham
- Civic Campus Programme Update
- Update on The Development of the Borough's Parks For The Future Strategy

When considering the Update on the Development of the Borough's New Five-Year Sport & Physical Activity Strategy, the Committee agreed that the proposed themes of the strategy were the right ones and recommended that promoting physical activity to the less active in the community was important.

The Committee recommended that existing sports networks needed to be expanded and developed further to include schools, the third sector, disabled groups and Public Health. The Committee recommended that officers needed to ensure co-production was weaved into the strategy and that the strategy needed to include an appendix containing a document which stated what sports and physical activity provision currently looked like, so there was a position statement.

During the budget discussion members commended the work of the LET (Law Enforcement Team) to make neighbourhoods feel safer for residents and agreed this was money very well spent. The Committee were pleased there would be additional investment in waste management in the forthcoming year, and the Chair was keen to revisit the new contract in due course.

The Committee recommended there was scope to improve how the successful implementation of Section 106 Agreements was communicated. The Committee also explored business and domestic rates and commended how the Council Tax Support Scheme protected the most vulnerable and the least able to pay (and there were no plans to dilute the scheme). The Committee also discussed High Street Strategies and Management Plans and the importance of regenerating local high streets given their increased importance since Covid.

At the March meeting the Committee considered four substantial topics.

The Leader provided a detailed overview of how the Industrial Strategy was progressing. The Committee welcomed the report and the hard work by officers. It was noted the strategy was ambitious and far reaching and recommended there was scope to improve how the ramifications of the strategy was communicated to residents.

Commenting on the overall update report, the Committee recommended the individual themes would benefit from adding a narrative to substantiate some of the key points. The Committee identified several topics for further investigation. These included the difficulties faced by women returning to work after the pandemic and the need for more affordable childcare, the opportunities presented by the growth of artificial intelligence (AI) and the importance of any future updates incorporating some tangible examples of success (such as people, research and statistics on the number of residents that had attained success through a particular project).

In relation to the Cultural Strategy, the Committee thanked Thomas Dodd and Paul James from the Activist Group for all their hard work. The Committee recommended more engagement was conducted with young people and additional work was done to promote the rich heritage of the borough, including how the cultural/heritage strategy should interact with the borough's tourist/visitor strategy. To ensure diversity, inclusion and activities across the Borough were celebrated, the Committee recommended that a marketing plan for the Arts and Culture Strategy was devised.

The Committee were excited by the developments to the Civic Campus. The Committee recommended that more information about the progress to date (including the plans for Nigel Playfair Avenue), needed to be made available to residents. And further communication across the borough was required to sell the development, as well as celebrate the new feel of the Civic Campus.

Finally, the Committee thanked officers for their work to Develop the Borough's Parks for The Future Strategy, including the need for more trees to be planted and the use of parks by schools. Further issues included the need to return parks and green space to its original state quickly after events and the importance of using the Parks Forum in conjunction with Friends Group to steer future policy and parks usage.

### **Areas of potential collaboration / cross-over with other PACs**

- Mental Health and wellbeing – Links with the Sport and Physical Activity Strategy and the Development of the borough's Parks for the Future Strategy.
- Rising levels of obesity - Links with the Sport and Physical Activity Strategy and actions the Council and partners could take to mitigate them.
- The cost-of-living crisis – (Regeneration) - Local economy and local employment.
- Air Quality (and greening) - Links with Development of the borough's Parks for the Future Strategy.
- Responding to the climate emergency - Development of the borough's Parks for the Future Strategy and education in schools.

## **Work programme**

The agenda for the July meeting is still being planned but the following items were added to the long list:

- To revisit the Sport & Physical Activity Strategy in July 2023.
- To revisit the Civic Campus in the medium term.
- To revisit The Development of the Borough's Parks For The Future Strategy at the end of 2023.
- Waste Strategy, including the new waste contract.

## **LIST OF APPENDICES**

None.