

# Policy and Oversight Board Agenda

Monday 18 September 2023 at 7.00 pm

3 Shortlands, Hammersmith, W6 8DA

Watch live on YouTube: [youtube.com/hammersmithandfulham](https://youtube.com/hammersmithandfulham)

## 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. To register for a place please contact [David.Abbott@lbhf.gov.uk](mailto:David.Abbott@lbhf.gov.uk). The building has disabled access.

Date Issued: 08 September 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: 15 September 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 - 14
<p>To approve the minutes of the previous meeting as an accurate record and note any outstanding actions.</p>	
<b>4. INTERGENERATIONAL PRACTICE IN HAMMERSMITH &amp; FULHAM</b>	15 - 50
<p>This report sets out the current status of intergenerational practice in the borough and opportunities for developing and embedding intergenerational activities to address loneliness and social isolation.</p>	
<b>5. DIGITAL INCLUSION STRATEGY FOR HAMMERSMITH &amp; FULHAM</b>	51 - 94
<p>This report presents a new Digital Inclusion Strategy for the borough, which has been co-produced with residents and council directorates. Residents and voluntary and community sector partners have been actively engaged and shaped the strategy through the Digital Accessibility Group.</p>	

- 6. POLICY AND ACCOUNTABILITY COMMITTEES' UPDATE REPORT** 95 - 102
- This report outlines the areas of work and reports considered by each of the Council's six Policy and Accountability Committees, from April 2023 to September 2023.
- 7. WORK PROGRAMME** 103
- For the Board to note the draft work programme and suggest any amendments.
- 8. DATES OF FUTURE MEETINGS**
- To note the following dates of future meetings:
- 11 Dec 2023
  - 23 Jan 2024
  - 29 Apr 2024

# Agenda Item 3

London Borough of Hammersmith & Fulham

## Policy and Oversight Board Minutes



Tuesday 20 June 2023

### **PRESENT**

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

### **Other Councillors**

Councillor Rowan Ree (Cabinet Member for Finance and Reform)

Councillor Sharon Holder (Cabinet Member for Public Realm)

### **Officers**

Matthew Sales (Assistant Director, Programmes, Assurance and Analytics)

Julian Eccles (Strategic Lead for Communications and Communities)

Tara Flood (Strategic Lead, Co-production)

Kevin Caulfield (Strategic Lead, Co-production)

Philippa Cartwright (Project Director, Civic Campus)

Zoe Wilkins (Electoral Services Manager)

Kayode Adewumi (Assistant Director – Democratic, Registration and Coroner's Services)

David Abbott (Head of Governance)

### **Guests**

Jane Wilmot OBE (Resident Co-Chair, Civic Campus Disabled Residents Team)

## 1. **APOLOGIES FOR ABSENCE**

Apologies were received from Councillor Rebecca Harvey (Cabinet Member for Social Inclusion and Community Safety).

Apologies for lateness were received from Councillors Rowan Ree, Nikos Souslous, and Helen Rowbottom.

## 2. **DECLARATIONS OF INTERESTS**

Councillor Nikos Souslous declared a non-pecuniary interest in Item 5, Introduction of Voter ID Requirements, in his capacity as an election agent for H&F Labour.

**3. MINUTES OF THE PREVIOUS MEETING**

Councillor Victoria Brocklebank-Fowler noted that under Item 7, she had requested a report on exam performance for a future Board meeting. Councillor Homan said she would discuss it with Councillor Rowbottom.

The minutes of the meeting held on 24 April 2023 were approved as an accurate record.

**4. UPDATE ON CO-PRODUCTION FOLLOWING THE DISABLED PEOPLE'S COMMISSION REPORT**

Julian Eccles (Strategic Lead for Communications and Communities) introduced the report that provided an update on the Council's co-production activity and actions taken following the recommendations of the Disabled People's Commission.

Also in attendance for the item were Tara Flood (Strategic Lead for Co-production), Kevin Caulfield (Strategic Lead for Co-production), Jane Wilmot (Resident Co-Chair, Civic Campus Disabled Residents Team), Philippa Cartwright (Project Director, Civic Campus), and Councillor Sharon Holder (Cabinet Member for Public Realm and Co-production Lead for the Council).

Julian Eccles explained the importance of embedding co-production in the Council's services. He noted the report's recommendations for the Policy and Accountability Committees (PACs) and the Board to review co-production across the Council on a regular basis.

Kevin Caulfield discussed the significant progress made since the Strategic Lead for Co-production posts were created in 2019. He noted that officers had been working to build the capacity of residents to take part in co-production work. He also discussed the recently refreshed H&F co-production implementation group, comprising Councillors, officers, residents, and community organisations.

Tara Flood noted that moving the co-production team under Communications function should help to embed the messaging across the Council. A corporate training programme was due to be rolled out. Tara Flood also noted that the team had been approached by other local authorities and Government departments who were keen to learn from H&Fs best practice about implementing their own co-production programmes.

Phillipa Cartwright discussed the award-winning approach to co-production taken with the Civic Campus project. Jane Wilmot spoke about her experiences of the co-production working groups on the Civic Campus, and highlighted the importance of involving a wide range of Disabled people who could bring their lived experience to the project and ensure it was 'ruthlessly inclusive'. She felt it was important for the PACs to receive regular updates about the barriers Disabled people faced and the progress made. She suggested inviting the co-chairs of the Civic Campus Disabled Residents Team to attend those meetings to supplement the information provided by officers.

The Chair thanked Julian, Tara, Kevin, and Jane for their presentation and said she welcomed the message of embedding co-production and ensuring it was consistent throughout the Council's services.

Councillor Natalia Perez asked what the Council could do better in this area and how residents could be brought closer to decision-making. Julian Eccles said there was always scope for improvement. He noted that it was important for officers to understand that co-production led to better policy making, better delivery, and better financial efficiencies.

The Chair asked if there were lessons from the Civic Campus project around changing the culture amongst contractors that provide goods and services to the Council. Philippa Cartwright said it was important to stipulate the Council's requirements at the contract level. The fact that the Civic Campus Disabled Residents Team had sign-off gave them authority and meant they were listened to. Officers also needed to make contractors understand why it was so important – and win hearts and minds.

Jane Wilmot added that the Council wrote a statement for every contractor that set out its expectations around thinking inclusively. That set the tone for the project. The Chair suggested these elements could be written into a range of contracts and activities undertaken by the Council. She asked officers to investigate areas that this could be done.

**ACTION: Julian Eccles**

Councillor Jacolyn Daly thanked the contributors for their presentation and said the progress made was inspiring. She asked how the work could be brought to the PACs in a way that's useful. Julian Eccles felt the Committees should focus on major service delivery areas. The report recommended quarterly updates to the Committees to assess how well the Council was doing across each area.

Councillor Nikos Souslous asked if there were lessons from working with organisations like the police. The Chair suggested inviting the police and the co-production team to a future meeting.

**ACTION: Councillor Souslous / David Abbott**

Councillor Nicole Trehy thanked officers for the report and highlighted the importance of ensuring public spaces were developed with a diverse population in mind and bringing co-production into every decision. She also noted that the Metropolitan Police said they wouldn't be responding to mental health calls beyond September 2023 and raised concerns about the impact on neurodiverse people. The Chair suggested this could be considered at a future meeting.

**ACTION: David Abbott**

Councillor Rory Vaughan asked how projects were identified and chosen for co-production support. Julian Eccles said officers were guided by advisory groups – they looked at the main commitments from the Council's business plan and

discussed where they could have the most impact. They also considered routine service delivery items like waste collection and highways.

The Chair noted the Council was pioneering in this area and asked what was being done to promote its co-production work. Julian Eccles said now the team had moved under Communications they were keen to communicate more these activities to residents. The Civic Campus project had been well promoted through housing and architecture media. He said officers were keen to highlight the practical outputs and show the difference this work makes to people.

The Chair thanked everyone who had contributed to the discussion. She reiterated the need for regular updates on co-production to the PACs and the Board, the role that contractors would play delivering co-produced services to residents, and the importance of bringing partners like the police and health on board.

## **RESOLVED**

1. That the Board requested each Policy and Accountability Committee consider a quarterly update on previous and planned co-production activity.
2. That the Board considered a summary of such reports biannually.

## **5. INTRODUCTION OF VOTER ID REQUIREMENTS**

Zoe Wilkins (Electoral Services Manager) and Kayode Adewumi (Assistant Director – Democratic, Registration and Coroner’s Services) presented the report which outlined the Council’s operational response to requirements in the Elections Act 2022 for voters to provide photo identification in polling stations.

Zoe Wilkins noted that the first elections to apply the new rules were the local government elections in parts of England in May 2023. She said officers were awaiting the Electoral Commission’s report on why voters were turned away so the Council could mitigate any issues when the rules were applied in the borough. She explained that there was already a robust communication and engagement plan in place, and there would be flyers with voter registration information, a social media campaign, targeted adverts based on the results of the Commission’s report, and further information in the Council Tax and winter booklets. She noted there was some grant funding from the Government for this work, but not all of it had been confirmed.

Kayode Adewumi added that the Elections team were working closely with the Co-production team to look at the accessibility of venues and the communications plan. They were also thinking about other areas to improve to ensure residents could access their right to vote. He said the new burdens on the Council were partly funded by Central Government but there were funding gaps, which meant additional costs for the Council.

Councillor Rowan Ree (Cabinet Member for Finance and Reform) addressed the Board and said the Council would do everything in its power to ensure that everyone who wanted to vote was able to, despite the additional costs to the Council.

Councillor Victoria Brocklebank-Fowler asked how officers verified someone's identity if they requested a Voter ID certificate. Zoe Wilkins said if they had a National Insurance number, they could check their details on a government portal. If they didn't have a National Insurance number, then they could accept other forms of ID.

Councillor Brocklebank-Fowler noted that any publicity would be supplemented by pan-London and national coverage, and she felt that very few people would not know about the new requirements. She felt the separate household notification letter was surplus to requirements and overly costly, given that information was already being included with Council Tax letters. She asked the Cabinet Member and officers to reconsider. Zoe Wilkins explained that the items listed in the report was the Election team's wish-list, and not all of them would be taken forward.

The Chair said the borough had a relatively high turnover of residents and it was important to ensure they didn't miss out on their right to vote because of a lack of information. Councillor Ree agreed. He said the new rules introduced new barriers to voting which could stop people applying and the Council needed to ensure people were informed.

Councillor Natalia Perez noted that some communities were not officially recognised by the Office of National Statistics, citing the Latin American community as an example. She noted that a recent Greater London Authority (GLA) and YouGov poll showed that 95% of white Londoners were aware of the changes, 82% of Black and Minority Ethnic (BAME) Londoners were aware, and 76% of European Union (EU) citizens in London were aware. The poll showed that 32% of all Londoners were not aware of the new rules. She was concerned that some communities would be adversely affected and asked what steps had been taken to address the issue.

Zoe Wilkins said the GLA produced elections materials in a wide range of different languages which the team could adapt. They also linked to the Electoral Commission's website which was available in many languages. Kayode Adewumi said if Councillors were aware of community organisations the team could work with, they could send him the details.

**ACTION: Members**

Councillor Jacolyn Daly reiterated the importance of democracy and ensuring people weren't disenfranchised. She noted that there was only a small amount of money earmarked for adverts and questioned how impactful it would be. She felt the challenges were bigger than one team and the problem needed a Council-wide approach. She suggested the PAC Chairs think about how different departments could respond.

**ACTION: PAC Chairs**

Councillor Daly noted one of the issues at the recent local elections was people who didn't look like their ID and Elections staff reportedly had little support on the day.



She asked officers to consider the learning from that and what support could be put in place.

Zoe Wilkins said she would be doing an all staff briefing in September to ensure officers across the Council were aware of the rule changes. Training was also open to anyone interested in working in polling station or in other capacities. Regarding support for staff in stations, H&F had polling station inspection teams – managers who were trained to support the stations.

Councillor Rory Vaughan asked how the Council could collect statistics from upcoming elections to track performance. He also suggested sampling people across the borough to see if they were aware of the new rules. That could give insights to enable the Council to better target further information. Zoe Wilkins said statistics were collected based on a prescribed form required in polling stations. She hoped the Electoral Commission report would contain actionable lessons, but she said she could discuss sampling with the community engagement team.

The Chair said she thought language would be a bigger problem given the diverse population and asked officers to look at any lessons learned from other larger metropolitan areas like Manchester. She also asked how many people requested a private area for identification checks. Zoe Wilkins said she didn't think that information had been recorded.

Councillor Nikos Souslous asked how postal voting had changed by the Act. Zoe Wilkins said people would be able to apply for a postal vote online and the Council was due to start testing that soon. Regarding postal vote handling, the Act limited the number of postal votes that could be dropped into stations. Councillor Souslous also raised the issue of station staff not recognising valid forms of identification like Commonwealth Passports. Zoe Wilkins said that was a training issue and said she would try to get samples for training.

Councillor Souslous asked how many people had fraudulently voted in H&F. Zoe Wilkins said the only case she was aware of was from 2005 or 2006, where a man tried to vote twice. He was cautioned by the police.

Councillor Rowan Ree added that the measures put in place by the Act wouldn't have prevented that issue. He called it a 'solution in search of a problem' and believed it was designed to discourage people from voting. He noted that of the 58 million votes cast in 2019, 33 were proved to be fraudulent.

The Chair asked officers to consider the suggestions made at the meeting and work with the co-production team to ensure all of the materials being sent out were accessible.

**ACTION: Zoe Wilkins**

The Chair asked officers to circulate the Electoral Commission's report to members once it was published.

**ACTION: Zoe Wilkins**

**RESOLVED**

1. That the Board noted and commented on the report.

## **6. FORWARD PLAN**

Matthew Sales (Assistant Director, Programmes, Assurance and Analytics) gave a short overview of the report that reviewed the forward plan of the Board in 2023/24 and sought the Board's views on any further key strategic issues within its remit to programme for consideration in 2023/24.

Councillor Brocklebank-Fowler requested a report on exam performance, unless a similar report was considered at the Children and Education PAC.

The Chair highlighted the following potential items for September:

- Intergenerational practices
- Fuel poverty strategy
- Budget update

Councillor Brocklebank-Fowler suggested financial reports on housing, including an update on the Housing Revenue Account (HRA). Councillor Daly noted those items were on the Housing and Homelessness PAC agenda in the Autumn. The Chair added that an HRA update could also be included in the Board's budget update in September.

Councillor Daly suggested bringing the work on digital inclusion and the Council's broader digital transformation programme together into one item for a future meeting.

The Chair also suggested an item about how the Council worked with partners and gave the example of mental health services, provided in partnership with the NHS and community groups.

## **RESOLVED**

1. That the Board noted the forward plan for 2023/24 and commented on additional key strategic issues within its remit to programme for consideration.

## **7. DATES OF FUTURE MEETINGS**

The following dates of future meetings were noted:

- 11 Sep 2023 (later moved to 18 September 2023)
- 11 Dec 2023
- 23 Jan 2024
- 29 Apr 2024

Meeting started: 7.00 pm  
Meeting ended: 9.16 pm

Chair .....

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## Policy and Oversight Board Action Sheet 2023/24

20 June 2023

No.	Item	Item / Action	Response / Update	Officer	Status
1.	Item 4 – Update on Co-production	Jane Wilmot said the Council wrote a statement for every (Civic Campus) contractor that set out its expectations around inclusivity. The Chair suggested these elements could be written into a range of contracts and activities undertaken by the Council. She asked officers to investigate potential areas where this could be done.	<p>Response from the procurement team:</p> <p>When we seek to buy goods, works and services, the specification identifies the context and requirements. Co-production allows for joint development of the specification. Engagement supports understanding of requirements and formal consultation may also be involved for some regulated areas.</p> <p>Any contractual requirements will be derived from the specification and align with H&amp;F contractual clauses regarding equalities.</p> <p>Based on the specification, our procurements can then include:</p> <ul style="list-style-type: none"> <li>• specific questions relating to inclusion in the evaluation of tenders for goods, works or services we are buying.</li> <li>• social/added value for contracts over £100k, where some measures are aimed</li> </ul>	Julian Eccles	Done

No.	Item	Item / Action	Response / Update	Officer	Status
			at enhancing inclusion e.g. care experienced residents, lone parents, those with poor mental health etc.		
2.	Item 4 – Update on Co-production	Cllr Nikos Souslous asked if there were lessons from working with organisations like the police. The Chair suggested inviting the police and the co-production team to a future meeting.	Item added to the Social Inclusion and Community Safety PAC long list for consideration.	David Abbott	Done
3.	Item 4 – Update on Co-production	Cllr Nicole Trehy noted that the Met Police wouldn't be responding to mental health calls beyond September 2023 and raised concerns about the impact on neurodiverse people. The Chair suggested this could be considered at a future meeting.	Item added to the Social Inclusion and Community Safety long list for consideration.	David Abbott	Done
4.	Item 4 – Update on Co-production	It was agreed that each PAC receive a quarterly update on previous and planned co-production activity. And the Board would consider a summary of such reports biannually.	The first updates have been scheduled for the November PAC meetings.	Julian Eccles	Done
5.	Item 5 – Introduction of Voter ID Requirements	Re producing elections materials in different languages - Kayode Adewumi said if members were aware of community organisations the team	Cllr Perez emailed the Elections team with community group contacts.	Committee Members / Kayode Adewumi	Done

No.	Item	Item / Action	Response / Update	Officer	Status
		could work with, they could send him the details.			
6.	Item 5 – Introduction of Voter ID Requirements	Cllr Jacolyn Daly thought Voter ID awareness needed a Council-wide approach and asked PAC Chairs to think about how different departments could respond.	PAC Chairs have been contacted to think about how different areas of the Council could respond.	PAC Chairs	Done
7.	Item 5 – Introduction of Voter ID Requirements	Elections officers to work with the co-production team to ensure all materials being sent out were accessible.	Actioned. Elections send all public materials to the co-production team for comment prior to circulation.	Zoe Wilkins	Done
8.	Item 5 – Introduction of Voter ID Requirements	Officers to circulate the Electoral Commission's report to members.	The EC's interim analysis report was circulated by email on 26/03/2023. Full report due to be released in September.	Zoe Wilkins	In Progress

**Report to:** Policy and Oversight Board

**Date:** 18/09/2023

**Subject:** Intergenerational Practice in Hammersmith & Fulham

**Report author:** Rebecca Richardson, Strategic Lead

**Responsible Director:** Linda Jackson, Strategic Director of Independent Living (DASS)

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### SUMMARY

In 2022, the newly elected Labour administration produced its manifesto, 'Rising to the challenges of our time, together'<sup>1</sup>. One area highlighted as requiring attention was that of loneliness and social isolation. The manifesto specifically acknowledges that support should be provided to the population - particularly older people - living in single-unit housing, and lacking access to local support and family connections.

The Manifesto also specifically recognises that older lesbian, gay, bisexual, transgender, intersex, queer/questioning, asexual, non-binary and pansexual (LGBTQ+) people can face challenges in accessing support, family connections, and services to help in addressing loneliness and isolation. Intergenerational practice is identified as a way to address social isolation and loneliness, as well as the disconnect between age groups. Research suggests that younger and older people have different needs and different motives for attending intergenerational projects. Ensuring activities are appropriate and maintaining the interest of both groups must be considered.

This report sets out the current status of intergenerational practice in the borough and opportunities for developing and embedding intergenerational activities to address loneliness and social isolation.

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### RECOMMENDATIONS

1. That Policy and Oversight Board discuss what further opportunities there may be for intergenerational practices in H&F and provide a steer on the way forward.
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**Wards Affected:** All

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<sup>1</sup> [The Administration's Manifesto - Rising To The Challenges Of Our Time, Together](#)

<b>Our Values</b>	<b>Summary of how this report aligns to the H&amp;F Values</b>
Building shared prosperity	Intergenerational practice (and learning) is inclusive and builds on the positive resources that younger and older generations have to offer each other and those around them.
Creating a compassionate council	By developing and supporting existing projects that combat social isolation and loneliness through intergenerational activities.
Doing things with local residents, not to them	Intergenerational activities can be resident led and are dependent on resident voices to be successful.
Being ruthlessly financially efficient	Intergenerational practice acts as a valuable knowledge and skills exchange between generations which can reduce the need for interventions to improve outcomes.
Taking pride in H&F	Building more cohesive communities and connections between generations in the borough.

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

None.

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## **DETAILED ANALYSIS**

### **Research and Early Engagement**

1. H&F Policy and Programme Management Office team has produced a background research briefing. The briefing clarifies the definition and function behind intergenerational practice, highlighting the potential benefits and limitations to these endeavours, and outlining the key enablers required to effectively facilitate activities. Case studies of activities undertaken by several local authorities to address social isolation and loneliness have been included in Appendix 1.
2. The research briefing also sheds light on the subject of the intergenerational contract, particularly focusing on the disparity being experienced by younger people in terms of employment, pensions, housing, and asset wealth.



3. In March 2023, H&F officers joined Councillor Homan in meeting with economists from Think-tank, The Resolution Foundation to discuss key areas of concern regarding intergenerational inequality. The Resolution Foundation has produced findings on this matter<sup>2</sup> and collaborated with the Institute for Fiscal Studies<sup>3,4</sup>.
4. The Resolution Foundation has offered to be a sounding board to H&F and is happy to provide feedback on scoping documents. The Resolution Foundation will share future publications this year including its next Intergenerational Audit, expected to be published in Oct/Nov 2023, and research into wealth inequalities.
5. The H&F research briefing from March 2023 has been attached as Appendix 1.

## **Introduction**

6. *Intergenerational practice* according to the Beth Johnson Foundation, aims:

*“To bring people together in purposeful, mutually beneficial activities which promote greater understanding and respect between generations and contribute to building more cohesive communities.”*

7. This report highlights examples of intergenerational practice in Hammersmith & Fulham and opportunities for development of activities to combat social isolation and loneliness.

## **Existing Practice**

### **Third Sector**

8. The Council’s Third Sector Investment Fund (3SiF) funds a range of local organisations. The current funding arrangements support organisations who applied for a grant on the basis that they could deliver against the following priorities:
  - Improving health and adult social care
  - Everything we do – delivering social inclusion
  - A stronger local economy with more jobs for local people
  - Ensuring a safer, cleaner borough
  - Providing the best start for young people
  - Empowering and enabling local communities
9. The organisations listed below currently deliver intergenerational activities to support the 3SiF priorities they have committed to as part of their grant funding arrangement.

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<sup>2</sup> [\(2019\) A New Generational Contract. The Resolution Foundation.](#)

<sup>3</sup> [\(2022\) Intergenerational Income Persistence: Evidence for the UK. Institute for Fiscal Studies.](#)

<sup>4</sup> [\(2022\) Wealth is the growing economic divide in the UK today. Institute for Fiscal Studies.](#)

### 3SiF Organisations that Deliver Intergenerational Activities

Organisation	Service Summary
Age UK Hammersmith & Fulham	<p>The Connect Project: The service includes a lunch club café, IT training for older people, information and advice, a weekly programme of physical and mental activities, talks and workshops, befriending and other services, from shopping to light gardening. Service is provided with the help of over 400 volunteers and reaches over 1000 residents each year. It also attracts income from other sources to the borough.</p> <p>Website: <a href="http://www.ageuk.org.uk/hammersmithandfulham/">www.ageuk.org.uk/hammersmithandfulham/</a></p>
Alzheimer's Society	<p>Dementia Support Worker: Provides support and information for people facing problems with dementia, and their carers. Includes a regular service for people with dementia living in the community and a Saturday dementia café.</p> <p>Website: <a href="http://www.alzheimers.org.uk">www.alzheimers.org.uk</a></p>
The Creighton Centre	<p>Homeline: A telephone befriending service including casework, home visiting, monthly lunches, Christmas parties and other social events for older people, also digital inclusion classes. Important for isolated older people.</p> <p>The Creighton Community Centre: Community centre at Creighton House in Lillie Road, offering space to local groups to provide education, arts and crafts, health and wellbeing and other activities.</p> <p>Website: <a href="http://www.creightonhouse.org">www.creightonhouse.org</a></p>
Doorstep Library Network	<p>The Doorstep Library Network: A home visiting library and reading support to low-income families with children aged 1-12. Operate on several housing estates across the borough. Volunteers support children to improve their reading, help signposting families to other services and information.</p> <p>Website: <a href="http://doorsteplibrary.org.uk">doorsteplibrary.org.uk</a></p>
Fulham Good Neighbour Service	<p>Fulham Good Neighbour Service: Practical neighbourly support to mostly older people in the Fulham area. Volunteers support residents with befriending, DIY and gardening, transport, escorting and social events.</p> <p>Website: <a href="http://www.fulhamgoodneighbours.org/gardening">www.fulhamgoodneighbours.org/gardening</a></p>

Hammersmith Community Gardens Association	<p>Growing Communities: The service maintains and develops four sites in the borough; also delivers community environmental events and training opportunities. Attract high numbers of 300 corporate volunteers and work with local schools.</p> <p>Website: <a href="http://hcgga.org.uk">Hammersmith Community Gardens Association – We are an environmental charity managing four community gardens in Hammersmith and Fulham (hcgga.org.uk)</a></p>
Urban Partnership Group	<p>Invest-at-Masbro: Supports the Masbro Community Centre, providing a wide range of activities, volunteering opportunities for local people, and help with Disclosure and Barring Service (DBS) checks for third sector organisations.</p>
	<p>Masbro Older People Access Service: The service offers befriending, home support, social events and recreational activities to older people.</p> <p>Website: <a href="http://urbanpartnershipgroup.org.uk">Urban Partnership Group (UPG) community services Hammersmith/Fulham</a></p>

A request for information on other organisations in the borough delivering intergenerational activity found an even richer base of existing intergenerational projects in the third sector than anticipated. These organisations are not formally funded through 3SiF but form part of the third sector in H&F. Highlights include intergenerational repair workshops for electronics and an intergenerational programme for people of African and Caribbean heritage that encourages discussion through literacy and art.

### **Adult Social Care (ASC)**

10. Nubian Life who are one of our older peoples day services providers have produced a presentation on how they have and continue to be involved with intergenerational project. Their presentation has been enclosed with this report as Appendix 2.
11. Nubian Life have delivered several intergenerational projects and continue to develop this practice. They cite the benefits of the activities as follows:
  - Creative Approach to Community Development
  - Strengthening of Community Relationships
  - Promotes Active Citizenship
  - Challenges Systematic Ageism
  - Creates Welcoming Spaces for residents

- Builds Community Resilience
- Person/Interest Centred Activities/Services

12. Their past projects include:

- PEACE Wall (2016) -Young People and Wider Community created a PEACE Wall showcased at Westfield and poems were submitted across the borough on the meaning of PEACE in the community.
- Westside Young Leaders (2017) – The project created an Academy for black boys to develop leadership skills by completing tasks at the centre, having community meals with elders, and running a Community Challenge Day. This project relied on partnership working with the Young Offenders Service who helped match the young people to opportunity.

13. Nubian Life run two current intergenerational projects. The first is a garden project at the Josiah Braithwaite Community Garden. The project is in partnership with Fulham Good Neighbours and is in its final year of 5 years funding from the National Lottery Community Fund. The project has had excellent feedback and was reviewed by Imperial College winning an award for best poster.

14. On the back of the success of the Garden, Nubian Life have launched a second activity session, the Nubian Sewing Club. The Nubian Sewing Club is about sharing knowledge and skills to develop practical and creative abilities. The sessions are run on a Friday for two and half hours. The Club is open to those from the local community as well as those who regularly attend the day centre.

15. Elgin Resource Centre and Elgin Close Extra Care service which are co-located have a partnership with Hammersmith Academy and have recently started working to relaunch intergenerational projects. Planned projects are:

- A photography project which will focus on portraiture and building relationships between A-Level students and Elgin residents or day centres visitors.
- Tea and chat sessions to reduce social isolation for residents whilst supporting pupils with volunteer credits for their Duke of Edinburgh Award.

16. This demonstrates that providers are willing to be inclusive and flexible in their delivery models and shows scope for further embedding of intergenerational activities in social care settings.

## **Children's Services**

17. In children's services, intergenerational practice is characterised by small-scale and intensive projects. There are three areas within which activities take place:

- Education
- Community spaces
- Health

18. **Education:** Intergenerational activities in the context of the 'Creativity, Action, Service' component of the International Baccalaureate; this can include older volunteers mentoring 'vulnerable' children in need of support; for example, older people discussing wartime experiences with children studying the period or; 'Philosophy 4 Children' delivered in schools with older volunteers supporting the pupils.
19. **Community spaces (including Family Hubs)** to provide a space for older people to care for their grandchildren and meet other grandparents, parents and young children also attending sessions. Grandparents are currently welcome to activities within family Hubs however more targeting of grandparents could increase numbers of older people attending Family Hub activities. There is also potential for intergenerational cookery groups involving preparing and eating healthy lunches together, health and fitness activities; bringing young and older people together for activities that promote positive health and well-being, such as sessions on healthy living and well-being.
20. **Family Hubs** are predominantly aimed at 0-19 (25 with SEND) age group. However, there may be opportunities to explore how intergenerational practice could be incorporated into any Family Hub offer. There are issues with regards to availability of space due to competing demands of the number of services which will operate out of each centre. There are also considerations with regards to safeguarding where young people and children will be interacting directly with adults.
21. If the adults use the service themselves, they may not require the DBS check, however there would need to be staff presence who are both DBS checked and have relevant Safeguarding training. Safeguarding would require all employees and volunteers to have an enhanced DBS check to work with children and young people.
22. We will review options for intergenerational practice as part of the Family Hub programme to see if there is a natural fit for services that will operate from the hubs. This will include the following:
  - Grandparent-friendly Family Hubs
  - Grandparent-specific Family Hub sessions
  - Associated services and information for grandparents/carers
  - Identifying school's offer in intergenerational practice

## **Opportunities for Further Development**

### **ASC Day opportunities**

The success of Nubian Life Centre's Garden and Sewing Club provides an opportunity for other day centres and day opportunities providers to develop their own intergenerational activities. Elgin Resource Centre have developed a plan of activities in partnership with Hammersmith Academy. Social care will continue to monitor the outcomes of intergenerational projects as part of the review of day opportunities in Hammersmith & Fulham to see if there is scope for further development as part of the day opportunities offer.

The review of day opportunities for adults in the borough may provide an opportunity to embed intergenerational practice as part of the offer. There is currently three commissioned and three in house day services in the borough.

The commissioned day services are for older people, one that is dementia specific (Alzheimer's Society), one that supports Hammersmith & Fulham's Caribbean community (Nubian Life) and the other a generic older peoples offer (Elgin Resource Centre). The average age of attendees at the commissioned day centres is 88 years old.

### **Contract monitoring and management**

There is the opportunity within people services to explore intergenerational practices discussions with current providers as this will highlight more instances and models of this practice but also encourage providers to better understand the health and wellbeing benefits to residents we serve.

### **Volunteering**

The role of the Community Engagement Team in engaging with the voluntary sectors needs further consideration. The Voluntary sector are our grassroot organisations and play a critical role ensuring community cohesion. H&F Volunteers Centre can be asked to co-operate by targeting suitable volunteers and matching them with projects.

Providers of older people's services could utilise existing volunteer schemes for young people such as the Duke of Edinburgh Award and the National Citizens Service. Each of these schemes requires young people to complete volunteering and/or social action hours.

### **3SiF and Small Grants**

We could consider what opportunities there are for encouraging application to promoted intergenerational practices through small grants, but this will need to be in liaison with relevant Cabinet Members for Adult Social Care, Children and Education, and Social Isolation.

### **LGBTQ+**

The Labour Manifesto (2022) specifically recognises that older LGBTQ+ people can face challenges in accessing support, family connections, and services to help in addressing loneliness and isolation. There are currently no identified intergenerational projects that specifically support people from LGBTQ+ backgrounds. It is recommended that coproduction is done with this community to understand how and if intergenerational activities could support to reduce loneliness and isolation.

### **Tri-borough Music Club** ([www.triboroughmusicclub.org](http://www.triboroughmusicclub.org))

There is also the opportunity to further explore the role H&F Music or the Tri-borough Music Club can play in delivering intergenerational practice.

## **LIST OF APPENDICES**

Appendix 1 – H&F Research Briefing: Intergenerational challenges & opportunities

Appendix 2 – Nubian Life Intergenerational Practice Presentation

Appendix 3 – Related documents and further reading

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## **H&F Research Briefing**

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*Policy and PMO  
Clancy Connolly*

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### **Intergenerational challenges & opportunities**





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## **Introduction**

1. This research briefing considers the definition, benefits and potential role for H&F in supporting intergenerational challenges and opportunities.
2. According to the Beth Johnson Foundation, intergenerational practices aims:

“To bring people together in purposeful, mutually beneficial activities which promote greater understanding and respect between generations and contribute to building more cohesive communities.”
3. Intergenerational practice (and learning) is inclusive and builds on the positive resources that younger and older generations have to offer each other and those around them. It is an important part of Lifelong Learning, where the generations work together to gain skills, values and knowledge. Furthermore, it fosters reciprocal learning relationships between different generations, and helps develop social capital and social cohesion.<sup>1</sup>
4. Intergenerational practice can help to address issues of social isolation and loneliness, and can help to combat associated medical issues. Social isolation and loneliness are key areas of concern for H&F, with a rising elderly population. Studies suggest that social engagement may decrease the risk of dementia. As loneliness increases the risk of dementia, social engagement can influence individuals' physical and mental conditions through cognitive physical training, thereby delaying or preventing cognitive function decline.<sup>2</sup>
5. Intergenerational programmes are social engagement strategies that can promote cooperation, interaction, and exchange among individuals from two or more generations. Programme content can be diverse; they can include arts, culture, music, information and communication technologies.

## **Background – Social Inclusion in H&F**

6. Families in urban areas, such as London, are moving further apart - compared to families in more rural locations. A 2021 study concludes that intergenerational proximity and family interactions in urban areas are becoming more distanced, with key drivers for this being access to further education, employment opportunities, and viable far-distance travel.
7. This mobilisation is one factor behind recent generations of younger people moving further away from their family homes. This also increases the numbers of elders in urban areas being left without close family ties nearby.<sup>3</sup>
8. In 2019, the Older People's Commission for H&F reported that 43% of elderly residents in H&F were living on their own – the fourth biggest proportion in the country at the time. Not only are our elderly increasingly living alone, but an increasing

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<sup>1</sup> Generations Working Together, '*Intergenerational Practice*', [Available here](#).

<sup>2</sup> National Library of Medicine, '*Effectiveness of intergenerational participation on residents with dementia: A systematic review and meta-analysis*', (March 2022). [Available here](#).

<sup>3</sup> Kalmijn, M. '*Long-term trends in intergenerational proximity: Evidence from a grandchild design*', (May 2021), [Available here](#).

proportion are in a state of acute need. One in five of elderly residents at the time of the Older People's Commission were considered to be living in poor / very poor health, whilst more than half were living with long-term health issues (sometimes multiple issues) or disability. One in four elderly residents was deemed to be living in poverty, whilst a third of elderly residents was receiving pension credit.<sup>4</sup> It is worth noting that more recent data from the Census 2021 revealed that 87% of residents reported their health as very good or good, **the eleventh highest** proportion in the country.

9. At the time of Census 2021, 27% of H&F households were estimated as single person households, compared to 29% in 2011. According to the Census, the proportion of single person households that are elderly residents has stayed at a similar level between 2011 and 2021, at 9% of those aged 66 and over.<sup>5</sup>

### **Benefits of intergenerational work**

10. The benefits of undertaking intergenerational programmes and activities can include:

- **Improved health and wellbeing:** Including reduced feelings of loneliness and improved physical and mental health outcomes.
- **Improved social connections:** Between people of different ages, which can have numerous benefits for mental health and wellbeing. Improved understanding and respect between different generations can also help to reduce negative stereotypes and prejudices.
- **Community cohesion:** The Local Government Association (LGA) finds that young and older people who have met through intergenerational activities will stop and speak to each other. Some are more likely to speak to older or younger people they have not met before, as they understand the other generation better, and are more confident about interacting with them. In addition, where projects bring together young and older people from different ethnic groups, there is a potential for broader cultural understanding to grow - enhancing cooperation, inclusivity and understanding throughout communities more broadly.<sup>6</sup>
- **Enhanced learning and development opportunities:** For both younger and older individuals, affording the opportunity to mutually teach and learn.
- **Increased volunteering and civic engagement:** Bringing benefits for both the individual and the community.<sup>7</sup>

### **Barriers, risks and limitations to intergenerational work**

11. The LGA highlights some of the challenges encountered in several areas of intergenerational practice including:

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<sup>4</sup> H&F, 'Older People's Commission – Final Report', (March 2019), p.11-12. [Available here](#).

<sup>5</sup> Office for National Statistics, 'How life has changed in Hammersmith and Fulham: Census 2021' [Available here](#)

<sup>6</sup> Local Government Association, 'Intergenerational Practice: Outcomes and Effectiveness', (June 2010). [Available here](#).

<sup>7</sup> Generations Working Together, 'Intergenerational Practice', [Available here](#)

- **Low uptake and interest:** Initial challenges are likely to include low uptake and/or a reluctance to socialise with other participants attending. Those involved in running the sessions will find that they are time-consuming exercises. Finding a suitable time-slot and venue for young and older people to work together can be problematic. It can also be difficult to ensure the commitment of partners, such as volunteers.
- **Contrasting availability and interests between generations:** A schedule needs to be carefully judged to fit the schedules of target older and young people. Research suggests that younger and older people have different needs and different motives for attending intergenerational projects. Ensuring activities are appropriate and maintaining the interest of both groups can be a challenge. The organisation and logistics of intergenerational work can also be challenging. Activities involving young and older people require considerable preparation and supervision to be successful. The weather was noted to affect attendance too.
- **Barriers to engagement demographics:** It can be difficult to engage sufficient numbers of older people for effective intergenerational practice. Older people, particularly those who are lonely or have conditions such as hearing loss, may be embarrassed, lack confidence and have concerns about working with young people. Working with groups who are more likely to benefit from the engagement such as NEETs (Not in Education, Employment or Training) and young people exhibiting challenging behaviour, for example, could be more difficult.
- **Potential Negative consequences:** Whilst the outcomes for intergenerational work are generally positive, there is the potential for negative stereotypes to be reinforced. If groups are not overseen and delivered in a skilful way, negative experiences between generations can reinforce negative stereotypes which can discourage participation in the project.<sup>8</sup>

### **Opportunities for Intergenerational practice at H&F**

12. The most relevant 2022 H&F Labour Manifesto commitment in this area is set out below:

*“We have a high number of people living in single unit housing, particularly older people without family or support living nearby, which exacerbates isolation and loneliness. We will provide better practical and social support to these people and maintain an individual connection through local council staff and NHS and community workers to support them in the round and spot unreported issues quickly”*

13. Back in 2019, a social isolation and loneliness board had been established at H&F. The Covid pandemic then stopped this developing further. It is possible to review and restart the work, depending on new priorities. Intergenerational opportunities could include:

- Dementia project
- Youth Council & Mental Health project

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<sup>8</sup> Local Government Association, ‘Intergenerational Practice: Outcomes and Effectiveness’, (June 2010). p.8-12. [Available here](#)

- Social isolation & loneliness
- Nursery school and residential homes/sheltered accommodation
- Secondary school children coaching older people re- IT skills
- Older people coaching younger people reading and writing/maths skills etc.
- Fully sweat the 3 Sector Improvement Fund (3SIF) and fast track projects schemes for intergenerational possibilities.

14. Previous experience in this area, and wider research, shows that to deliver successful programmes there needs to be enough capacity to establish and run any schemes. Having carried out a short desktop benchmark it appears that where this is done well, the third sector have been commissioned to carry out the schemes. The key components of an effective Intergenerational programme are outlined in a diagram at appendix 1.

### Intergenerational practice case studies and enablers of success

15. According to 2019 research from the Welsh Government, key enablers of successful intergenerational practice are:

- **Funding**, which doesn't need to be substantial because the activities are usually low-cost. But funds are likely to be required for staffing, equipment, transport, and professional facilitators (e.g. artists commissioned to run sessions).
- **Preparation for participants**, such as informing young people about dementia and its effects. Keeping participants well-informed can help establish confidence, understanding and put people at ease.
- **Enthusiasm**, which usually stems from a committed individual or organisation which is keen to effect change.
- **Specific purpose**, responding to local and social needs - rather than doing something for the sake of it.
- **Working in partnership with existing networks**, such as organisations that already support vulnerable or isolated people, will often provide a better platform for intergenerational practice.
- **Activities** guided by the input of participants will offer a sense of ownership and empowerment for residents.
- **Developing relationships**, by allowing participants the opportunity to network informally and establish meaningful connections.
- **Themes, access and benefits**, that mutually benefit and appeal to target demographics, such as sharing skills in reading, arts and crafts.
- **A sense of purpose**, such as exhibiting art work or showing performance art will add to the achievement for all participating.
- **Fostering mutual respect between participants**, ensuring they feel safe and welcome in the space created.<sup>9</sup>

16. **Appendix 2** sets out six case studies, to highlight how other local authorities are tackling issues of social isolation and loneliness amongst elderly residents. Several strong themes and critical success factors have been captured and are set out below:

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<sup>9</sup> Welsh Government, 'Review of key mechanisms in intergenerational practices, and their effectiveness at reducing loneliness/social isolation', (May 2019). [Available here](#).

**Co-production and facilitation:** Council's typically champion intergenerational work but many case studies show that the council's role is often facilitative and arm's length, with programmes co-produced and delivered with communities. Understanding the needs of participants is critical to success - preparation sessions with individual groups is advised, before embarking on larger-scale intergenerational work.<sup>10</sup> Activities need to be tailored to the needs of both groups (the elderly and younger demographics) around mutual or shared interests. Involving participants in the planning and design of activities and the use of interactive activities are also important approaches.<sup>11</sup>

- **Funding:** Larger scale and more council-led initiatives require funding for a range of areas in order to deliver successful interventions, including for: venue hire, staffing, transportation costs, procurement of food/refreshments, and resources for activities.
- **The range of potential interventions is vast:** Support offers provided by younger people to older people such as dog-walking, shopping or face-to-face chats are low-key and relatively bespoke options which may be facilitated through volunteer support. However, other activities may require greater resource and coordination, such as sports/exercise classes, knitting, arts and crafts, singing groups, digital inclusion courses, preparing affordable meals etc. Following the pandemic, more residents have learned to use digital devices to participate in activities through platforms, which can bridge the gap for people who were previously digitally excluded.
- **Volunteer participation is vital:** A strong and reliable involvement from volunteers and the third sector will be key, as will building relationships with residents and delivering a dependable and consistent offer. It is important to have a 'hands on' approach to challenge misconceptions and to agree a code of conduct from the outset. These factors are critical for avoiding the reinforcement of negative stereotypes between demographics.<sup>12</sup>
- **NHS involvement:** Regular engagement and contributions from the NHS and/or public health can help to introduce awareness of health issues and the importance of GP registration for participating residents. Health services can also act as a point of contact or oversight which can raise health concerns and initiate a referral, where the need arises.
- **Access to transport and venues:** Older residents may be more dependent on public transport and may have greater transport needs. Younger people will equally have their own transport needs that may need to be considered depending on the specific activity.

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<sup>10</sup> Local Government Association, '*Intergenerational Practice: Outcomes and Effectiveness*', (June 2010). [Available here](#).

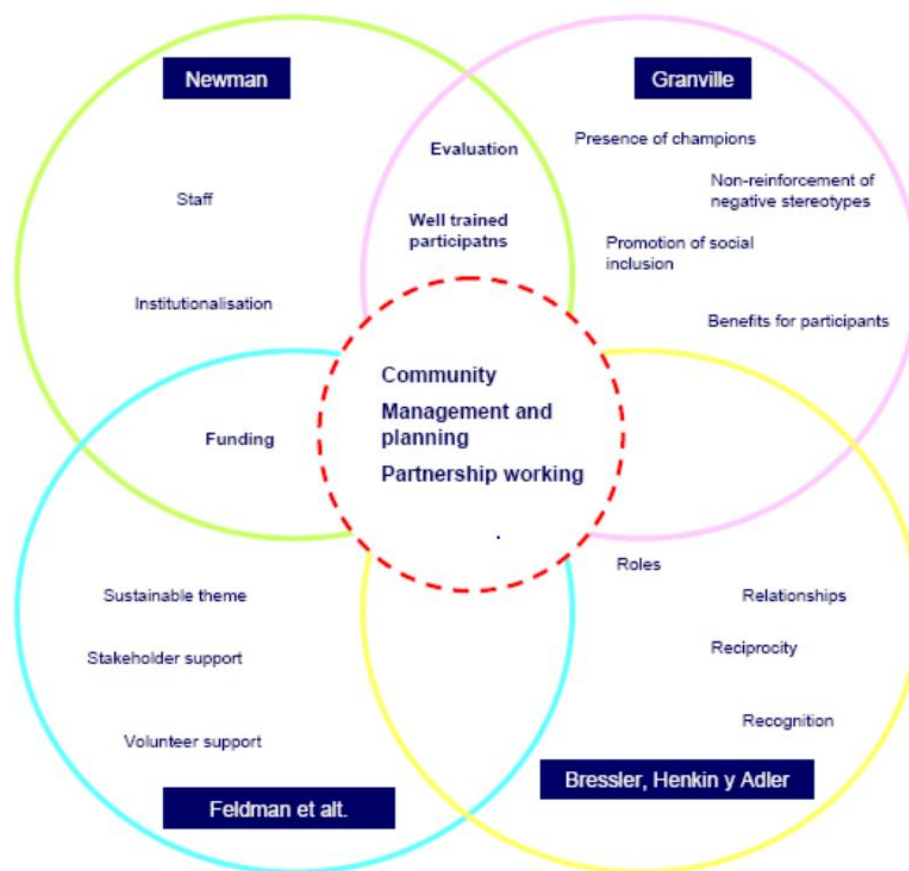
<sup>11</sup> Local Government Association, '*Intergenerational Practice: Outcomes and Effectiveness*', (June 2010). [Available here](#).

<sup>12</sup> Local Government Association, '*Intergenerational Practice: Outcomes and Effectiveness*', (June 2010). [Available here](#).



## Appendices

### Appendix 1: Key components of an effective Intergenerational programme.<sup>13</sup>



<sup>13</sup> Intergenerational Programmes Evaluation available [here](#)



## **Appendix 2: Six case studies of local authorities**

### **Case Study 1**

[Reigate and Banstead](#) Borough Council has a team of community development workers who work with local people to develop community-driven projects. They cover the areas/neighbourhoods which rank highest on the index of multiple deprivation.

*Head of Community Partnerships, Justine Chatfield:*

“The team are not there to do stuff to our communities, to run or provide services. Instead the goal is to enable communities to develop their own schemes.”

#### **Impact:**

- A ‘good neighbour’ scheme in one area where a network of volunteers has been set up to support the frailer members of society who may struggle to access services. This includes everything from taking them out to activities and to do their shopping, to tasks such as walking their dog, or just sitting and chatting over a cup of tea.
- A South East Asian women where they socialise and exercise together.
- An intergenerational arts and crafts group on one estate, which sees young families and older residents gather together once a month.
- Grant-backed football sessions for local people, where attendance costs just £1.
- A voluntary sector-run singing group for people with learning disabilities, including the option to attend remotely.

#### **Lessons Learned:**

- Stronger relationships developed between the local authority, NHS and voluntary sector – and a better mutual understanding of each area at a functional level.
- GPs better equipped to identify non-medical interventions for local people.

#### **Next Steps:**

- There is available £300k funding from the local authority. In some cases this supports voluntary sector initiatives
- Following the pandemic, some venues are reopening and connections being re-established.
- Hybrid sessions are now more available for those who want to be involved in an activity but are better suited to attending remotely.
- Taking the running of three community centres back in-house.

## Case Study 2

[Leeds City Council](#) - Leeds Neighbourhood Networks aim to support older people to live independently and participate in their communities as they grow older through a range of activities and services provided at a local level. They include advocacy, activities to improve health and wellbeing and social opportunities from painting groups to befriending support.

Some are run directly by the networks, while others are supported by them. The networks have developed over the past 30 years and there are now 37 individual networks across Leeds.

The council has always supported the networks with funding, but from 2010 started directly commissioning them as part of the wider integration agenda. Their priorities include – reducing social isolation and loneliness, increased contribution and involvement, increased choice and control and enhanced health and wellbeing.

### Impact:

- A digital health hub, which provided vital support during the first lockdown, training more than 50 older people about how to get online and access platforms such as Zoom.
- Allotment projects, organised walks picnics and assisted shopping for elderly residents
- A 2020 [review](#) by *Ageing Better*, praised the work done and recognised it as an essential part of the councils community-based approach.

### Lessons Learned:

- Regular engagement with the Leeds Council Third Sector Development manager, in the form of monthly sessions, so that Network members can drop in to discuss practices, whilst specialists are invited to offer advice and training to improve the Network.

### Next Steps:

- Following the pandemic, restarting face-to-face activities.
- Working with the networks and their local communities, this could involve working more with younger people as part of a wider range of ages.
- Intergenerational projects, such as events for young families, putting on sports sessions for children and organising trips to local attractions, such as children's farms.

## Case Study 3

[Calderdale Council's](#) *Staying Well* Programme commissioned since 2014, originally as a pilot to help tackle loneliness and social isolation. Supported by council and voluntary staff, it is now well-established - covering the whole of the borough.

Activities include - chat and craft groups, gardening schemes, walking football and luncheon clubs. Each locality also has two *Staying Well* workers who deal with referrals in from GPs, nurses and social care staff – although self-referrals are also accepted. The workers help people find local activities as well as volunteering opportunities.

### Impact:

- An evaluation of the *Staying Well* Programme by the University of Sheffield said it was having a “positive impact” on people’s lives. It said the support provided had been “instrumental” in helping them rebuild their lives after adverse events, helping to reduce social isolation and loneliness.
- One of the biggest successes has been the number of local residents who have been encouraged to volunteer which is helping to keep people socially active as well as giving something back to the communities and helping ensure the activities remain sustainable.
- The programme has an impressive reach. In the year before the pandemic the service received more than 600 referrals.
- During the pandemic, the network of volunteers delivered essentials, shopping and medicine to residents who were vulnerable and shielding.

### Lessons Learned:

- It is vital to ensure the voice of local people is heard. Community panels have been set up across Calderdale.
- The panels are used to help decide what activities and groups are funded as well as what support should be given by the *Staying Well* workers.
- Transport is an important challenge to consider. Many of the people we work with are not confident or able to use public transport so the network has to explore solutions such as taxis.

### Next Steps:

- Re-establishing the service face-to-face offer, following the pandemic.

## Case Study 4

[Stockport Council's DigiKnow Alliance](#). Established in 2018, in collaboration with a number of delivery partners to help ensure digitally excluded residents gain the skills, confidence and access they need to use the internet to benefit their work, health and life. Approximately 40% of the population were making limited/no use of the internet.

*“The three main barriers to getting online are lack of motivation, lack of skills and confidence, and the cost of equipment to access the internet. Motivation has been a significant barrier among the older population, but digital exclusion is something that can affect people of any age.”*

The council took the strategic lead, but the programme is delivered by the *Starting Point Community Learning Partnership*, which trains local volunteers to become digital champions. The champions provide one-to-one support to people as well as running group/community activities.

A new helpline was also launched as well as a DigiKnow library, which lends residents devices and provides them with data. This was funded with the help of money provided by the Department for Education, O2 and council funds.

A recycling charity helped repurpose devices that residents and businesses wished to donate – which could be dropped off at any library in Stockport.

### Impact:

- Approximately 1,000 devices loaned out.
- Hundreds of skills sessions delivered remotely.
- More than 8,000 residents supported prior to the pandemic, with thousands more during the pandemic.
- Increased online access has improved residents health, wellbeing, and helped tackle loneliness.

### Lessons Learned:

- The fact that the service is viewed as a service separate from the council is a real strength. It is seen as a community initiative, collaborating with local organisations and people.
- Devices tend to be loaned out for three months and are often returned in good condition – adding to a sense of collective achievement.

### Next Steps:

- A steering group meets fortnightly. A wider alliance group that meets quarterly. The focus for both will be how to maximise reach. Developing digital skills is now more important than ever.
- *“We want to build on the network of champions and increase the numbers and look for more opportunities to support our communities. It is not just about social isolation – it is about work and education opportunities as well.”*

## Case Study 5

[Middlesbrough Council](#) – supported The *Ageing Better Programme* was launched by Middlesbrough and Stockton Mind. The Council is a key partner and takes a strategic lead, chairing the steering group. The programme aims to tackle loneliness and isolation among the over 50s.

Grants of up to £5,000 were made available for community groups and there were more than 300 activities available (pre-pandemic) to tackle social isolation. These included digital inclusion support, luncheon clubs, knitting groups, a DIY group for women, chair-based exercises, dementia-friendly activities, and arts and crafts activities.

A network of voluntary “befrienders” has also been established for those who need one-to-one support.

### Impact:

- Pre-Covid, over 4,000 people were involved in the programme.
- During the pandemic, more work was done to offer residents support to become digitally included.
- Tea & Technology classes have proved to be very successful.
- Delivered online support: bingo sessions, quizzes, armchair exercises and history projects.
- Distribution of digital devices to residents.
- Journey Assistance Cards have been distributed to residents who may be frail or have an unseen disability. The carrying and displaying of the card lets those around know that the card-holder may need additional support or for seating to be made available.
- The ‘*Please have a Seat*’ initiative (in which venues can display a salient window sticker) is aimed at encouraging restaurants, cafes and retail outlets to allow people to use their premises to go to the toilet or have a rest or glass of water.
- An interactive map, has been developed to signpost people to Dementia friendly activities and support.

### Lessons Learned:

- Middlesbrough is aiming to achieve the World Health Organisation’s [age-friendly status](#). This looks to interconnect eight domains, including housing, transportation, and social inclusion, to ensure that a specific place is accessible for older people.
- The steering group includes older people who can offer their perspective when it comes to issues such as transportation or access to outdoor spaces.
- Transportation is a key enabler to allow residents to attend and join in the many groups and activities that are available to them.

### Next Steps:

- Post-pandemic engagement includes offering to those most at risk of social isolation, with bespoke drop-in facilities for those with dementia and also residents with vision and hearing impairments.

## Case Study 6

[Norfolk County Council](#) launched its Healthy Libraries initiative - in partnership with public health. Staff receive training in Mental Health First Aid Lite, dementia and autism awareness, and health information literacy skills. In addition, a range of initiatives to promote good health and wellbeing among users have been promoted, which can positively impact wellbeing and tackle isolation.

Offers have included:

- A cup of tea & a chat (including a remote offer during the pandemic, which proved highly popular).
- Reading volunteers, who will read (by phone or online) to residents who are housebound.
- Singing groups.
- Colouring groups for adults.
- Knitting groups.
- A volunteer musician (a harpist) would come and perform.

### Impact:

- Prior to the pandemic, around 60,000 people a year were taking part in the activities laid on.
- The activities included both older people and young families.
- The work of the Norfolk library service has been recognised by the Library and Information Association, winning a *Libraries change lives* award.
- *“Health and wellbeing has really become embedded in our service, taking a county-wide approach with colleagues in public health, Active Norfolk, adult learning and the NHS – and that is making a real difference to social isolation and loneliness.”*

### Lessons Learned:

- There are still many groups who remain socially isolated.
- Women tend to use libraries more than men.
- In rural communities, you often find there are roles in work for men to work on their own. So aiming offers at men in particular is important.
- More work addressing digital exclusion is required.

### Next Steps:

- The service is now focussing on offering both online and face-to-face options.
- A new project, *NHS Connect*, is being explored in partnership with the health service. It will be aimed at people with cancer and low-medium mental health issues. The aim is to supply digital devices with data included to help residents link in with some of the opportunities that are available locally.
- Tackling social isolation and loneliness are key priorities in this regard.

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# Intergenerational Activities

A Nubian Life Perspective



# Intergenerational Activity

- **Is more than bringing younger and older people together, it is a systemic approach to community development and wellbeing that recognises and values the contribution of all generations.**
- **It is a collaborative approach to move away (where appropriate) from age based services**
- **Supports local communities to have agency, collectively respond to local issues and builds resilience**



# Core Principles

**Core principles that help in the planning and delivery of an effective intergenerational approach (Pinto et al, 2009). If there are adhered to, the outcomes for the individual, community and society in the intergenerational exchange are maximised. According to these principles, intergenerational activities should be:**

- **Mutually & Reciprocally Beneficial:** for each generation participating based on the aspirations and needs of those participating
- **Asset based:** Working with communities helping them to mutual interests and discover their strengths
- **Well Planned:** Inline with strategic plans and not short term initiatives/funded projects
- **Culturally Appropriate:** Tailored to the individual needs, context and attitudes of those participating
- **Multi-disciplinary:** Creates a vehicle for broadening the experience of professionals and encourages more inclusive working

# Benefits of Intergenerational Activity

- **Creative Approach to Community Development**
- **Strengthening of Community Relationships**
- **Promotes Active Citizenship**
- **Challenges Systematic Ageism**
- **Creates Welcoming Spaces for residents**
- **Builds Community Resilience**
- **Person/Interest Centred Activities/Services**

# Nubian Life's Approach



- Idea.....
- Blank Piece of paper
- What do you think?.....
- What/Who Do we need.....
- Risk?
- Mitigate Risk

# Our Experience

## **PEACE Wall London Westfield 2016**

- Young People and Wider Community created a PEACE Wall showcased at Westfield and poems were submitted across the borough on the meaning of PEACE in the community

# Our Experience

## **Westside Young Leaders 2017**

- Academy for Young black Boys – Young Leaders Serve
- Community Challenge Day
- Boys given task to complete around the Centre
- Affirmation from our Elders
- Family/Community Meal

# Our Experience

## Josiah Braithwaite Community Garden



# Our Experience

## Nubian Life Sewing Club







## **Appendix 3 – Related documents and further reading**

### **H&F's Independent Living Vision**

<https://beta.lbhf.gov.uk/living-independently/our-vision-independent-living-hf>

### **The Disabled People's Commission Report**

<https://www.lbhf.gov.uk/councillors-and-democracy/resident-led-commissions/disabled-people-s-commission>

### **H&F's Dementia Strategy 2021-2024**

<https://democracy.lbhf.gov.uk/documents/s118076/Item%207.2%20Draft%20Dementia%20Strategy%202021-2024.pdf>

**Report to:** Policy and Oversight Board

**Date:** 18/09/2023

**Subject:** Digital Inclusion Strategy for Hammersmith and Fulham

**Report of:** Councillor Rowan Ree, Cabinet Member for Finance and Reform

**Report author:** Cinar Altun, Strategy Lead, Digital Services  
Darren Persaud, Assistant Direct Resident Experience Transformation

**Responsible Director:** Nicola Ellis, Strategic Director Chief Operating Officer

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### SUMMARY

This report presents a new Digital Inclusion Strategy for the borough, which has been co-produced with residents and council directorates. Residents and voluntary and community sector (VCS) partners have been actively engaged and shaped the strategy through the Digital Accessibility Group.

The strategy has been developed in the context of the current administration's manifesto, Putting All Residents first, which commits to tackling digital inclusion, "by making technology accessible and affordable for residents, including working with partners to provide the hardware that is often the affordability barrier to people using technology, as well as training."

The Policy and Oversight Board are asked to review and comment on the attached Digital Inclusion Strategy and Action Plan.

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### RECOMMENDATIONS

1. That Policy and Oversight Board review and comment on the new Digital Inclusion Strategy and accompanying action plan.
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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>
Building shared prosperity	The Digital Inclusion Strategy recognises the significant impact that digital exclusion has on residents and aims to address causes of exclusion resulting from lack of access to digital connectivity, devices and

	skills. Through digital inclusion, there is an opportunity for the Council to help residents improve their life chances leading to fulfilled lives.
Creating a compassionate council	In its focus on inclusion, the strategy recognises the importance of creating a digital eco-system in which all services are digitally accessible by default and residents are supported to fulfil their aspirations individually and collectively. By being a digitally inclusive borough, the Council is supporting those in need to access and make use of the technologies that can enrich lives and lead to greater independence.
Doing things with local residents, not to them	Through co-production with the Digital Accessibility Group (DAG) we have ensured that the strategy is a product of the steer we have received from residents in the borough. Also working with DAG and VCS groups increases representation and involvement of hard-to-reach community groups in co-production.
Being ruthlessly financially efficient	The strategy recognises the need for digital inclusion to be delivered jointly and in partnership with stakeholders within and outside the borough. Increased adoption in digital services across by the council and its partners enables the Council to deliver value for money services in other areas too.
Taking pride in H&F	Adopting an ecosystem approach to digital inclusion allows participants in the borough to feel invested in their community. Input from stakeholders within the council and residents reinforces the importance of digital inclusion in our continued pride in H&F services and vision.
Rising to the challenge of the climate and ecological emergency	Through the strategy there is a positive impact on the borough's footprint through the re-use and re-purposing of devices and participation in London wide activities which support our commitment to net zero.

## Financial Impact

There are no immediate financial implications arising the recommendations in this report.

The action plan sets out a list of actions in both the short and medium/long term to deliver the digital inclusion strategy. Funding for most initiatives have been approved as part of wider major programmes (the Resident Experience and Access Programme) or is held within existing departmental revenue and capital budgets (for example, assistive technology).

For the future action plan, where actions may require additional funding to deliver the outcomes that are set out, then this should be considered within existing resources available to the council and as part of the council's medium term financial strategy to ensure the council's financial viability for the future.

*Andre Mark, Head of Finance (Strategic planning and investment) 24/08/23*

## Legal Implications

The strategy proposed in this report will better enable to carry out a range of its functions. It is both incidental to these functions and conducive to their exercise as it will enable individuals to engage with the Council more effectively.

*John Sharland, Senior solicitor (Contracts and procurement) 23/08/23*

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## Background Papers Used in Preparing This Report

None.

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## DETAILED ANALYSIS

### The Development of the Strategy

1. Since September 2021, we have worked in partnership with Agilisys (a Hammersmith based company that support transformation in the public sector) to begin work on a draft Digital Inclusion Strategy. The vision statement was tested with staff representing all council directorates and partners from the VCS sector. The strategic approach to the strategy was based on utilising the strengths of different stakeholders effectively, with a focus on recognising the borough ecosystem (i.e., a network of stakeholders, partners and businesses and VCS organisations that collaborate to deliver local initiatives that meet digital needs of residents).
2. Agilisys also conducted a review of the Council's key strategies that compliment the digital inclusion strategy, namely – the Corporate Plan (2018-22), Industrial Strategy, Climate and Ecological Strategy (2030) and the Health & Wellbeing strategy (2016-21). A detailed research report and

recommendations were provided by Agilisys which shaped the Digital Inclusion Strategy being presented as part of this report.

3. Officers worked with residents on the co-production of this Digital Inclusion Strategy from June –October 2022. This co-production was undertaken through the Digital Accessibility Group (DAG), made up of residents who reflect the diversity of the borough. On 27th September DAG held an event in Lyric Square which enabled wider engagement with residents to gain their views in respect of the barriers they face. Work was also undertaken with directorates across the council and input obtained from the voluntary and community sector (VCS) in January 2023. Following further development, the strategy was presented back to the Digital Accessibility Group in June 2023 and updated based on final resident feedback.
4. This report presents the Digital Inclusion Strategy and action plan for the Policy and Oversight Board members to review and comment on.

### **The Context for the Strategy**

5. The current Council Administration’s manifesto, ‘Rising to the challenges of our time, together’<sup>1</sup> commits to tackling digital inclusion, “by making technology accessible and affordable for residents, including working with partners to provide the hardware that is often the affordability barrier to people using technology, as well as training.” The motivation for the development of this Digital Inclusion Strategy stems from the urgent need to address barriers arising from digital and technological advancements impacting all aspects of our residents’ lives, including how we deliver our services.
6. Many of our residents do not have access to the support and guidance they need to get online, and many also do not have the devices or connectivity they need. Research by Agilisys and our conversations with residents and wider stakeholders confirmed that they want us to do more and want us to work in partnership with them and a wide range of stakeholders to deliver digital inclusion.
7. Our strategy also draws on learning from other councils and the work of the Greater London Authority (GLA), as well the London Office for Technology and Innovation (LOTI). Our vision is aligned to that of the GLA, which is also committed to delivering connectivity, basic digital skills and device/support to get residents online by 2025.
8. H&F has also already established strong partnerships at a regional level and is well placed to use this expertise and these connections to enable delivery of our digital inclusion vision for residents in Hammersmith and Fulham, not least through our work with LOTI and the Good Things Foundation aimed at delivering

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<sup>1</sup> [The Administration's Manifesto - Rising To The Challenges Of Our Time, Together](#)

devices and connectivity to those residents that need it most. During the Covid pandemic the Council teamed up with local charity UNITED and local tech social enterprise ReadyTechGo to deliver the Tech4Kids campaign, raising funds and hundreds of tech donations to help digitally disadvantaged students in the borough. We are also on the North West London Integrated Health Care Board on Digital Inclusion.

9. This Digital Inclusion Strategy will be the catalyst for transformative change in the Borough, and the Immediate Action Plan sets out some of the work planned or already underway to bring the strategy to life.

### **Strategy vision, scope and structure**

10. The Digital Inclusion Strategy vision is for Hammersmith and Fulham to be a more digitally inclusive borough by 2025 (aligned with the Greater London Authority); a place where residents have access to the digital skills, devices and support they need to achieve their aspirations.
11. This vision for Hammersmith and Fulham will be achieved by working collaboratively with residents, partners and services across the council, the borough and beyond to drive a coordinated and joined up approach to digital inclusion that is informed by data.
12. The Digital Inclusion Strategy sets out an overall vision, based on four principles that drive the strategy:
  1. Resident Led: Our Strategy is led by what residents have told us they need.
  2. Holistic: We recognise barriers to digital inclusion in the wider social and economic context.
  3. Collaborative: We work together to break down barriers and deliver best results.
  4. Insight: We use insights from data to make evidence-base decisions.
13. The Strategy will focus on providing support across the four pillars of digital inclusion:
  1. Devices
  2. Connectivity
  3. Advice & guidance
  4. Skills
14. Supported by these four strategic pillars the objectives of the strategy are that:
  - All residents have the opportunity to gain the digital skills, knowledge and access to thrive in education, work or socially.
  - Everyone who needs and wants support has it.
  - Everyone knows where to go for the help that they want.
  - Residents are able to access digital services, independently or with support.

- No one is disadvantaged by a lack of digital awareness, skills or access to equipment.
- Residents have developed skills that enable them to use digital services and devices with confidence.
- Residents feel safe and secure when online.
- We've had a measurable impact on the level of digital exclusion in the borough.

## **Update on Policy and Oversight Board actions**

15. The actions identified at the Policy and Oversight Board meetings on 12 September 2022<sup>2</sup> and 12 December 2022<sup>3</sup> have been included in the action plan and further detail can be found in paragraph 26 of this report. In summary Members and attendees requested the following points be considered.
16. Improvements to the Council websites accessibility, ensuring ease of navigation and user experience. Further work through the Resident Experience and Access Programme (REAP) has continued with key council services, notably Revenue and Benefits, Sports and Leisure, Cost of Living. For example, DAG have co-produced these pages, to support annual billing and the key questions that arise. Work is ongoing with Parking, Waste and Recycling, plus several other services.
17. Single Sign On (SSO) to several portals are part of REAP. SSO to the Housing Portal has started to be delivered. SSO to the Revenue and Benefit portal will be delivered later this year, with further work planned for the next financial year with Environment Services portal.
18. Access and support in libraries are a key part of the action plan, which has been given an immediate priority.
19. Information about available social tariffs has since been added to the Cost of Living web pages.
20. Face to face services at 145 King Street reopened in January 2023, Resident Advisers have been providing support to residents to self-serve or, where this is not possible, they will be able to advise and if necessary, make contact with the relevant service area to discuss in more detail.
21. Adult Education is also key part of the action plan, which has been given an immediate priority. This links into the action related to information, advice and guidance and bringing together all resources available, including the VCS offer, local partners, etc.

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<sup>2</sup> Agenda and minutes for 12 September 2022 meeting:  
<https://democracy.lbhf.gov.uk/ieListDocuments.aspx?CId=637&MId=7420&Ver=4>

<sup>3</sup> Agenda and minutes for 12 December 2022 meeting:  
<https://democracy.lbhf.gov.uk/ieListDocuments.aspx?CId=637&MId=7387&Ver=4>



22. Leveraging and seeking out opportunities for partnership working is another immediate priority within the action plan. Work with the Good Things Foundation / National Databank is ongoing, a recent application has been made for the provision of data SIM's. Additional exploratory work is part of the medium to longer term action plan.

## **Delivering our Strategy**

23. Through this strategy we will deliver on our digital inclusion priorities, by continuing to engage residents to make sure that we understand the changing environment for residents and respond appropriately to emerging technology which may impact our services and our residents.
24. Our Digital Inclusion Strategy will be delivered through a digital inclusion 'ecosystem' of council services and partners working together to deliver an immediate action plan of initiatives planned or already in progress by council and partners.
25. The action plan contained within the strategy outlines how we will deliver on our Digital Inclusion Strategy and coordinate our efforts across the Council and with wider partners. It is based on what residents told us were their priorities, these priorities were mapped against feasibility and existing council resources to put together an initial action plan.
26. Based upon feedback from DAG and the VCS, it is proposed that the current strategy and immediate action plan be progressed with a focus on delivering resident priorities in the immediate term, including:
  1. Governance - Setting up an LBHF Steering Group to oversee and monitor digital inclusion strategy and progress against action plan and/or mandating the Digital Board.
  2. Cross-council Collaboration - Working across the council with relevant departments to collaborate with Adult Social Care (e.g., Technology Enabled Care and the move from analogue to digital in 2025), Childrens Social Care (devices and access) and Housing (others to be identified) to provide greater support to residents.
  3. Access to Devices - London hardware bank of recycled and refurbished devices that can be lent out or given to service users meeting criteria, building upon the work previously done with the Good Things Foundation (point 7 above).
  4. Access to Wi-Fi – work with libraries to explore offering completely free access to the internet. In addition, working with libraries to secure a stock of SIMs preloaded with data for residents who either have no or insufficient access to the internet or cannot afford their existing contract or top up.
  5. Information, Advice & Guidance – bringing together the vast number of resources available, e.g., broadband tariffs; guidance on using technology; accessibility, etc.

6. Digital Champions – create a network to support residents to be able to access the internet and council services.
27. In taking the strategy and its action plan to delivery, Officers will work to ensure that a genuine co-production continues.
28. Monitoring and evaluation of the strategy's delivery will be undertaken by:
  - Regularly reviewing progress against the actions.
  - Developing key performance indicators to measure success.
  - Establishing an annual review process to evaluate the effectiveness of our strategy and making any necessary adjustments.

### **Reasons for Decision**

29. Having a Digital Inclusion Strategy in place allows the Council, residents and wider partners to collaborate towards a shared vision. It will encourage a joint, eco-system approach across the borough, in which residents are supported to access the digital skills they need, and are equipped with the devices, connectivity and guidance necessary to fulfil their aspirations.

### **Equality Implications**

30. There are no direct negative equality implications for groups with protected characteristics, under the Equality Act 2010, by the approval of this strategy. Individual actions contained within the relevant action plan will be evaluated appropriately prior to delivery.

### **Risk Management Implications**

31. The report proposes a new Digital Inclusion Strategy for the borough, which has been co-produced with council directorates and residents, in line with the objective of doing things with and not to residents.
32. The strategy commits to tackling digital inclusion by making technology accessible and affordable for residents, which supports the objectives of building shared prosperity, enhancing the employment and life prospects of residents.
33. Other comments recognise the need to assess risks around data protection.

*David Hughes, Director of Audit, Fraud, Risk and Insurance 25/08/23*

### **Climate and Ecological Emergency Implications**

34. There are no immediate anticipated climate and ecological emergency implications as a result of publication of the strategy, but actions and recommendations will be informed by the Council's net-zero target. Some of the actions outlined within the strategy can provide a positive impact on the borough's footprint through the re-use and re-purposing of devices and participation in London wide activities which support our commitment to net zero.

*Approved by Hinesh Mehta, Assistant Director for Climate Change, 25/08/2023*

## **IT Implications**

35. Digital Services have been involved in the development of the digital inclusion strategy presented in this report, and the Chief Digital Officer is supportive of the publication of the strategy and action plan. Digital Services should continue to be involved in progressing the strategy to publication.
36. IM Implications: Whilst there are no immediate information management implications, possible data protection and GDPR issues should be considered as part of the development of the actions contained within the action plan and IM should be consulted where appropriate to ensure that all potential data protection risks are properly assessed with mitigating actions agreed and implemented.

*Implications completed by: Cinar Altun, Digital Strategy Lead, Digital Services, 25/08/23*

## **LIST OF APPENDICES**

Appendix 1 – New Draft Digital Inclusion Strategy

# **Hammersmith and Fulham**

## **Draft Digital Inclusion Strategy**

# Overview of Strategy

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- **Introduction and Foreword from councillor** (Inc quote from resident)  
- to follow
- **Our Vision**
- **Our Strategy**
- **Our Principles**
- **Outcomes**
- **Underpinning Elements of our Strategy**
- **Delivery of Strategy Across Pillars**
- **Action Plan**

# Our Strategy

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We will deliver our digital inclusion vision for Hammersmith & Fulham by working collaboratively with residents, partners and services across the council, the borough and beyond to drive a coordinated and joined-up approach to digital inclusion that is informed by data.

# Our vision

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By 2025, Hammersmith & Fulham will be a more digitally inclusive borough; a place where residents have access to the digital skills, devices and support they need to achieve their aspirations.

# Our Principles

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**Resident led** – Our strategy is led by what residents have told us they need

**Holistic** – We recognise barriers to digital inclusion in the wider social and economic context

**Collaborative** – We work together to break down barriers and deliver the best results

**Insights** – We use insights from data to make evidence-based decisions



# **Underpinning elements of our strategy**

# Objectives of the Strategy

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- All residents have the opportunity to gain the digital skills, knowledge and access to thrive in education, work or socially
- Everyone who needs and wants support has it
- Everyone knows where to go for the help that they want
- Residents are able to access digital services, independently or with support
- No one is disadvantaged by a lack of digital awareness, skills or access to equipment
- Residents have developed skills that enable them to use digital services and devices with confidence
- Residents feel safe and secure when online
- We've had a measurable impact on the level of digital exclusion in the borough

# Delivering our strategy

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- Through this strategy we will deliver a Digital Inclusion Programme for Hammersmith and Fulham.
- We will also continue to engage residents to make sure that we understand the changing environment for residents, and respond appropriately to emerging technology which may impact our services and our residents.
- Our strategy will focus on providing support across the four pillars of digital inclusion
  - Devices
  - Connectivity
  - Advice & guidance
  - Skills

# Delivering our strategy (ctd)

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- Our Digital Inclusion Strategy will be delivered through a digital inclusion 'ecosystem' of council services and partners working together to deliver a coordinated programme of work
- The ecosystem will be supported by a digital inclusion platform that identifies all the partners and sources of support within this ecosystem
- Our work will be underpinned by data to help us identify who needs help, who provides it, what help is effective, and track and measure our progress
- As a result of our strategy, all H&F residents will be digitally confident and will feel safe and secure online.

# Four pillars of

# digital inclusion



**Devices**



**Connectivity**



**Advice & Guidance**



**Skills**

**Access**

**Adoption**

**Application**

**Digital inclusion ecosystem**

**Data**

**Residents feel digitally confident and safe**

# Our digital inclusion ecosystem

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- We know that we already have multiple council services, voluntary, community and other organisations providing support in this area but for the most part these services and organisations work alone and on specific areas
- This can mean that residents who need help often don't know where to turn, and the help they receive may not address all their needs
- We need to work together across services and organisations to maximise the use of our scarce resources and to make sure that there are no gaps or duplication in the delivery of digital inclusion services\*
- We will deliver our strategy by developing a more joined up and coherent digital inclusion 'eco-system' – a coordinated group of partners across H&F, the WLA, London, Health, the voluntary sector and industry working together to support the GLA mission that by 2025 all London residents will have access to connectivity, devices and digital skills.

\*Please see data gathered by Agilisys on the Voluntary and Community Sector in H&F in Appendix C

# Our digital inclusion platform

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- Our residents highlighted the difficulty of trying to navigate through the maze of support providers to try and find the help that they needed.\* Often, people didn't know where to start or where to go.
- Local voluntary and community sector (VCS) organisations expressed the same concerns, and wanted to be able to easily direct residents to the right support when they needed it.\*
- Our digital inclusion ecosystem will be underpinned by an effective 'sign-posting' digital platform so that digital inclusion providers and what they provide are easily identifiable – where residents can confidently access and use the platform for themselves
- Advice and Guidance is also at the heart of our strategy, and we will take action to make our services inclusive by default.

\*Please see Appendices A & B – feedback from Residents and VCS organisations obtained through our Digital Accessibility Group (DAG)

# **Delivery across the four pillars of digital inclusion**



# Devices

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- Our residents reminded us that digital accessibility isn't just about having a device, but it is also about considering the end-to-end support needs around digital inclusion, for example, a need for assistive technology or aids\*
- The voluntary sector sees H&F as a powerful ally with the potential to engage industry as an active collaborator in our work to end digital exclusion in the borough\*
- We will work collaboratively across our digital inclusion ecosystem to ensure that everyone who needs a device has access to a supported device that they know how to use and ensure that residents are signposted to additional sources of support for their wider needs
- \*Please see Appendices A & B – feedback from Residents and VCS organisations obtained through our Digital Accessibility Group (DAG)

# Connectivity

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- Our residents told us that existing so-called ‘social tariffs’ didn’t currently offer the same standards of service as more commercial tariffs
- Our residents found the plethora of contracts confusing and difficult to navigate
- Concerns about how to stay safe online and who’s advice to trust were a real barrier to digital confidence
- We will work with partners like LOTI the GLA, the WLA and telecoms providers to ensure that all residents have access to high-speed internet connectivity and great service at a price that they can afford.

# Skills

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- We know that digital skills needs vary by age – a school leaver may need support to ensure that they bring sufficient digital skills to their employment; while the elderly may want support to connect with friends and family that are not otherwise accessible to them\*
- A recurrent theme in feedback from our residents and VCS was that digital skills extend to feeling safe and secure online, and confidently navigating the different options that are available around devices and connectivity.\*\*
  - We will work across our ecosystem – including education providers and employers – to develop targeted digital skills development programmes that meet the needs of excluded residents and enable them to be digitally confident and secure online
  - This will include ongoing support to upskill and reskill residents to enable their continued participation in an increasingly digital workplace

\*Based on analysis of ONS H&F population and digital inclusion data conducted by Agilisys on behalf of H&F

\*\*Please see Appendices A & B – feedback from Residents and VCS organisations obtained through our Digital Accessibility Group (DAG)

# Advice & guidance

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- Our residents told us that many of them did not feel safe online
- They also didn't know who to trust for advice and guidance on digital matters, such as understanding social tariffs on offer from Internet Service Providers (ISPs), or know where to go for other sources of support
- We will work with digital inclusion ecosystem partners to signpost residents to trusted and accessible sources of advice and guidance

# Digital Inclusion Action Plan

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This action plan outlines how we will deliver on our Digital Inclusion Strategy and coordinate our efforts across the Council and with wider partners.

The action plan is based on what residents told us were their priorities, these priorities were mapped against feasibility and existing council resources to put together an initial action plan which can be delivered utilising existing council capabilities.(See next slide)

The following action plans set out:

- a) Immediate Action Plan (Planned or already in progress)
- b) Future Action Plan (Requiring additional resource and/or investment)

## Immediate ACTION PLAN – Planned or already in progress

Pillar / Theme	No	Action	Lead	Outcomes
Cross Cutting	1	Set up LBHF Steering Group to oversee and monitor digital inclusion strategy and progress against action plan / or mandate the Digital Board?	Council	Governance
	2	Engage the public through the digital access group to enable us to understand resident views, priorities and concerns	Council Digital Access Group	Service Access
	3	"Tell us once" service design so that digital interactions with our Council remain easy to use and user friendly	Council – REAP programme	Service Access
	4	Make sure council services remain accessible to our ESOL residents	Council Digital Access Group	Service Access
	5	Embed digital inclusion into Council policies, strategies and projects	Council – Diversity & Inclusion/ Digital Access Group	Service Access
	6	Incorporate digital inclusion into service surveys and reports	Council – ASC, CHS	Data
	7	Increase collaboration with schools, care homes and businesses to provide greater support to residents	Ecosystem	Eco-system

Pillar / Theme	No	Action	Lead	Outcomes
Advice and Guidance Page 79	13	Develop guidelines and promote inclusion to make services inclusive by default	Ecosystem	Digital Pilots
	14	Improve Council staff skills, knowledge and awareness in digital inclusion through carefully designed programmes	Council – Diversity & Inclusion board/ Digital Technology Adoption Team	Safety
	15	Improve the Council’s information assets and service user pathways to work towards a single integrated front door	Council – ASC/ CHS/ REAP	Fulfilling Lives
	16	Build a digital inclusion application to refer potential service users to providers and voluntary networks	Council REAP	Data
Skills	17	Refresh our adult learning curriculum to provide extra focus on digital skills such as digital marketing and social media for small businesses	Council	Resilient Workforce
	18	Improve resident skills and use of technology in ways that matter most to them such as online shopping and personal use of healthcare apps	Ecosystem	Fulfilling Lives

Pillar / Theme	No	Action	Lead	Outcomes
Devices	8	Support up to 3000 elderly residents with access to hardware devices and help them to get online	Council, ASC and Pan London / LOTI	Internet and Hardware
	9	London hardware bank of recycled and refurbished devices that can be lent out or given to service users meeting criteria	Pan-London/ LOTI	Internet and Hardware
Connectivity	10	Implement smart home and assistive technologies that enable at risk residents to live independently	Council ASC/ CHS/ Housing	Connectivity
	11	Work with LOTI and pan-London organisations to find and promote cheaper affordable tariffs for households in bottom 10% income levels	Council Economy/ IT	Internet and Hardware
	12	Improve our libraries offer with faster broadband and greater support from staff	Council Libraries	Connectivity



## Future ACTION PLAN – Subject to review at a future date

Pillar / Theme	No	Action	Lead	Outcomes
<b>Cross Cutting</b>	1	Review Council procurement policies, standards and social value guidelines to promote digital inclusion initiatives among our suppliers	Council - Procurement	Eco-system
	2	Resource a digital inclusion programme manager	Council -	Programme Delivery
	3	Develop a digital inclusion programme which delivers against the four pillars of the strategy	Council -	Programme Delivery
	4	Host a digital inclusion awards ceremony that recognises contributions from the community	Council	Eco-system
	5	Expand our capacity to support innovation in digital inclusion initiatives through funded posts	Economy	Digital Pilots
<b>Devices</b>	6	Expand our support for children to ensure that all of our 25,000+ children have access to appropriate tools for learning	Council - Economy, CHS, Pan London / LOTI	Internet and Hardware

Pillar / Theme	No	Action	Lead	Outcomes
Connectivity	7	Make it easier for our at risk residents to access wi-fi and broadband when mobile across the borough	Economy - Shared prosperity fund	Connectivity
	8	Work with Council voluntary networks, VCSEs and residents to establish support and maintenance lines for residents needing support	Ecosystem	Safety
Advice and Guidance	9	Provide greater support to businesses with funding and planning applications including section 106	Council Economy, IT and West London Alliance/ Imperial	Digital Economies
	10	Engage local businesses to understand their employee's digital needs and offers for apprenticeship schemes	Council- Economy	Digital Economies

# Appendices

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# Feedback from our Digital Accessibility Group (DAG)\*

\*Feedback obtained from the DAG, which comprises of 12 residents and 8 council officers representing departments across the council. The following slide demonstrates the comments of DAG at a high level and have influenced this strategy.

Devices	Infrastructure	Connectivity	Skills	Jobs	Data
Guidance for using tech, developing skills and the knowledge needed. (safe use and risk)	Access for Blocks of flats other private properties – older connection speeds. Issues to improve speed with broadband providers. Not Spots – where there isn't great access in the borough (certain spots)	Cost for digital services living is high. Provide ways and advice of reducing and managing costs.	Digital Champions Network – lack of / need for more / across the borough at accessible points	Apprenticeships	Understanding residents needs and vulnerabilities.
Not everybody has access to personal computers while it's easier for a household to have at least a smartphone; It will be useful to make sure the online services offered are smartphone friendly without the need to use a computer. (Other organisations as Council is addressing)	Impartial advice for what the best solution, product, broadband package is.	Advice sheet on how to change your provider	Lack of self-help guides / online help videos, etc.	Lack of (More) mentoring (with schools, plus who else?)	Keep personal information secure and ensuring residents / businesses trust the process and system.
Matching the right device to the accessibility needs	Expense (starting and ongoing) for: Broadband Devices access. OR free Wi-Fi	Hostels, Supported Living accommodation. Experience varies place to place. Also, free / access to Wi-Fi in public spaces: / Only for safe Wi-Fi, some Wi-Fi you can have data stolen. So it has to be secure. Libraries Shared community centres / spaces Shared public areas (Lyric Square?)	Training - Adult education - Charities - 3rd Sector organisations	Length of time and complexity when applying	Systems working together (understanding relevant data so that front and back-end systems can integrate).
Device and software compatibility issues with assistive tech I imagine could be a real barrier.	5G compatible devices	Charging / powering devices – cost and access to this.	Knowing what is available online and what residents can get help with over the phone and what skills staff need to support residents.	Places to actually be interviewed, if using a public pace or the type of device used to access.	Having data in an accessible way (so can be shared with others)
Printing definitely an issue. I do have a scanner at home, but rarely use as I have a great free mobile app for scanning, which works remarkably well (even compared to a "proper" scanner)		Number of people connecting in a property, reduces the quality of broadband. (more modern packages, LOTI lean on big providers). Feasible and scalable we are referring for fibre optic installations	Understanding capabilities and needs of residents, knowing what groups need.	Understanding the application process, what documents needs (e.g. CV, having a god quality one, etc.)	Trust and confidence in accessing services online (number of scams – JP's earlier points of links to Trading Standards)
Licenses for software and the expense needs to be considered.			Possibly having too many resources listed, knowing where to get the right info.		More education on data - even people who is using internet for quite some time, don't know the risks.
			Run in office hours – some people may not be able to attend. Needs to be more flexible		
			Inclusion in classes across HF is hit and miss, absence due to sickness meaning you're removed		

# Feedback from the Voluntary and Community Sector (VCS)\*

\*Feedback obtained from workshop with 19 VCS organisations based in H&F held on 16 January 2023. Participants were asked to reflect on what residents in the DAG had identified as the barriers to digital inclusion.

# Workshop Objectives

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The workshop sought to :

1. Ensure VCS recognise the barriers identified and the priorities and understand if they think there are others.
2. Understand what the sector is currently doing to address the barriers and what support is available.
3. Identify where the gaps are and what we can do to address these.
4. Discuss how we work together to deliver the strategy across the borough and how we can measure outcomes as a result. This is a key building block to help us deliver our Digital inclusion eco-system.

# Workshop Outcomes

The VCS agreed with what DAG have feedback (appendix A) and in addition added the following:

1. **Citizens Advice H&F**
  1. Advises residents or signposts to services that could help – advice that would improve digital accessibility is limited
2. **Age UK H&F**
  1. Provide 1-2-1 digital support and guidance for the elderly and relay available information to residents
  2. Need more reliable and relevant information to pass on to residents
3. **Fulham Good Neighbours**
  1. 1-2-1 and telephone support provided for the elderly to improve digital literacy
4. **Anti-Tribalism Movement**
  1. Organise campaigns and projects with the aim of reducing inequality
5. **Action On Disability**
  1. Employment support to people with disabilities
6. **The Bush Doctors**
  1. A GP Practice in Shepherds Bush
7. **AALS Macbeth Centre**
  1. Free access to computers and the internet when enrolled in an adult education class – laptop loans
  2. Courses on computing and programming available
8. **H&F Giving**
  1. Ready Tech Go to provide devices during the pandemic (ended)
9. **Urban Partnership Group**
  1. Offer classes to improve IT skills and employment support
10. **Place of our Sanctuary**
  1. Church in H&F
11. **Young H&F Foundation**
  11. Signpost to programmes for children and apply for funding
  12. A centralised guide/information point is important to signpost
11. **Sobus**
  11. Fee paying tech course and 1-2-1 support for businesses to establish/grow their business
12. **Foodbank**
  11. Vodafone scheme – free connectivity for someone living in digital poverty for up to a year
13. **H&F United Charities**
  11. Computer available at sheltered housing
  12. Support available for residents' basic digital needs
14. **Open Age**
  11. Device borrowing service, free Wi-Fi available, offer adult community learning courses
15. **Seapia**
  11. Free Wi-Fi available and tablets are available for use, although not enough
  12. Require a centralised point of information to be able to signpost more effectively (sometimes rely on anecdotal evidence)
16. **Rays Playhouse**
  11. Children's centre
17. **H&F Libraries**
  11. 144 public access computers free for the first hour and free Wi-Fi available,



# Research Findings by Agilisys

# Background

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- **London Borough of Hammersmith & Fulham is a comparatively prosperous area**, with a relatively low median age and large number of working professionals living in the borough
- That said, there are **pockets of deprivation with longstanding issues of low income, housing challenges and resistant worklessness** indicating some LSOAs are likely to have residents at higher risk of digital exclusion
- The borough has an **excellent educational record** and is in the top 50 leading regions of the country for academic attainment, although this position is at risk due to disruption to schooling during the pandemic.
- In the **2021 Census 95% of residents completed their return online** (where they had been provided with the code) suggesting a high proportion of residents are experienced in using online services. This is the 40% highest percentage in the country.
- Connectivity and fast **broadband access is in the 90%+ range** across the region although there are still households with limited access to sufficient broadband connectivity
- Hammersmith & Fulham have an **advanced network of businesses and 3<sup>rd</sup> sector organisations** operating in the area who collaborate with the council to meet local needs and have deep understanding of vulnerable communities.
  - Some of these organisations are currently funded through the Council
  - There are businesses that have long standing partnership arrangements with the Council
- To bridge the digital inclusion divide, there are **pan-London and Council led initiatives already in development with West London Alliance and LOTI**
- However, to build borough wide resilience, progress economic growth and remain a compassionate Council, a borough specific digital inclusion strategy is required.

# LOTI identified six priority groups most at risk of digital exclusion

Older people

Low-income families

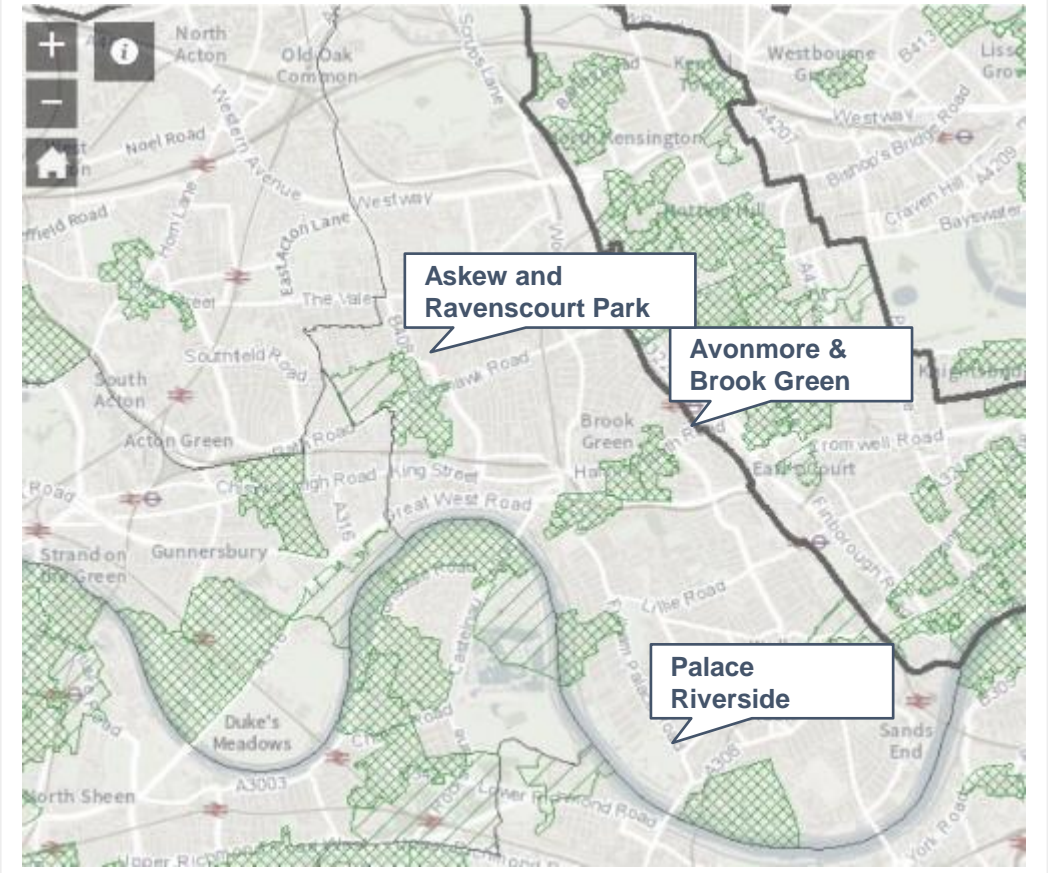
Ethnic communities – especially Bangladeshi families in low-income households

Unemployed

People with disability or other vulnerabilities (e.g. mental health issues)

Small and micro businesses - who may struggle to get their businesses online, or conversely in seeking and obtaining skilled workforce locally as they grow.

## Areas likely to experience high levels of exclusion



Indicators suggest high levels of exclusion

# Current provision in the borough focusing on digital inclusion





## Service provision

As well as understanding the wider ecosystem, we have researched current initiatives and services.

Through this we are able to recognise gaps and overlaps in digital inclusion schemes.

### Key observations:

- Services dedicated to elderly communities may be overweight with duplicated activities
- Potential for other groups such as those with disabilities, BAME and over 55s to be disadvantaged due to lack of services in H&F for digital inclusion
- Device provision is fragmented of low volumes (i.e. organisations going out to buy 5 laptops for a few residents only)

 Developing our ecosystem	 Application	 Adoption	 Access
<ul style="list-style-type: none"> <li>• Age UK</li> <li>• CAB</li> <li>• Fulham Good Neighbours</li> <li>• Baron's Court Project</li> <li>• deafPlus</li> <li>• H&amp;F Volunteer Centre</li> <li>• Sobus</li> <li>• UnitedHF</li> <li>• YoungH&amp;F</li> <li>• Health</li> <li>• CCG</li> <li>• BIDs</li> <li>• Imperial</li> <li>• Tech companies</li> <li>• Telecoms companies</li> <li>• Old Oak &amp; Park Royal Development Corporation</li> <li>• Libraries</li> <li>• Community Organisers</li> <li>• Resident Experience &amp; Access Programme</li> </ul>	<ul style="list-style-type: none"> <li>• Apprenticeships &amp; Kickstart</li> <li>• Employability support</li> <li>• WorkZone</li> <li>• Digital skills training (ALSS)</li> <li>• Startup support for over 50's</li> <li>• Recruitment services for businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Trialing accessibility equipment for tablet pilot (sensory impairment)</li> <li>• Roll out of AT training to social care, health &amp; 3<sup>rd</sup> sector</li> <li>• Basic computer help sessions (Libraries)</li> <li>• Help hubs on Council Community Halls</li> <li>• Economy desk support for local businesses</li> <li>• 1-2-1 support for homeless and those with mental health difficulties</li> <li>• Digital champions (AgeUK)</li> </ul>	<ul style="list-style-type: none"> <li>• Bid to GLA/WLA for Local Full Fibre Network/ Strategic Investment Pool (LFFN/SIP) funding</li> <li>• TfL/GLA Connected London programme</li> <li>• Smart City Development</li> <li>• LOTI Digital Inclusion Innovation Programme (DIIP)</li> <li>• BAI contract to provide mobile coverage on tube and tunnels used to provide full fibre connectivity across London</li> <li>• Hyperoptic, Community Fibre &amp; Virgin Media Partnership</li> <li>• Free access in Libraries</li> <li>• Ready Tech Go refurbishing recycled laptops</li> <li>• Crowd-funding for laptops</li> <li>• DfE laptop programme</li> </ul>

# Summary of workshop findings

## Covid has accelerated the transition, but many are still behind

- Services have rapidly moved online during covid
- There has been a wide response from the ecosystem with a focus on digital skills and online services
- Training is provided online but residents don't have skills to sign-up/participate
- Some customers are hard to reach irrespective of channel – whether online, phone or white mail

## Council led services

- Libraries are a well trusted access point for residents but have been largely closed during the pandemic
- Council do run apprenticeships and kick starters
- The industrial strategy is set to cover digital skills and inclusion
- Difficult to access poorly designed services online, including accessibility (speaking software friendly)

## Unclear pathways for residents

- Residents find it difficult to navigate their way through the system
- No consolidated map of free wi-fi and access points

## Access to devices remains a key issue

- Many residents still don't have access to appropriate devices
- No database to understand who has and hasn't had laptops provided to them
- Ongoing device maintenance and trouble-shooting isn't available
- Maintenance and support is a gap for those who need extra help
- Connectivity is an issue

## There are a host of pan-London initiatives

- Confidence & trust issues persist, specifically reluctance to share data
  - There are a lot of initiatives being led by LOTII, GLA and WLA
  - LOTI are doing a lot on temporary accommodation and
  - Data and insight could be better both within H&F and sharing across borough borders

## Identified opportunities

- Focus on resident incentives to being digital – finance, health, shopping etc.
- Partner with schools and offer intergenerational learning
- Leverage corporate social responsibilities
- Expand libraries focus as an access point for digital services
- Co-locate physical and virtual spaces
- Improve signposting and referral pathways
- Co-produce services with residents and the digitally excluded cohorts
- Introduce digital champions
- Link organisations with recycled hardware

# Service requirements from the digital inclusion strategy

## Incorporating Council requests in

Whilst the Council is not the ecosystem, we have been cognizant of the mutual benefits digital inclusion brings to the Council as well as the residents and organisations they serve.

Here is a list of requirements and priorities selected by services that should feature in any digital inclusion strategy

### Social Care

- Reduce risk of social exclusion for elderly residents
  - Increased choice in how residents access information and advice
  - Increased social participation by connecting and communicating on-line
- Specifically:
- Virtual day centres
  - Care information exchange (CIE) access
  - Access to Living Independently webpage

### Economy Department

#### Connected London (GLA)

- To provide a London-wide context to support state-of-the-art connectivity.
- Ability to identify areas in the boroughs which suffer from poor quality digital connectivity and address cross-boundary issues.

#### LFFN – SIP Programme

- a scheme intended to increase fibre optic connectivity within West London
- faster connectivity for homes and businesses.

#### Smart City Development – GLA

- To ensure a common set of standards are adopted across all authorities in the area for future projects. G
- greater clarity and simplicity when working on cross-authority project

#### Smart City Development

- To have better data across London to mitigate economic recovery
- To promote and increase cooperation from a wide variety of stakeholders
- To highlight the benefits of big data and the potential improvements that can be achieved

### Children's Services

- Support children and young people in H&F schools that are in digital need with the equipment (laptops and Wi-Fi connection) they need to support online learning
- Support children and young people in H&F schools that are in digital need with tools to catch-up on missed learning opportunities
- Support the continuity of education delivery and support for vulnerable children in the event of further disruption to classroom learning
- Support children and young people receiving support H&F children social care services with the digital tools to reduce isolation and support their wellbeing during lockdown

### Other services

- Improved advertising of facilities that are open to the public for digital inclusion such as libraries
- Supporting residents with accessing services digitally to enable channel shift for Housing as part of their transformation programme
- Helping to provide hardware and connectivity for homeless and temporary accommodation
- Increased training, support and awareness for staff around digital inclusion
- Collaboration with the Industrial Strategy to support growth ad jobs

**Report to:** Policy and Oversight Board

**Date:** 18/09/2023

**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 April 2023 to September 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 meeting on 3 July 2023:

- A Year of Youth Voice
- Local Safeguarding Children Partnership Annual Report
- Summer in the City 2023

For the first item the Committee were joined by the Youth Council who gave a presentation covering some of their highlights of 2022/23 including the launch of the Youth Voice Strategy, developing an inclusive Youth Voice Network, and the Youth Achievement Awards. The Committee offered their support for their future plans – including SEND strategy co-production, holding a youth-led hackathon in November, developing champions to support their priorities, and improving communication with schools and school councils.

For the second item the Committee invited Mike Howard (Independent Chair of the Local Safeguarding Children Partnership) to present the partnership's first annual report, covering 1 April 2021 to 31 October 2022. He spoke about the benefits of having a sovereign partnership including better collaborative working and more of a focus on local issues, which enabled the best outcomes for children and young people in the borough.

Members discussed ways to use the Council's Business Intelligence data to lobby Government for changes to the way the most serious cases were handled. In relation to one of the cases in the report, the Committee asked about how mould and damp housing issues could be escalated and resolved if children were involved. Officers also offered to attend an upcoming Parentsactive meeting to discuss how the referral process worked.

For the third and final item, the Committee considered the Summer in the City programme 2023. The programme, which supported up to 1,200 children per week, had been designed to ensure a diverse range of high-quality sessions including enriching activity, physical activity, nutritional education, and food.

#### **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**

13 November 2023:

- TBC



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

The Committee considered the following items at its meeting on 18 July 2023

- Climate change supplementary planning document
- Solar energy and net zero in H&F

This Committee discussed the Climate Change Supplementary Planning Document (SPD) which helped ensure new homes and developments were more friendly to the environment. The new SPD offered guidance to developers, landowners, homeowners, planning officers and other interested parties when preparing and assessing planning applications.

The Committee stressed the urgency of introducing the necessary changes to the local plan. Members noted that this was vital to ensure that fundamental climate change issues particularly within new developments were being addressed and made mandatory in line with the Council's climate and ecological emergency target. Members were provided with an update on the timescales for the completion of the local plan. Officers would work in collaboration with the Climate Change team to review the local plan. Whilst officers had not yet committed to a timeframe for this, it was anticipated that an exercise to collect and build some evidence would take place this year with the view to begin consultation next year.

Commenting on the overall report, the Committee also recommended the importance of frequent pre-application planning discussions, to encourage the use of natural materials for the development of properties within the borough.

In relation to the Solar energy and net zero item, the Committee discussed the Council's work on solar power and community energy, and the role it played delivering the Council's target of net zero greenhouse gas emissions in the borough by 2030.

The Committee welcomed Etta Dale (Solar Development Manager, Repowering London) who gave a presentation on the Council's partnership with Repowering London to establish the borough's first community energy group, Hammersmith & Fulham Community Energy, which enabled residents to become involved in solar schemes across the borough. The Committee were excited by the development of this initiative and requested that this be amplified as much as possible within the local community and requested that members be kept updated of any community engagement events.

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

- Climate change supplementary planning document - Housing and Homelessness PAC
- Solar energy and net zero in H&F - Housing and Homelessness PAC

### **Work programme**

21 November 2023:

- The rollout of food recycling in H&F and waste recycling in general in relation to the drive to reduce, reuse and recycle.
- Other items TBC.

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

The Committee considered the following items at its extraordinary meeting on 26 April 2023 and ordinary meeting on 19 July 2023:

- West London Trust Update – Ealing Adult Acute Mental Health Beds
- Impact of the delayed rebuilding of St Mary's, Hammersmith, and Charing Cross Hospitals
- North West London Adult Community-Based Specialist Palliative and End-of-Life Care Review Programme
- Post Covid Syndrome Services Update

In April the Committee held a special meeting to discuss West London NHS Trust's enhanced engagement process around Ealing adult acute mental health beds, the feedback received, and the Trust's response. The Committee agreed with the recommendation to continue with the temporary suspension until further information was gathered. They also made a number of requests to the Trust, including being more mindful of the use of inclusive language and to co-produce future consultations with disabled people.

In July, the Committee welcomed Dr Bob Klaber from Imperial College Healthcare NHS Trust to discuss the delayed rebuilding of Charing Cross, Hammersmith, and St Mary's Hospitals and the healthcare impacts on residents. Members highlighted the concerns that residents had over the delays, the importance of hospitals that were fit for purpose and met the needs of patients and the community, and the importance of partnership working.

The Committee also received an update on the new model of palliative and end-of-life care ahead of the launch of the official engagement process. Members were generally pleased with the progress made since the previous update, however there remained questions about the length of the engagement exercise and the Committee asked for an extension to ensure residents could have their say on the proposals.

For the final item, Melissa Mellett (NW London ICB) gave an update on the post-Covid service offer in North West London. She discussed a new service due to open at Charing Cross Hospital in September. Members discussed digital inclusion, GP referrals, the funding for the service, reaching under-represented groups, and support for children and young people.

### **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**

15 November 2023 (TBC):

- Annual complaints and complements report

- GP Services
- Vaccination update

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

The Committee considered the following topics at its meetings on 25 July 2023:

- Rough Sleeping and Homelessness Prevention
- Southern Housing Partnership
- Private and Social Housing Standards
- Repairs Improvement Plan

Representatives of Southern Housing Association outlined its partnership with the Council in managing 1,147 social homes in H&F, its recent merger and operating structure. Representatives addressed member questions about their approach to damp and mould cases, independent living for older residents, and subletting.

The Committee was briefed on private housing standards, landlord licensing and enforcement work taken by the Council, including acting as mediator between landlords and tenants to provide an opportunity for resolution before taking enforcement action. Members noted the challenges for residents and officers with regards to some landlord business models, and additional information on rogue landlords was provided to the Committee after the meeting.

On Repairs Improvement Plan, members noted the introduction of a “Home MOT” service, seen as a way to significantly improve resident satisfaction with the housing repairs service; and an initiative that seeks to bring contractors into resident group meetings, to enable repairs work to be done better and quicker.

Members received an update on rough sleepers and homelessness and noted that the Housing First model proved to be the most sustainable method of ensuring former rough sleepers did not return to the street. They noted that the number of rough sleepers in the Borough was low for an inner-London Borough, probably due to a range of support options and work undertaken by the enforcement team in a multi-disciplinary way. As the number of households living in temporary accommodation in England had recently hit a 25-year high, the Chair requested the team report on local impact and any stress to the budgets by increasing placements into temporary accommodation.

### **Work programme**

14 September 2023:

The agenda for the next meeting is to be confirmed but the following items were proposed by members:

- Greening the Housing Stock
- Voids Management
- Homelessness Prevention
- Housing Ombudsman

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

The Committee considered the following items at its meetings on 26 July 2023:

- Policing in Hammersmith & Fulham following The Casey Review

At the July meeting, the Chair led a discussion with the Metropolitan Police, Councillors, Community Groups, and Residents about the future of policing in Hammersmith & Fulham following the Baroness Casey Review.

Superintendent Craig Knight, joined by Detective Chief Inspector Scott Ware and Detective Chief Inspector Anne Linton, presented the 'New Met for London Plan'. The plan was designed to deal with the impact of austerity, recruitment and standards, changing demographics and demands, returning to policing by consent, cultural change, and fixing the fundamentals around pay and conditions, training, and internal processes. The police also discussed recent changes to policing in the borough aimed at tackling sexual assault, taking a more robust approach to violence against women and girls, and improving response times.

Members and guests discussed their experiences of racism and sexism in relation to policing in the borough – and suggested a number of improvements. The Committee asked to see more from the police about local training, plans to improve response times, and how to ensure residents were fully aware of the policing structures and processes in place to support them.

### **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**

22 November 2023:

- TBC

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

The Committee considered the following items at its meeting on 24<sup>h</sup> July 2023:

- Update on the Sport and Physical Activity Strategy for Hammersmith & Fulham
- The Draft Tree Strategy

The Committee considered an update on The Sport and Physical Activity Strategy for Hammersmith & Fulham. Following the recommendations of the borough's Community Sport & Physical Activity Network (CSPAN) presented in the last report to the Committee in January, there had been further extensive engagement and consultation with CSPAN members, sports organisations, and local stakeholders including education and disability forum representatives. The draft strategy and action plan were close to completion and the Committee's view were sought on these developments.

Themes to emerge from the meeting included: the need to ensure fringe sports (skateboarding and walking football) were not omitted from the list of activities residents were encouraged to participate in, as well concerns about how realistic the consultation timetable was. The Committee stressed the importance of involving young people and schools in the consultation process and were pleased to learn that the inter school's games organiser was the CSPAN representative. Members recommended ensuring there was sufficient accessible green space within the borough that was not being used for organised sport, as well as the opportunities for repurposing brown field and industrial sites for sports and physical activity.

The Chair recommended steps were taken to ensure there was co-production with disabled residents in the development of the Sport and Physical Activity Strategy and sought assurances on this. He also asked what the measures of success of the strategy would be.

The Committee recommended the way in which the opportunities for sport and physical activity were currently being communicated to residents could be improved in the future, such as by celebrating achievements. In addition, questions were asked about how the Authority was working to deliver sports and physical activity on the fringes of the borough, given its geography and very porous boundaries in some places. For example, Shepherd's Bush Cricket Club in Acton but a 2-minute walk from the borough boundary, as well as Wormwood Scrubs bordering Brent and Acton.

Commenting on the overall report, the Committee supported the priorities which had been set out and the Committee looked forward to an update in about six months' time.

In relation to the draft tree strategy, the Committee noted this was the first tree strategy for Hammersmith & Fulham. The report provided details on the vision of the strategy, how it would be achieved, as well as why the borough needed a tree strategy. The Committee noted that the strategy included three main aims: increasing the canopy cover, preserving and improving existing trees and working

closely with residents and stakeholders. Details were provided of how these three core areas broke down into a further twelve sub-sections.

Members highlighted how a significant proportion of their casework related to trees. Recent topics included: that trees were pruned at the wrong time of the year, for dead trees to be removed and replaced and finally, a group of residents had asked how they could go about getting trees planted in their road. While the Committee commended the planting of more trees, it noted that there was a paucity of dates within the draft strategy and recommended the draft could be strengthened by the inclusion of some key milestone dates.

In relation to improving communication, the Committee recommended that the Council's website was revamped to include FAQ's on trees, to assist residents and Councillors and also for key information such as ward tree inspections to be sent to respective ward councillors.

The Committee recommended officers investigate the merits of events possibly being held in the north, middle and south of the borough, and for these to be held in conjunction with the Tree Council to inform future strategy development.

The Committee agreed with the points raised by the Hammersmith Society (in writing), namely the type of materials used at the base of trees (the need for a permeable surface), the promotion of watering some street trees by local residents and in town centre areas, cages were required around some saplings. The Committee were pleased that officers would act on these suggestions.

Finally, the Committee noted that the draft tree strategy consultation document was due to go out at the end of September / early October, but the duration of the consultation had not been finalised. The Committee recommended that the consultation was circulated for as long as possible to ensure residents had a good opportunity to provide their views.

### **Work programme**

20 November 2023 (TBC):

- Review of performance of the new household waste collection contract
- Implementation of wheeled bin and food waste collection
- Arts within the Civic Campus
- Industrial and cultural strategy - tourism and marketing strands
- Cultural strategy update

### **LIST OF APPENDICES**

None.

## **Policy and Oversight Board – Draft Work Programme 2023/24**

The Board is asked to note the draft work programme for 2023/24 and suggest any additions or amendments.

### **11 December 2023**

- H&F Youth Council
- Fuel poverty strategy (to include cost-of-living update)

### **23 January 2024**

- Revenue Budget for 2024/25

### **Items to be scheduled**

- Co-production update (biannual update)
- Affordable and flexible childcare in H&F
- Corporate performance
- Third sector grants