

Policy and Oversight Board Agenda

Monday 25 November 2024 at 7.00 pm

145 King Street (Ground Floor), Hammersmith, W6 9XY

Watch live on YouTube: 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. The building has disabled access.

Date Issued: 15 November 2024

Policy and Oversight Board Agenda

<u>Item</u>		<u>Pages</u>
1.	APOLOGIES FOR ABSENCE	
2.	DECLARATIONS OF INTERESTS <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>	
3.	MINUTES OF THE PREVIOUS MEETING <p>To approve the minutes of the previous meeting as an accurate record and note any outstanding actions.</p>	4 - 12
4.	UPDATE ON AI ADOPTION AND GOVERNANCE <p>This paper provides an update on artificial intelligence (AI) adoption at H&F and on AI use cases in other Local Authorities, and shares H&F's draft governance framework for AI.</p>	13 - 31
5.	UPDATE ON FINANCE & CORPORATE SERVICES CO-PRODUCTION ACTIVITIES <p>This report briefly sets out the progress made to date on the Council's commitment to co-production with residents within Finance and Corporate Services.</p>	32 - 39

- 6. GREENING THE GREY WORKSHOP** 40 - 50
- This report summarises the outcomes of the Greening the Grey workshop held on 5 September 2024. The workshop brought together Councillors, local residents, representatives of local community groups, national partners and Council officers to explore ideas on how 'grey' public spaces and green corridors could be improved in H&F to become greener, safer and more accessible for everyone.
- 7. POLICY AND ACCOUNTABILITY COMMITTEES UPDATE REPORT - NOVEMBER 2024** 51 - 53
- This report outlines the work programmes for each of the Council's six Policy and Accountability Committees in November 2024 and the draft work programmes for January / February 2025.
- 8. WORK PROGRAMME** 54
- For the Board to discuss future items for inclusion in the work programme.
- 9. DATES OF FUTURE MEETINGS**
- To note the following dates of future meetings:
- 5 February 2025
 - 6 May 2025

Agenda Item 3

London Borough of Hammersmith & Fulham

Policy and Oversight Board Minutes



Wednesday 18 September 2024

PRESENT

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

Other Councillors

Councillor Rowan Ree (Cabinet Member for Finance and Reform)

Officers

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

Nicola Ellis (Director, Chief Operating Officer, Corporate Services)

Yvonne Hadlames (Assistant Director, Contact Services)

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

Zoe Wilkins (Electoral Services Manager)

David Abbott (Head of Governance)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Helen Rowbottom.

2. DECLARATIONS OF INTERESTS

There were no declarations of interest.

3. MINUTES OF THE PREVIOUS MEETING

RESOLVED

The minutes of the meeting held on 29 April 2024 were agreed as an accurate record.

4. RESIDENT EXPERIENCE BRIEFING

Nicola Ellis (Director, Chief Operating Officer, Corporate Services) and Yvonne Hadlames (Assistant Director, Contact Services) presented the item and gave a presentation covering the following areas:

- Customer access to Council services
- The Resident Experience Access Programme (REAP)

- The Digital Inclusion Strategy, which the Board helped to co-produce
- Resident experience culture change
- Co-production

The Chair asked how the delivery of this work had progressed since the end of the Covid-19 pandemic. Nicola Ellis said there had been a focus on high priority areas like housing repairs which have made good progress, but there were other contact centres with opportunities to improve. The goal was to have consistently high performance across all service areas. The programme 'REAP Reignite' was looking at consolidating contact centres and using data to drive continuous improvement.

Councillor Victoria Brocklebank-Fowler asked how many contact centre staff worked in the borough and how many worked from home. Nicola Ellis said corporate contact centre staff worked on a rota system working some days in the office and some from home. Other contact centres had different arrangements – for example, the housing repairs team were all office based. Councillor Brocklebank Fowler asked for figures breaking down how many contact centre staff were office based and how many were working from home.

ACTION: Yvonne Hadlames

Councillor Brocklebank-Fowler noted that 46% of contacts were by telephone and suggested the reason was that people used the website for simple actions but called if they had complaints which were more complicated. Nicola Ellis said not all calls were complaints. She explained that a number of services were not available online, so users needed to call. But she agreed that ideally, when all services were available digitally, then only the most complex queries or those that required an assisted service would need to call.

Councillor Brocklebank-Fowler asked if officers had data on customer satisfaction from previous years. Nicola Ellis said up until recently there had only been ad hoc customer satisfaction surveys. Now they were working on a more consistent approach.

Councillor Brocklebank-Fowler noted that a resident she knew had tried to contact the council tax office by phone and had to wait for over 30 mins on two separate occasions. She asked if a callback option was available. Yvonne Hadlames said the telephony system did have a callback option so users didn't have to wait on the phone. She noted that the system currently gave users their number in the queue, but they were looking to move to an estimated wait time system.

Councillor Brocklebank-Fowler said she was shocked by the chart on page 33 of the agenda showing 42.3% of submitted reports on the Love Clean Streets app were for fly-tipping and suggested it was due to the Council doubling the bulky waste collection charge. Officers noted the data was from the app and did not represent the percentages for all complaints. Members asked for a breakdown of these complaints across all channels.

ACTION: Yvonne Hadlames

The Chair asked if officers tracked the percentage of people who used the callback feature and how long they waited. Yvonne Hadlames said callbacks were kept in the

same queue as live calls so when an advisor was available they would return the call.

The Chair asked if reports about fly-tipping made on housing land were dealt with differently. Yvonne Hadlames said in those cases reports would get passed on to the relevant estates team.

Councillor Rowan Ree (Cabinet Member for Finance and Reform), in response to Councillor Brocklebank-Fowler's point about fly-tipping, noted there had been no increases in fly-tipping and figures from January showed fly-tipping in the borough was down by a third. He then asked officers if there was any evidence that residents received worse customer service from contact centre operatives who were working from home. Nicola Ellis said working from home had worked well because operatives had fewer distractions and could work in a less noisy environment.

Councillor Ree discussed digitalisation of services, noting that many people wanted to interact with services quickly and efficiently online. He said the Council wanted to automate simpler, common tasks and processes to enable officers to focus on more complex queries.

Councillor Rory Vaughan highlighted the digital electoral registration process and how fast and effective it was. He then asked officers to speak about staff training, how services were ensuring consistency, and quality assurance. Yvonne Hadlames said the corporate contact centre had robust quality assurance checks that were undertaken on a weekly basis and advisors generally scored very highly. She added that not all contact centres had that in place, and she was working improvement boards to implement this across all centres.

Councillor Vaughan asked how easy it was to get customer feedback and how representative the feedback was. Yvonne Hadlames said they had piloted a customer feedback tool in the telephony system in the form of a survey offered at the end of every call which produced a good volume of feedback. Councillor Vaughan asked for more information on this system.

ACTION: Yvonne Hadlames

Councillor Vaughan, noting the different contact routes, asked if there was an effort to create a single point of contact. He gave the example of someone with multiple issues to resolve having to search for different phone numbers. Yvonne Hadlames said there was a mixture – the main contact centre covered a range of services and handled 21,000 calls a month. She said, while it was difficult to have one officer trained in every service area, they did have a system of 'warm transfers', meaning information was taken once at the first point of contact then transferred to the team who could deal with the query so users didn't have to repeat themselves. She also noted they tried to provide resilience by training officers to be cross-skilled on the most common areas. To improve this further going forward the Council was implementing a new Customer Relationship Management system that could capture resident data and send it to the relevant team. Nicola Ellis noted that was one of the key objectives of REAP – by having all processes and interactions available digitally the contact centre staff could access services directly and deal with resident enquiries themselves.

Councillor Natalia Perez asked if the Council tracked how many residents reported the same issues repeatedly and if improvements could be made there. Yvonne Hadlames said contact centres aimed to resolve the whole enquiry – all calls were coded by topic and officers were gathering what was resolved at first point of contact. Officers did plan to look at the data on repeat callers in the future.

Councillor Perez asked how the Council learned from complaints to provide better services. Nicola Ellis said services learned a lot from complaints. Complaints were reported to all service areas monthly, and trends were monitored corporately at SLT (Strategic Leadership Team) Assurance Board.

Councillor Jacolyn Daly asked if there was a dashboard that allowed Housing officers to see complaints data and how granular the data was (i.e. daily, weekly, monthly). Yvonne Hadlames said the Housing department were piloting a new complaints dashboard with data that was updated twice daily – which included the complaints received, the service area, how many issues had been closed, and the time taken to resolve them. The system was planned to be rolled out across the Council.

Councillor Daly asked what the ambition for the REAP was in terms of digitalisation and the timeline for implementation. She highlighted an example in the presentation from Octopus Energy of using screensharing to help users fill in forms online and asked if the Council had a timeline for implementing that technology locally. She also noted that expectations had increased and many people expected 24/7 access to services. Nicola Ellis said the REAP ambition was for all services to be accessible 24/7 digitally, but not telephone services. The programme was in the discovery phase looking at the technology available for screensharing. They wanted the best technology possible to support resident experience when the Council re-procured the service. She said it was difficult to give timelines, but officers were looking at consolidating the large number of different phone numbers and service inboxes. She said to expect incremental improvements over the next few years as different solutions came online.

Councillor Nikos Souslous asked what was driving the reported improvement in the housing repairs contact centre and what their KPIs were. Yvonne Hadlames said KPIs were not consistent across all services at present, but that was one of the goals of the REAP. She said the improvement in Housing was due to improved training, robust quality checks, and overall service improvement in housing repairs.

Councillor Souslous asked about trends in the abandonment rate for calls across council services. Yvonne Hadlames said the main contact centre was at 11.6% (just over the 10% target) for Q1, but that included the annual billing period for Council Tax which drove higher call volumes than normal. She added that there was a 1.9% abandonment rate in the housing repairs contact centre, which showed the variation across services.

The Chair thanked officers for the report and presentation and highlighted how it fit in with the work the Board had done on digital inclusion, artificial intelligence, and co-production to deliver the best experience for residents. She added that the Board

were interested in a follow-up item to discuss the results of the pilots and learning mentioned.

RESOLVED

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

5. CHANGES TO VOTING ENTITLEMENTS AND UPDATES TO ELECTIONS ACT 2022 IMPLEMENTATION

Zoe Wilkins (Electoral Services Manager) presented the report which updated the Board on the implementation of Elections Act 2022, including a review of voting and candidacy entitlements for European Union citizens resident in the borough, and the results of changes to absent voting and voter ID rules at the recent elections.

The Chair noted that some people said they didn't vote in the recent general election because they didn't have ID and weren't aware of Voter Authority Certificates (VACs). She noted there had been a communications campaign to increase awareness but asked what more the Council could do in future to improve. Zoe Wilkins said the Electoral Commission had just released their report on Voter ID and it noted that the take up of VACs was low. She suggested the message could be reinforced at subsequent elections through communications campaigns and putting information with poll cards. She also noted the new Government may want to look at the ID that could be used.

Councillor Victoria Brocklebank-Fowler congratulated the Elections team for running two elections this year. She said the report showed how much work the team did and how well it worked. She was particularly impressed that there had been a drop in the number of people turning up without valid ID between the two elections despite them only being six weeks apart.

Councillor Brocklebank-Fowler asked for clarification about why the funding from central government for elections was not ring fenced. Zoe Wilkins said the grant from central government had come to her service and would be used for elections work, but technically it could be used for other purposes.

Councillor Rory Vaughan asked how the Council was doing reaching EU voters regarding the changes highlighted in the report. Zoe Wilkins said the law stated there were two paths for EU nationals. The first group were those who were eligible to vote or had registered to vote before December 2020 and they would receive a letter explaining the changes and that they didn't need to take any further action to keep their right to vote. The second group would be informed that they needed to respond to the Council to confirm their right to vote via their right to remain in the UK. To assist with this the Council was doing additional communications and working with local groups like the Polish Social and Cultural Association, following guidance from the Electoral Commission. Councillor Vaughan said he was interested in how successful the campaign would be.

Councillor Vaughan asked how the data on how many people were initially turned away but then returned to vote was recorded – and what advice those voters were given on the day. Zoe Wilkins explained that all polling stations had a form from the Electoral Commission to record anyone who either had no ID or the wrong kind of ID, and whether they returned later. Polling station teams were given a list of acceptable ID that they could give to voters and they all had a visual display in the station showing valid forms of ID. All poll clerks and presiding officers were trained on that process.

Councillor Vaughan noted that people could apply for a postal vote online and asked how signatures were recorded. Zoe Wilkins explained that there was a national portal to apply for postal votes and users were prompted to take a photo of their signature with their phone and then upload the image. For people who found that difficult they could apply without a signature and the Elections team would follow up with them and ask them to send in a signature by post.

Councillor Nikos Souslous noted that the postal voting application now required a national insurance number and asked if officers had data on how many were refused for not having one. Zoe Wilkins clarified that only the application required a national insurance number, not the postal vote itself. If the application failed for that reasons the Elections team would write and ask for proof of ID (i.e. passport) and if that failed, they would not receive a postal vote. She said she could provide data on how many people were refused a postal vote following the meeting.

ACTION: Zoe Wilkins

Councillor Souslous asked how EU residents would register to vote in future as they became eligible. Zoe Wilkins said they would register to vote in the usual way – the application process would ask for their nationality and the relevant right to vote information.

Councillor Souslous asked about the customer experience for electoral services. Zoe Wilkins said the service used the corporate contact centre for telephone calls, a dedicated email inbox, and several national online portals that fed into the service from central government.

Councillor Souslous noted that the service had previously spoken about the possibility of new voters being automatically registered and asked if any progress had been made in that area. Zoe Wilkins said she was aware of discussions within government but did not expect any significant changes within the next few years.

Councillor Souslous asked what other work was upcoming for Electoral Services. Zoe Wilkins said the Polling Districts and Places Review would be going to Full Council in January, the team had started the annual canvas, and they were planning for the next borough elections.

Councillor Natalia Perez asked what the most effective methods had been to raise awareness of the Voter ID changes ahead of the general election. Zoe Wilkins felt the information booklet that was sent out with poll card was the most effective as it

reached all voters, but she wanted to speak to residents directly and ask them for feedback to improve for next time.

Councillor Jacolyn Daly asked if the rule changes had driven changes in voter behaviour – i.e. did the numbers of proxy and postal voters increase vs in-person voting. Zoe Wilkins said it was difficult to answer based on the data collected and needed more research. She offered to provide the relevant statistics to members.

ACTION: Zoe Wilkins

The Chair thanked officers for the report and noted the Elections team had taken many of the Board’s concerns and suggestions into consideration. She thanked everyone involved for delivering successful elections.

RESOLVED

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

6. WORK PROGRAMME

The Chair highlighted the ‘Greening the Grey’ workshop held on 5 September and noted that it would come to the Board to develop policy in this area.

RESOLVED

1. The Board noted the draft work programme for 2024.

7. DATES OF FUTURE MEETINGS

The following dates of future meetings were noted:

- 25 November 2024
- 5 February 2025
- 6 May 2025

Meeting started: 7.00 pm
Meeting ended: 8.53 pm

Chair

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Policy and Oversight Board Action Sheet 2024/25

18 September 2024

No.	Item	Item / Action	Response / Update	Officer	Status
1.	Item 4. Resident Experience Briefing	Councillor Brocklebank-Fowler asked for figures breaking down how many contact centre staff were office based and how many were working from home.	Response circulated on 15/11/2024	Yvonne Hadlames	Complete
2.	Item 4. Resident Experience Briefing	Members asked for a breakdown of fly-tipping complaints across all channels.	Response circulated on 15/11/2024	Yvonne Hadlames	Complete
3.	Item 4. Resident Experience Briefing	Councillor Vaughan asked for more information on the recently piloted customer feedback tool in the telephony system in the form of a survey offered at the end of every call.	Response circulated on 15/11/2024	Yvonne Hadlames	Complete
4.	Item 5. Changes to Voting Entitlements and Updates to Elections Act 2022 Implementation	Members asked for data on how many people were refused a postal vote.		Zoe Wilkins	In progress
5.	Item 5. Changes to Voting Entitlements and Updates to Elections Act	Councillor Daly asked if the rule changes had driven changes in voter behaviour – i.e. did the numbers of proxy and postal voters increase vs in-person voting. Zoe Wilkins said it		Zoe Wilkins	In progress

No.	Item	Item / Action	Response / Update	Officer	Status
	2022 Implementation	was difficult to answer based on the data collected and needed more research. She offered to provide the relevant statistics to members.			

Last updated: 15/11/2024

Report to: Policy and Oversight Board

Date: 25/11/2024

Subject: Update on AI Adoption and Governance

Report author: Anthony King, Enterprise Architect
Ben Savage, Head of Information Management & DPO

Responsible Director: Sukvinder Kalsi, Executive Director of Finance and Corporate Services

SUMMARY

This paper provides an update on artificial intelligence (AI) adoption at H&F and on AI use cases in other Local Authorities, and shares H&F's draft governance framework for AI.

RECOMMENDATIONS

1. To note and comment on the update.

Background Papers Used in Preparing This Report

Link to the Briefing paper on Generative AI in March 2024:

[POB Paper March 2024 - Generative AI: Opportunities, Challenges and Risks](#)

DETAILED ANALYSIS

1. As part of the AI governance process, the council is looking at its approach to an ethics framework for reviewing major programmes, projects or initiatives that have AI implications and impact residents and continues to monitor what other organisations are doing around adoption in the sector and beyond. Public trust is essential for the successful integration of AI technologies into the council, and this is in line with best practice employed across the public sector.
2. At the national level, we have seen the commissioning of the AI Opportunities Plan and establishment of an AI Opportunities Unit by the Department for Science, Innovation and Technology (DSIT) to develop a roadmap for government to capture the opportunities of AI to enhance growth and productivity and create tangible benefits for UK citizens. This initiative is part of

the Government's broader strategy to foster economic growth and improve public services through AI.

3. The ongoing integration of AI capabilities into commercial off the shelf applications and services has led to a shift from a technical conversation to a more business and outcome driven one. In the H&F context, this has led to services looking into how they can leverage AI capabilities to support business outcomes.
4. The Generative AI Working Group has evolved following feedback from POB, which recommended a more formal structure and means of engaging services across the organisation. H&F's Digital Strategy lead and the Chief Digital Officer currently lead this work.

Definitions

5. Generative AI is a branch of artificial intelligence that can create new content or data based on existing examples or rules. Traditional AI uses symbols and rules to show and change information and uses search methods to find answers in a fixed set of options. Traditional AI is a chess program that uses predefined rules and strategies to choose the best move. Unlike Generative AI, Traditional AI program does not learn from its own experience or adapt to new situations but follows the fixed rules and algorithms programmed into it.

AI Governance framework

6. Appendix 1 outlines a draft AI governance framework for addressing the use of AI in programmes and projects. Key Components of the governance framework process are as follows:
 - AI governance efforts are not standalone but integrated into the wider governance structure. This ensures consistency and coherence across all programmes, projects, and initiatives, enabling better oversight and visibility of AI capabilities within H&F.
 - As part of the governance framework, we have established protocols for data privacy, ethics, and information security through the information management governance process and the technical review processes such as the Technical Design Authority (TDA) and enterprise architecture framework.
 - A myriad of products with AI capabilities are growing at pace and this has meant that we have had to ensure that our AI governance processes extend to third party vendors and solutions.
 - We will include a verification process in the AI governance framework to ensure the safe adoption of AI-enabled commercial off- the shelf products when these tools and capabilities are implemented without direct input from H&F's Digital services.

7. As part of AI governance process, the council is looking at its approach to an ethics framework for reviewing and major programmes, projects or initiatives that have AI capabilities implications and impact residents. Public trust is essential for the successful integration of AI technologies into the council, and this is in line with best practice employed across the public sector.
8. This would play a pivotal role in fostering this trust by ensuring that AI systems are deployed ethically and responsibly, with the provision of exceptional services for residents at the heart of our approach.
9. We will review and adopt established approaches to ethics to guide the council's approach in this area. Any Members who work on this framework would require training to ensure they are able to apply the framework correctly to guide their decision making.

AI Adoption Models: AI in Productivity tools and AI integrated into line of business applications.

10. It is important to recognise that a distinction between AI introduced into productivity tools such as Microsoft Copilot for Microsoft Office suite and AI integrated into line of business applications, and where there are points of intersection between them, needs to be made to better understand the scope and scale of AI adoption within H&F.
11. AI in productivity tools: The primary focus of productivity tools enhanced by AI such as Microsoft Copilot is on improving individual efficiency. These tools automate routine tasks, enhance document creation, and streamline workflows.
12. H&F have procured a limited number of Microsoft Copilot licences, and strategically assigned these, based on identified use cases and supporting business cases.
13. Microsoft Copilot for Edge has been enabled across the entire organisation, which assists in content generation within our secure environment, thereby mitigating some of the risks associated with public tools such as ChatGPT.

Examples of AI use in productivity tools within H&F

Resident services – Complaints and Microsoft Copilot

14. The Resident services team have adopted Microsoft Copilot for Word to support the complaints management process. This tool leverages Artificial Intelligence (AI) capabilities to help streamline drafting and communications around complaints, offering quick summaries and suggested responses, whilst using reference documents within our secure environment. We are also using it to summarise key performance reports and are exploring its use in the provision of information packs to the Ombudsman.

15. The tactical use of Copilot within the complaints management process creates a limitation on how far these types of AI capabilities can be fully integrated into the complaint management process, particularly those aspects requiring real-time collaboration and more complex analysis and document management.

Next steps and recommendations:

16. It is anticipated that a more strategic approach aligned to the updated AI adoption process within H&F will be adopted. This will involve the development of a robust and scalable complaints management solution, leveraging such advanced AI tools such as Azure AI search to provide deeper insights, collaboration, and data integration to provide a higher level of automation and precision in complaints management.
17. Any further deployment of AI capabilities for complaints management will be reviewed against the AI governance framework.

AI integrated into H&F line of business applications.

18. At this early stage of AI adoption, there will be instances where business units may individually adopt or deploy AI features within their Commercial off-the-shelf applications. The council is working to ensure adoptions or deployments are still be aligned strategically to the aims and objectives of the Resident experience and access programme (REAP). Some line of business applications are covered by the REAP programme directly and the use of AI will be considered here also.
19. AI integrated into line of business applications is designed to transform core business processes, offering capabilities such as predictive analysis, and decision-making support.
20. These applications directly impact operational efficiency, service delivery and customer engagement.
21. The integration of AI within line of business application is still in the early stages within H&F. Our focus has been on assessing and preparing for this development. Products with AI capabilities are currently in the H&F project pipeline and are being reviewed to ensure the necessary guardrails for adoption are in place.
22. Our AI governance framework places us in an excellent position to safely embark on these more complex AI integrations within line of business applications.

Examples of AI and Machine Learning solutions integrated into line of business applications.

H&F Housing team: Voicescape Implementation

23. The Housing team are implementing Voicescape, primarily to leverage the advanced AI and machine learning capabilities that Voicescape offers. The deployment is aimed at enhancing business operations, particularly within rent arrears management and tenant communication processes. Voicescape's AI driven insights allow the team to better analyse tenant payment behaviours, prioritise arrears cases, interventions, and optimise engagement strategies thus increasing efficiency across the business function.
24. The tool has been configured with strict guardrails in line with support and recommendations from the vendor, to ensure that AI is used as a tool for insight. The tool will perform underlying data analysis and generate recommendations using machine learning. The workflow and action is undertaken manually by officers, who exercise their own judgement in applying making final decisions.
25. Voicescape was reviewed against the draft H&F AI governance framework to ensure that the guardrails informing ethical oversight and accountability when deploying such AI and machine learning driven tools are maintained.

Intersection of AI in productivity tools and AI integration into line of business applications integration:

Children's Services – Education, Health, and Care Plans:

26. Children's Services will soon be trialling the AI assisted application for Education, Health, and Care Plan (EHCP) generation developed by Agilisys. The application is designed to provide a scalable and collaborative workspace for generating EHCP plans. This is expected to provide efficiencies and reduce the manual workload typically involved in EHCP plan creation.

Some examples of AI use cases in other local authorities and organisations

27. The use of AI, including both classic and Generative AI, within UK local authorities is expanding, with varying degrees of success driven by the need to improve efficiency, decision making and service delivery.
28. Westminster City Council has implemented a Generative AI solution to handle over 30,000 waste-related issues reported annually by residents. Launched on March 11, 2024, the online chat tool allows residents to report waste, fly-tipping, graffiti, and animal fouling in under a minute. This AI system enhances efficiency, service delivery, and resident satisfaction through a user-centered design approach.
29. Newham Council and the University of East London are working together to develop ways to improve service delivery and address local government challenges. The initial focus is on better predicting housing demand and homelessness trends and streamlining the procurement and allocation of properties.

30. Derby City Council are looking at implementing AI capabilities across multiple services. The council initially partnered with ICS.AI to deploy digital assistants, which use conversational AI to manage customer queries via telephone and the web. These routine queries related to council services such as council tax, parking and benefits reduced staff workloads by automating responses to residents. The council has awarded a £7 million project to expand its AI capabilities, identifying multiple different use cases for the technology. The first phase will target Adult Social Care, Customer Services, and Debt Recovery, using AI to review care packages, streamline customer services, and improve debt recovery processes.
31. Wigan Council is exploring the use of AI technology with senior leadership support and is working in partnership with Agilisys. To date, they have engaged in envisioning sessions to assess how AI could be applied across the council. As part of these efforts, they have started prototyping several use cases and formed a Generative AI Working Group to support the adoption of AI within the council. One of the tools being trialled is the Agilisys Quick Action AI tool, which is used for tasks such as content generation, meeting transcription, and document analysis, with the current focus being on adult social care. In addition, they are reviewing other tools such as Agilisys Nava and Cura classic chatbot AI tools to improve customer experience.
32. We are also reviewing innovative uses of AI just emerging and being tested by several other local authorities. These examples include newly emerging tools which seek to address discrete challenges such as planning transport routes, processing revenues and benefits, summarising case files, or assessing learning in schools.
33. It is important to highlight that our efforts on AI adoption align closely with other local authorities, and indeed with other organisations. In line with them, H&F is approaching adoption with caution including ensuring the necessary guardrails and governance frameworks are in place to support our efforts.

H&F AI Adoption Risks, issues, and challenges

Risks	Impact	likelihood	Mitigation
<p>An ongoing and critical risk identified in the initial briefing paper to POB in March 2024, is the issue of data quality.</p> <p>As we continue our AI adoption journey, the success of AI initiatives will be dependent on the quality, accuracy, and completeness of our data. Poor or incomplete data can greatly affect the efficacy of the AI tool.</p>	High	High	As part of the AI adoption process, a robust data governance framework and initiatives to drive up our data quality should be prioritised and be a major pre-requisite for our AI initiatives.

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Risks	Impact	likelihood	Mitigation
There is a risk that AI adoption may occur in a tactical and siloed manner, leading to misalignment with the organisation's overall strategic vision.	High	High	To mitigate this risk, AI adoption within business units should be aligned to the AI governance framework and, where relevant, the broader REAP transformation programme. This will ensure consistency, strategic alignment, wider benefits realisation and avoid fragmented efforts across the organisation.
There is a risk that application vendors may introduce AI features and capabilities into their commercial off-the shelf application without the active participation of the business units that use them or the wider organisation. This could result in AI tools that do not effectively support H&F's business outcomes or align with organisational needs.	High	High	As regular updates to applications are rolled out by vendors, any AI features introduced by vendors must be functionally reviewed by the business before adoption, and such capabilities should be disabled by default and only activated once their implications are understood and there are clear benefits to the organisation within the relevant governance frameworks.
Existing contracts for commercial off-the shelf applications may include AI features or capabilities that raise concerns related to costs, ethics, privacy, and efficacy of the product. The organisation may face challenges in determining the impact of these AI features leading to potential issues in cost management, ethical and privacy considerations, information security and assurances around effectiveness.	High	High	The AI Governance framework will be used to review products and address concerns related to cost, privacy, ethics, and efficacy. Additionally, an AI attestation process will be integrated into contract review and procurement processes to ensure AI features meet organisational requirements.

Risks	Impact	likelihood	Mitigation
<p>Climate change 2030</p> <p>The general adoption of AI and Large language Models (LLM) tool and capabilities could hinder the organisation's climate change aspiration, especially considering our carbon neutrality vision for 2030. This risk is compounded by the exponential growth in the adoption of AI and machine learning features within commercial off- the- shelf line of business applications. These AI and Machine learning features are often introduced into these products without direct consultation with customers. This lack of consultation limits our ability to proactively address the carbon impact of such technologies, potentially undermining our sustainability goals.</p>	low	low	<p>Carbon neutrality must be incorporated into product evaluation criteria when selecting and renewing Commercial off-the-shelf applications that include AI and Machine learning capabilities.</p> <p>Adoption of AI tools must be closely aligned with the organisation's strategic vision on carbon neutrality by 2030. Where practicable we must work with Commercial off-the-shelf application vendors to obtain clear attestations on the carbon footprint of their AI and machine learning tools.</p>
<p>Return on Investment (ROI)</p> <p>Demonstrating and attaining a clear return on investment for AI and machine learning capabilities, particularly within the context of productivity tools and AI integrated into line of business applications can be quite challenging and Gartner have written extensively about these challenges.</p> <p>Productivity tools such as Microsoft M365 applications, offer more immediate efficiency gains, through improved workflows, better decision making, and reduced manual workloads. However, feedback from organisations such as Gartner suggests that the realised impact and gains from</p>	High	High	<p>Our approach of ensuring that any use cases are supported by detailed business cases will be carried forward to the redesigned AI adoption process, mandating that all AI use cases include clear benefits realisation, success criteria, and return on investments analysis with metrics on short-, medium- and long-term expected ROI.</p>

these tools do not meet initial expectations as people tend to exaggerate their expected gains by a factor of 2 to 3 times, and any actual productivity gains are split between the individual and their organisation.			
<p>Reputational damage</p> <p>The use of AI and Machine learning tools in decision making carries a significant risk of reputational damage to an organisation such as H&F if these tools generate incorrect outcomes. If such AI-driven decisions lead to wrongful actions, the authority could be severely damaged.</p>	High	High	To forestall such outcomes as described, it is important that AI tools are integrated into local business processes with strong governance and human oversight, ensuring that all recommendations are carefully reviewed before critical actions are taken. The AI governance framework has been designed to aid and reinforce such essential and core principles in the future use of AI and machine learning tools.

LEGAL IMPLICATIONS

Use of AI must comply with the UK GDPR and Information Commissioner Office guidance. Each contract where AI is a component part should deal with

- risks and consequences, which party is best placed to manage risks and bear liability, what should be excluded/limited.
- KPIs/remedies for failure
- Clear governance
- Warranties
- Transparency/accountability/remedial actions when things go wrong.

In addition, particular care should be taken in respect of automated decision making affecting individual rights. Article 22 of the GDPR provides that ‘The data subject shall have the right not to be subject to a decision based solely on automated processing, including profiling, which produces legal effects concerning him or her or similarly significantly affects him or her’. Automated decision making in these circumstances is unlikely to be lawful unless it has been specifically authorised by statute or consented to (see Master of Rolls speech 9th October 2024 [Speech by the Master of the Rolls: AI and the GDPR - Courts and Tribunals Judiciary](#)).

Angela Hogan, Chief Solicitor (Contracts and Procurement) 16th October 2024

APPENDIX A

H&F DRAFT AI GOVERNANCE FRAMEWORK.

BUSINESS CASE AND RISK ASSESSMENT FOR GENERATIVE AI AND TRADITIONAL AI

BACKGROUND

It is crucial for all staff to be aware of the governance processes and steps that must be completed when submitting a business case for an AI solution. These procedures are designed to maintain standards of regulatory compliance, security, and risk management, as well as important supporting ethical decisions on the adoption of technology, ensuring that AI technologies are deployed effectively and responsibly within the council. They build on the information governance and cyber security approaches already in place.

When completing your business case, you are obliged to complete the risk assessment section fully and following these key processes:

- Project Concept Document (PCD) Phase
- Technical Design Authority (TDA) review questions
- Non-Functional Requirements (NFRs)
- Completion of DPIA where personal data is processed.
- Completion of SSQ where external supplier will be involved.

PURPOSE OF THIS DOCUMENT

Due to the advancement and proliferation of AI technologies available, the council is developing a governance framework that supports the responsible and risk-based adoption of these technologies. This framework ensures that the adoption of AI within the council is subjected to a rigorous and consistent risk assessment process. All staff are required to complete the AI business case and risk assessment, following the relevant governance processes, for both In-house developed solutions such as low code platforms as well as commercial off the shelf (COS) products and services.

INTRODUCTION

Generative AI

Generative AI is a branch of artificial intelligence that can create new content or data based on existing examples or rules. Examples of generative AI include natural language generation, image synthesis, music composition, and more. Generative AI has the potential to enhance creativity, productivity, and innovation.

Traditional AI

Traditional AI uses symbols and rules to show and change information and uses search methods to find answers in a fixed set of options. An example of traditional AI is a chess program that uses predefined rules and strategies to choose the best move from a finite set of moves. The chess program represents the board and the pieces as symbols and applies logical rules to manipulate them and evaluate the outcomes. The chess program also uses search methods to explore the game tree and find the optimal move. Unlike Generative AI, Traditional AI program does not learn from its own experience or adapt to new situations but follows the fixed rules and algorithms that are programmed into it.

The use of AI, traditional or generative

Whether implementing Traditional AI or Generative AI, both technologies pose some challenges and risks that need to be carefully considered and managed before adoption within H&F. It is important to have a clear and comprehensive business case and risk assessment for the use of AI so H&F has considered data protection, information security, ethics and how the solution will help H&F and our residents.

This document provides a template for creating a business case and a risk assessment for the use of AI within H&F. The template is based on the following steps:

- Define the problem or opportunity that AI can address.
- Identify the objectives and benefits of using AI.
- Analyse the alternatives and costs of using AI.
- Evaluate the risks and mitigation strategies of using AI.

BUSINESS CASE

The completion of this business case and risk assessment is a requirement of the Project Concept Document Phase as part of the H&F Digital Services Project Delivery Framework. Your AI business case should answer the following questions:

DEFINE THE PROBLEM OR OPPORTUNITY

- What is the problem or opportunity that the project or initiative aims to address?

Describe the current situation and the gap or need that the project or initiative aims to address. Explain why the problem or opportunity is important and relevant to the project or organisation.

IDENTIFY THE OBJECTIVES & BENEFITS

- What are the objectives and benefits of the project or initiative?

Define the specific and measurable goals and outcomes that the project or initiative expects to achieve. Quantify the benefits and value that the project or initiative will deliver to the project or organisation.

ANALYSE THE ALTERNATIVES & COSTS

- What are the alternatives and costs of the project or initiative?

Identify and compare the different options or solutions for addressing the problem or opportunity. Include the use of AI as one of the options. Estimate the costs and resources required for each option, including the initial and ongoing expenses.

e.g. additional staff to implement the solution or write prompts.
e.g. paying for new licenses for using AI software
e.g. costs associated with training staff to use the new solution.
e.g. costs associated with organisational restructuring.

EVALUATE THE RISKS AND MITIGATIONS

- Where you have identified a need for AI, you have liaised with your [Strategic Relationship Manager](#) (SRM)
- You have engaged with and followed the Project Concept Document Phase Process
- You have fully completed the AI risk assessment template.
- Where you have identified whether the proposed use of AI will involve the processing of personal data and if so, you have completed a [Data Protection Impact Assessment](#).
- Where you have identified that the use of AI will involve a third-party supplier processing H&F data, you have submitted a completed [supplier security questionnaire](#)
- If you are procuring a new solution, you have incorporated the H&F Non-Functional Requirements (NFRs) into the requirements for your solution. You can obtain these from your SRM.
- You have submitted your proposal for AI to the Technical Design Authority for technical review.

- You have obtained comments from the Senior Information Risk Owner, and Chief Digital Officer.
- You have obtained comments on the ethical implications of your proposed use of AI from People & Talent
- You have scheduled a meeting for your proposal to be reviewed at the Digital Ethics Board (if your use of AI is resident facing/likely to have an impact on residents).

AI RISK ASSESSMENT TEMPLATE

DATA PROTECTION RISK:

Non-compliance with the UK GDPR and DPA 2018 can pose a serious risk to the data subjects whose personal data is processed by AI, as well as to the data controller (H&F) who is responsible for ensuring the lawfulness, fairness, and transparency of the processing. The consequences of non-compliance with the UK GDPR and DPA 2018 can include:

- Harm to data subjects (individuals whose data is processed by the AI model)
- Complaints, claims, or litigation from the data subjects or other stakeholders, which may damage the reputation, trust, of the data controller and the use of AI.
- Enforcement actions, fines, or sanctions from the Information Commissioner's Office (ICO)

Answer the questions below to determine whether you need to complete a [Data Protection Impact Assessment \(DPIA\)](#).

If you answer yes to any of these questions you must complete a DPIA and submit it to the information Management Team (informationmanagement@lbhf.gov.uk)

#	Question – will the project involve the processing of personal data. To determine please answer these screening questions.	Yes	No
1	Will the project involve the collection of new information about individuals?		
2	Will the project compel individuals to provide information about themselves?		
3	Will information about individuals be disclosed to organisations or people who have not previously had routine access to the information?		
4	Are you using information about individuals for a purpose it is not currently used for, or in a way it is not currently used?		
5	Does the project involve you using new technology which might be perceived as being privacy intrusive? For example, Generative AI, Traditional AI, CCTV, the use of biometrics or facial recognition.		
6	Will the project result in you making automated decisions about individuals?		
7	Will the project result in you making decisions or taking action against individuals in ways which can have a significant impact on them?		
8	Is the information about individuals of a kind particularly likely to raise privacy concerns or expectations? For example, health records, criminal records, or other information that people would consider to be particularly private.		
9	Will the project require you to contact individuals in ways which they may find intrusive?		

THIRD PARTY SUPPLIER SECURITY RISK:

An assessment of the supplier's security can help ensure compliance with applicable standards and regulations, and establish appropriate controls are in place to safeguard the council's data and assets. By doing an information security risk assessment using H&Fs Supplier Security Questionnaire (SSQ) on new suppliers,

the council can reduce the likelihood and impact of any cyber incidents that may compromise the confidentiality, integrity, or availability of the information or services provided by the supplier.

Are you using a third-party solution to perform any operation (including storage) on H&F data? If so, you will need to complete a Supplier Security Questionnaire (SSQ) and submit it to the IM team (informationmanagement@lbhf.gov.uk)

[IM - Information Security: Template - Supplier Security Questionnaire](#)

Additionally, due to the absence of standardised certifications or kite marks that differentiate between well designed or poorly designed AI, we will undertake a more nuanced view when evaluating these systems, focusing on factors such as reputation of the AI provider, track record of developing AI tools, any implied trust based on previous experiences.

ACURACY RISK:

AI may produce incorrect, misleading, or fabricated content or data that can affect the quality, reliability, or credibility of the information. This can have negative consequences for the users, consumers, or decision-makers who rely on the generated output, such as misinformation, deception, fraud, or legal liability. This risk is associated with generative AI but is also applicable to traditional AI.

Describe below how you will mitigate this risk for your proposed use of AI:

e.g. review, verify, correct, or reject the AI outputs, and to report any errors, inconsistencies, or inaccuracies to the system developer or provider.

e.g. compare AI outputs with human-generated or verified outputs.

e.g. ensure that the data used to produce the AI outputs has a high level of accuracy and quality, and where it does not ensure that this is made clear in your findings.

e.g. undertake a data quality and cleansing exercise on the data to be used to generate AI outputs before the system or process is live.

TRANSPARENCY RISK

AI may produce outputs that are not easily explainable, interpretable, or traceable by the users, consumers, or decision-makers who use them. This can affect the trust, accountability, or responsibility of the technology and its outcomes, especially when it involves sensitive or high-stakes domains, such as healthcare, education, or justice. Therefore, it is important to ensure that the AI system provides sufficient transparency about its data sources, methods, limitations, and uncertainties, and that the users can access, understand, and challenge the generated output if needed.

Describe below how you will mitigate this risk for your proposed use of AI:

e.g. Tell those whose data is processed by AI where the data comes from, how the system works, what are the limits and uncertainties, and make this information easy to find and understand.

e.g. Let the users check or question the outputs of AI if they are not sure or have worries. (for example, include a message in automated communications to advise how they can contact H&F to query the outputs)

e.g. Make sure you have ways for users to give feedback, or complain, and let them report or flag any problems or errors with the output.

e.g. Ensure users know that the outputs are from generative AI by using labels, warnings, or different colours or fonts.

e.g. Add to privacy notices/fair processing notices that decisions have been made using automated decision making and an explanation of what data and logic is used to make the decision.

BIAS RISK:

AI may produce outputs that reflect or amplify the biases, stereotypes, or prejudices that exist in the data or the model. This can result in unfair, discriminatory, or harmful outcomes for certain groups of people or individuals, such as excluding them from opportunities, misrepresenting them, or affecting their dignity or well-being. This risk is associated with generative AI but is also applicable to traditional AI.

Therefore, it is important to ensure that the outputs are monitored and evaluated for potential bias, and that the users are aware of the limitations and assumptions of the system.

Describe below how you will mitigate this risk for your proposed use of AI:

e.g. Incorporate human oversight and intervention mechanisms to review and validate the outputs of the AI system, and allow the users to modify, reject, or report the outputs if they find them inappropriate, inaccurate, or biased.

HALLUCINATIONS RISK:

Generative AI can make content up that is not based on the data. This can make the outputs wrong, misleading, or nonsensical. The risk with hallucinations is that these outputs may be mistaken for accurate information leading to incorrect decisions, or presumptions.

e.g. use other sources and references to compare and confirm the outputs of generative AI and find and fix any mistakes or hallucinations.

e.g. report any issues with the system such as hallucinations to the system developer

ETHICAL RISK:

Generative AI can be used unethically to produce false or misleading information that can harm the reputation, privacy, or security of individuals, organisations, or society. For example, generative AI can produce deepfakes, which are realistic but fabricated images or videos of people, which can be used for impersonation, fraud, or defamation. There is also a risk of violating the intellectual property rights of the original creators or sources of the data used by the generative AI system, such as through plagiarism. This risk is associated with generative AI but is also applicable in some cases to traditional AI, for example where you are making significant decisions about individuals using AI models.

Describe below how you will mitigate this risk for your proposed use of AI:

e.g. Wherever requesting consent from individuals to use AI make sure you respect their preferences about how their data is shared.

e.g. use anonymised data rather than personal data to protect the privacy of individuals.

e.g. review all outputs to ensure that personal data is not unintentionally captured in the outputs.

e.g. avoid relying on the outputs of AI for decisions about individuals – all decisions should be made with a human in the loop (a human being making the final decision)

e.g. keep track and evaluate the outcomes of your deployment of AI noting the possible ethical implications of your usage.

e.g. Raise ethical concerns with the H&F AI Ethics & Governance Board.

Technical Design Authority

- **Date reviewed:**
- **Approval Decision (Yes/No/ Amendments needed):**
- **Comments:**

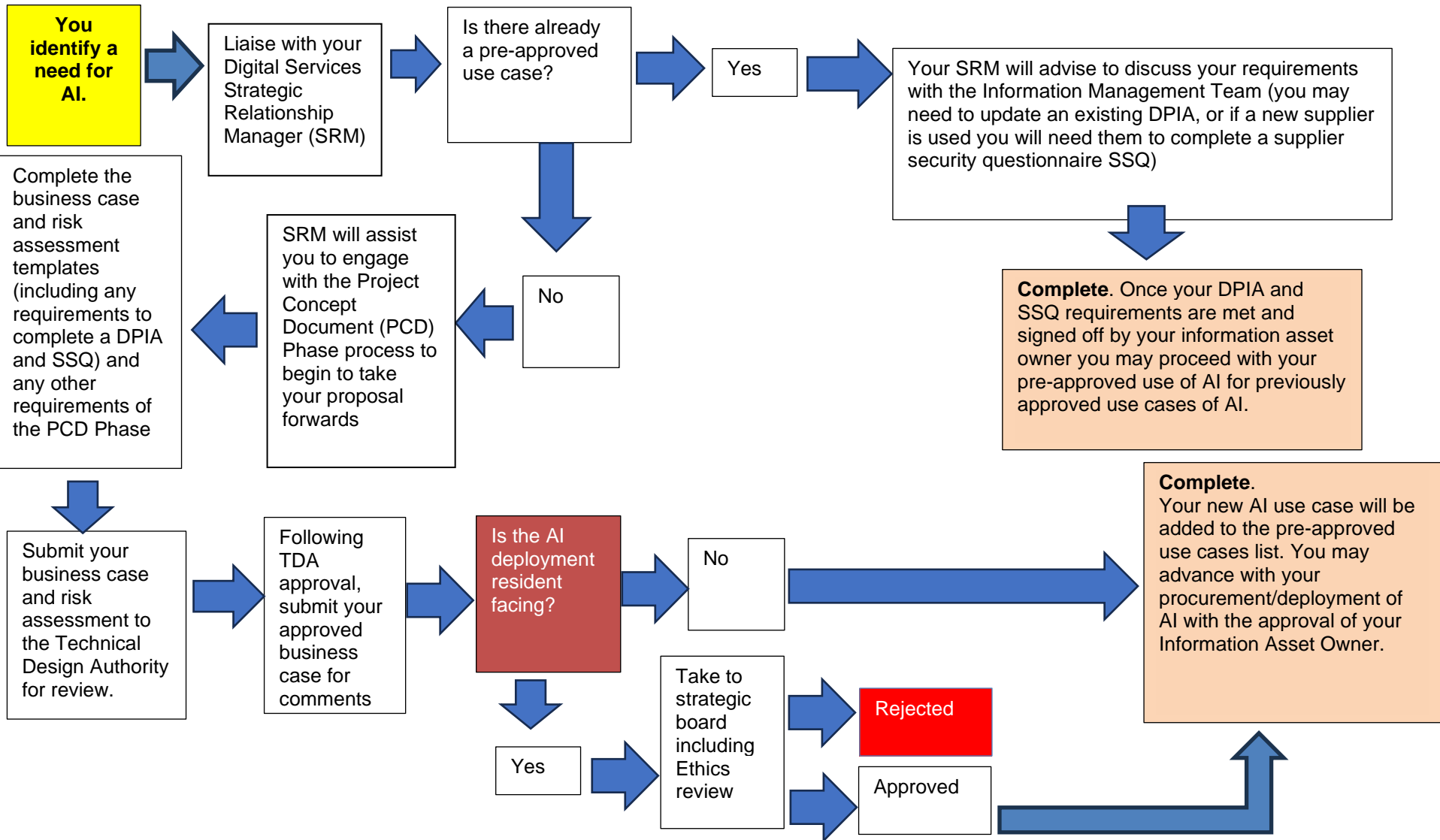
Senior Information Risk Owner (SIRO) Comments

Comments should focus on whether the proposed solution will align with H&Fs Digital and Information Strategy, meet digital accessibility requirements, align with H&Fs technical infrastructure, and meet H&Fs data protection and information security compliance obligations.

People & Talent

Comments should consider the response to the ethical risk section when determining whether the risks identified are proportionate to the impact on members of staff when balanced against the costs/savings and benefits.

AI Governance Process



Agenda Item 5

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Policy and Oversight Board

Date: 25 November 2024

Subject: Update on Finance & Corporate Services Co-Production Activities

Report author: Ashley Bryant, Interim Director Resident Services

Responsible Director: Sukvinder Kalsi, Executive Director Finance & Corporate Services

SUMMARY

H&F sees co-production as an important way to make change happen, removing the barriers that prevent our residents from having great lives. Co-production gives life to our commitment to 'Doing things with residents not to them' and is a core council value. The council defines coproduction in its internal guidance to staff as: 'Co-production means residents and decision makers are working together in an active way to plan, design, and review policy and services to get rid of the barriers we face.'

This is a commitment to **all** our residents. Whilst H&F started locally with disabled residents, as our Disabled People's Commission found that disabled people were the furthest away from decision-making, our co-production approach now includes a mix of all residents including those across all protected groups. We know why co-production is important to how we work, and how we can make it happen in a way that more residents make contributions and decisions.

There is a strong and rich history of working in this way to develop new policy, change services and the borough so residents' lives are improved. The council's passion and approach has been widely recognised both locally, nationally, and in Europe.

This report briefly sets out the progress made to date on the council's commitment to co-production with residents within Finance and Corporate Services.

RECOMMENDATIONS

1. For the Committee to note and endorse the report.

Wards Affected: All

Our Values	Summary of how your work on co-production aligns to the H&F Values
Building shared prosperity	By co-producing with residents, the Council ensures that the community's diverse needs are met, fostering a more inclusive and prosperous environment.
Creating a compassionate council	The council's commitment to co-production demonstrates its dedication to compassion and inclusivity. These efforts show the council's focus on understanding and addressing the challenges faced by its residents, thereby creating a more compassionate and supportive community.
Doing things with local residents, not to them	Central to the report is the principle of co-production, where residents and decision-makers work together to design and implement policies and services. This collaborative approach ensures that residents have a direct say in the decisions that affect their lives.
Being ruthlessly financially efficient	By involving residents in the design and evaluation of services, the council can create more effective and efficient solutions that better meet the community's needs.
Taking pride in H&F	The council's co-production initiatives have received recognition both locally and internationally, showcasing the borough's commitment to inclusive and innovative governance. These achievements reflect the council's pride in its community and its efforts to create a positive and inclusive environment.
Rising to the challenge of the climate and ecological emergency	The co-production approach ensures that environmental strategies are inclusive and consider the needs of all residents.

Background

1. H&F Council committed to co-production with disabled residents in December 2017 following the 'Nothing about Disabled people Without Disabled people' report from the Disabled People's Commission (DPC). The report called for a

'new way of working' with residents that would transform local decision making by co-producing policies and services with the community.

2. The council has provided staff with a coproduction checklist to inform them how to engage residents to coproduce. It sets out a definition of coproduction, why coproduction is important, how to find residents, get senior support with coproduction, fund coproduction, and find out what activity is already underway. It also sets out training, identifying barriers, setting up resident groups, making information accessible, and measuring and sharing success. Our external website highlights that there is not a widely and commonly shared definition of coproduction for all. It means many different things in different sectors and is practically implemented in different ways for different projects. This must translate into how we develop specifications.
3. Following a recommendation from the Policy & Oversight Board, each department will report annually to its Policy & Accountability Committee setting out its co-production work with residents. This is the first report for Finance & Corporate Services.

SERVICE CO-PRODUCTION SUMMARIES

1. Corporate Co-production

The co-production team are based in Finance & Corporate services which reflects that it's work is cross-council and enables the team to work across the council in a more strategic way, supporting services to deliver against the objective. The team is headed up by the strategic lead for co-production and is supported by the co-production officer and a support officer. It's extremely important that the team are based in corporate services as they also have a strong working relationship with the co-production co-ordinator linked to the Resident Experience & Access programme (REAP) within Resident Services.

There are now seven issue focused resident led co-production groups, two of these are in Finance & Corporate Services, the Digital Accessibility Group and Co-production Matters which is the board which manages overall co-production activity across the Council and reports separately. Each group is co-chaired by a resident and a councillor or senior officer. Each group has a Terms of Reference, co-produced with group members setting out its remit, ways of working and member role and responsibilities.

2. Resident Services, Digital Accessibility Group

The Digital Accessibility Group (DAG) consists of 12 borough residents and 18 council officers working in co-production to improve digital inclusion in Hammersmith & Fulham. The group focuses on their lived experience of

accessing services or information online and works with officers to identify barriers to accessing services digitally, like language, or compatibility with assistive technology. The group offers a constructive critique of web pages and forms and considers solutions to create a more digitally accessible borough.

The DAG includes residents that are disabled and non-disabled. The participants reflect a wide variation of age, ability and device use, all of whom either live or work in the borough. The DAG also includes officers working in Resident Services, Digital Services, Communications, Housing and Adult Social Care as well as elected members. The two parts of the group are working in co-production; that is residents have the same power as council officers to influence the design and refinement of services. This forms part of the council's mandate to work with residents, not do things to them.

Key successes to date

The DAG has accomplished several key initiatives to enhance digital inclusion. Their work includes developing a Digital Inclusion Strategy and establishing resident evaluation measurements through Key Performance Indicators (KPIs). They have also implemented Signposting Tools Evaluation and improved the accessibility of critical web pages on the H&F website. These pages cover important services such as Council Tax, Permits, Waste and Recycling, Accessible Transport, and Report It pages.

Additionally, the DAG has conducted a review of the LBHF homepage and enhanced accessibility for services related to Waste Collection, Crisis Prevention, Pest Control, and Business Support. The DAG is currently co-producing the council tax general enquiry digital form, which has gone through several iterations. Their efforts ensure that digital resources are accessible and inclusive for all residents.

Future plans

- Digital Signposting
The DAG is working in co-production with members of the Signposting Alliance, which includes Council officers and third-sector organisations, to design and implement the newly acquired Signposting tool from Ayup Signposting Agency.
- Digital Strategy Implementation
The DAG will play a pivotal role in its implementation and delivery.
- LBHF Website Accessibility Improvements
The ongoing work involves a thorough review and enhancement of numerous pages on the council's website to ensure they are accessible. This includes revising and optimising the various forms available on these pages to improve user experience.

- REAP Reignite

We now have approval for the REAP Reignite proposition and our priority is to develop a business case for the technical solutions to deliver the programme. As part of this work, we have been undertaking early market engagement activities with a wide range of suppliers and have been discussing with them our co-production approach and hearing about work they have already produced with other customers. We will be incorporating this as a requirement in our specification when we go out to procurement for the required solutions.

- User Research

We want to augment the co-production approach with a variety of user research methodologies, including online surveys and focus groups, that will allow us to engage with a larger pool of residents to understand their lived experience of our digital services and information to allow us to refine and iterate our offer.

3. Cost of Living Programme

Launched in October 2021 Household Support Fund (HSF) allocated funding that would form part of council's Cost of Living (COL) response. Intended to support resident's experiencing financial crisis, the COL programme has utilised support both across the organisation and externally, to amplify what is already available.

The HSF grant allocations aimed to enhance community-based support in areas of need. A boroughwide, coproduced response was developed through the strategic formation of a Cost of Living (CoL) Alliance, leveraging the expertise and knowledge of our voluntary and community sector (VCS) partners about our H&F communities.

By adopting this innovative approach to maximise the use of funding, networked organisations have significantly enhanced their ability to advocate for and to assist residents, amplifying the reach of available support.

COL Schemes – contributions and impact

Led by the Cabinet Member Lead for Cost of living, the Alliance has helped coproduce a range of schemes intended to address key socioeconomic and systemic drivers of hardship: food insecurity, fuel poverty, debt, and financial exclusion. Collaboration and partnership have been central to the way in which we have worked with our VCS partners. Examples include creating referral pathways for residents to obtain food and fuel vouchers through various VCS community-based contact points, the Cost of Living (CoL) webpage, and the CoL Advice Line.

In 2023/24 the COL Alliance coproduced the provision a small amount of funding to community organisations to host Warm Welcome sessions, located at areas of higher need and used by 2790 residents. Our partners were instrumental in ensuring that COL support met the needs of our residents. Winter Ready Homes (2023/24) our home energy efficiency offer, helped 1854 residents install small, energy saving measures to help reduce energy bills. Delivery of the Winter Support Fund, a small grant scheme for the VCS, and the annual Cost of Living (CoL) booklet, were all shaped and informed by the contributions and insights of our VCS partners.

Within the broader COL Programme, the council has collaborated closely with the VCS in the operational delivery of various schemes. Specialist debt advice and support services were commissioned to assist residents facing significant utility, housing rent, and council tax arrears through referrals. The development and implementation of our Crisis Prevention Fund was informed by insights provided by our VCS partners. This is an application-based crisis support scheme, supported by H&F Foodbank and which helps their beneficiaries submit applications for assistance.

H&F Community Compass

A key priority for the COL Alliance was to focus on preventative, upstream approaches by promoting early intervention. Providing the right help before individuals reach crisis point and could significantly help reduce demand on acute services, avoiding an escalation or deterioration in circumstances. Digital signposting helps to provide reliable information and can empower both small and large voluntary and community organisations to offer early support to residents. The pioneering H&F Community Compass digital signposting platform, a co-produced initiative, will facilitate easy access to service information and enhance the visibility of VCS partners' work. The Alliance Signposting Advisory Group, which oversees this project, includes members from both the VCS and disabled residents. This borough-wide community resource exemplifies the council's commitment to collaborating with our communities and coproduction values.

4. People & Talent

People & Talent work alongside our Strategic Co-Production team in collaboratively supporting delivery of several initiatives to help remove barriers, the following is an overview of some of those initiatives:

Disability, Equity and Inclusion to all H&F staff (2-year roll out)

Stage 1 aims to educate and increase knowledge, skills and understanding.

Stage 2 is designed to be a reflective session to reflect, embed and apply the

learning from Stage 1. Designed in conjunction with Inclusion London and key stakeholder, the training will provide staff with the key principles to disability inclusion and equality based on the Social Model of Disability as key approach for inclusion and embedding the learning from Stage 1 through discussion and reflection on the social model 'removal of barriers' approach to inclusion and its impact. Exploration of different potential barriers and ways we can reduce/remove them, including top tips on how to approach conversations about access and adjustments. Applying the knowledge through 'real life' case studies based on staff testimony and action planning to embed the approach.

Other training

Alongside the Disability, Equity and Co-Production Training, People and Talent facilitate 'manager essentials' training on absence management and which incorporates modules on reasonable adjustments and complements the Disability, Equity and Co-Production training programme. People & Talent are currently consulting on refreshed policies for absence management, reasonable adjustments, carer's leave, flexible working and the introduction to wellbeing passports and training will be developed to support the roll out of these policies once finalised.

The Council's mandatory inclusive recruitment training includes learning on inclusive recruitment campaigns and People & Talent have developed an EDI dashboard to help us monitor campaigns from application through to onboarding.

The Council's Learning Zone provides a comprehensive suite of online learning modules which are available for all staff and are aimed at raising awareness of equalities across all protected characteristics.

Events

Under the umbrella of Equality, diversity and inclusion there have been several events and Wellbeing Wednesdays throughout the year with a focus on raising awareness of Disability – themes include 'autism & neurodiversity, dementia, sickle-cell, mental health and co-production.

Share not Declare

People & Talent are collaborating with the Disability Equity Network on a campaign to encourage staff to 'share not declare' improve on our ratio of staff declaring if they have disabilities.

EDI Board

The Council's next EDI Board will focus on the work that the Disability Equity Network and People & Talent are doing and will be doing to further enhance

awareness of the support that is available for staff and the Council is applying for 'Level 3, Disability Leader'.

Guidance for co-production reimbursement

People & Talent have also been leading on the development and issue of the new guidance for reimbursement to residents who are actively supporting the Council with co-production activities.

Specialist workplace adjustments

The Council currently partners with Microlink, a specialist workplace adjustment provider that helps mitigate the impact of any health condition or Disability at work, ensuring that staff have the support they need to work without additional barriers to carrying out their role. Additionally, there is collaboration with Digital Services both in terms of workplace adjustments and accessibility.

People & Talent are proud of the collaborative approach with our Disability Equity Network and Co-Production and will continue to work closely to further enhance our offers to staff which will in turn benefit residents of the borough.

5. Procurement

The council has successfully engaged residents in coproducing new service models, shaping specifications for its procurement activities for services or works, involved resident representatives in evaluation of specific resident questions, and in ensuring some of our contracts run as they should. Successful coproduction has been seen at different stages ahead of and during procurement processes:

- Use of the coproduction checklist by commissioners or commercial leads when developing new business case for supplies, services, and/or works, ahead of procurement strategy with new service models for delivery tested and then reflected in the service specification.
- Coproduced design for buildings which are reflected in architects plans and inform construction contract specifications such as the Civic Campus.
- Coproduction at evaluation stage, where possible under the regulations, focussing on a specific question relevant to resident experience of a contract. Examples include Early Intervention for Children and Young People, Repairs, and Public Health Substance Misuse.
- Coproduction of service models through market engagement. As part of its duties under the Procurement Act 2023, public sector authorities are encouraged to undertake pre-market engagement activities to inform and

design procurement. This provides further opportunity for H&F to build on its current co-production by seeking feedback from the market, including local businesses, on its proposed procurement approach, specification, and any potential barriers to local and/or Small and Medium-sized Enterprises (SMEs).

- Coproduced contract management with residents directly involved in ensuring suppliers understand what works and what needs to improve. An example of this is our young inspector programme for semi-independent living.

Report to: Policy and Oversight Board

Date: 25/11/2024

Subject: Greening the Grey Workshop

Report Author: Samuel Baldock, Policy Officer

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

SUMMARY

This report summarises the outcomes of the Greening the Grey workshop held on 5 September 2024. The workshop brought together Councillors, local residents, representatives of local community groups, national partners and Council officers to explore ideas on how 'grey' public spaces and green corridors could be improved in H&F to become greener, safer and more accessible for everyone.

A range of insightful ideas was generated at the workshop relating to how sustainable urban planning can tackle air pollution and climate-related flood risks, suggestions on how to improve the borough's infrastructure to support active travel and suggestions on how to involve communities in designing safer and more accessible public spaces and co-producing future changes.

The outputs from the workshop will be considered during ongoing work that is being undertaken by the Council, including policies and strategies currently in development, as well as the future work of the Policy and Oversight Board.

RECOMMENDATIONS

1. That the Policy and Oversight Board note the report and provide comments and feedback on H&F's Greening the Grey workshop.

Wards Affected: All

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Building shared prosperity	The workshop discussed how grey areas and the kerbside can be adapted to be accessible for all with considerations to how changes can aid businesses in delivering cargo.
Creating a compassionate council	Greening grey areas will make public spaces accessible for the most at-risk and vulnerable members of our community.
Doing things with residents, not to them	This workshop drew on local residents, experts, and residents' groups to discuss how changes to grey areas, the kerbside and roads could be impactful and beneficial for people living in the borough.
Being ruthlessly financially efficient	This was not directly discussed as part of the workshop but financial considerations will form part of future work being undertaken by the Council, including policies and strategies currently in development.
Taking pride in H&F	Discussions within the workshop included how public areas and active travel infrastructure can be made more pleasant and accessible for all.
Rising to the challenge of the climate and ecological emergency	The workshop discussed how the kerbside in the borough can be adapted, with a focus on 'greening' grey areas which would improve the biology of the borough.

Background Papers Used in Preparing this Report

None

DETAILED ANALYSIS

Background

1. Part of the role of Policy Oversight Board is to support policy development at H&F and make recommendations to Cabinet. Cllr Homan, Chair of the Policy Oversight Board, asked officers to arrange a first policy workshop to explore ideas regarding improving grey spaces and green corridors in the borough.
2. The workshop took place on 5 September 2024. This report provides background on the workshop, what was discussed and how the outcomes of workshop will be used to inform future work.

Purpose of the workshop

3. The workshop was arranged to explore ideas on how 'grey' public spaces, such as roads, footpaths and kerbsides, and green corridors could be improved in the

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borough. The purpose of the workshop was to hear from local interest groups, residents and experts and use the outcomes to inform the development of relevant policies and strategies in the Council, and future work of the Policy Oversight Board.

4. Fifty-eight percent (58%) of H&F households do not have access to a car or van, with walking being the dominant mode of travel within the borough. Centre for London research¹ outlines that Londoners want more trees and greenspaces prioritised over on-street residential parking. H&F is a busy traffic borough, with three million parking sessions annually and close to one billion transport trips per annum. National research points to kerbside spaces facing increasing pressures in future years, due to increases in congestion and last mile deliveries. In London, 43% of all cars are parked on-street, with cars parked 95% of the time.
5. H&F has the second-best proportion of greenspaces in London, totalling more than 225 hectares (about 14% of the borough). This includes 21 'Green Flag' accredited parks. The Council is expanding Sustainable Drainage Systems (SuDS) which are eco-friendly techniques for managing surface water by mimicking natural water processes, allowing water to infiltrate, evaporate, or be stored.
6. The Council is committed to tackling the climate crisis and ecological emergency, and therefore aims to improve the viability and accessibility of active travel, such as cycling and walking. Reimagining grey spaces and linking green corridors provides opportunities to increase the quantity and quality of walkable space and cycling lanes in the borough and reduce short car journeys (and therefore pollution).

Attendance

7. The workshop was attended by 36 individuals. This included four H&F Councillors including Cllr Homan, Chair of the Policy Oversight Board; 18 external attendees, with a mixture of local residents and representatives from Residents' Associations, local voluntary and community sector organisations, and active travel groups; and H&F officers.
8. Council officers presented current H&F policies relating to grey spaces and green corridors and opportunities currently being explored to reimagine these spaces. These presentations set the local context for this work and provided discussion points for the workshop attendees to explore as part of group work and in plenary discussions.

Workshop outcomes

9. A summary of the outcomes of the workshop was produced and provided to attendees after the event – see Appendix A. Several themes emerged from the discussions.

¹ Centre for London (2020), 'Reclaim the Kerb: The Future of Parking and Kerbside Management', available at: [Centre for London Future of parking.pdf \(centreforlondon.org\)](https://www.centreforlondon.org/centreforlondon-future-of-parking/)

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10. Firstly, several contributions centred on how more sustainable urban planning can tackle air pollution and climate-related flood risks. This included suggestions regarding a wider rollout of 20mph roads to include the Transport for London (TfL) network, better coordination around school streets to reduce congestion in peak times and expanding the borough's network of SuDS. It was also noted that the future role of electric vehicles needs to be considered critically, to ensure greater clarity around their efficacy and how much usage there is of the vehicles and the charging points in the borough.
11. Secondly, there were a series of suggestions to improve the borough's infrastructure to support active travel. This included addressing the increasing demand for cycle storage and pathways and the need to incorporate trees and greenery into walking and cycling areas to make them more attractive to users. The importance of promoting behavioural change to move people away from short car trips and towards greener alternatives was also noted, as well making streets less car dominant to put people first.
12. Thirdly, there were suggestions for how to involve communities in designing safer and more accessible public spaces. This included encouraging community involvement in maintaining public spaces, promoting art and culture and the Green Flag spaces and blue plaques in the borough, and improving lighting, accessibility and safety.
13. Attendees also noted that H&F will need to further engage and co-produce with residents and local stakeholders any changes to the kerbside and 'greening' public areas, to properly consider any resistance to change, as well as commercial pressures for local businesses, logistical challenges, and how to prioritise policing and safety concerns of our public realm.
14. The workshop also identified the importance of communication regarding key issues such as climate change. Attendees noted that drawing on expertise of public bodies (such as climate experts and public health bodies) lends credence to the importance of addressing issues such as pollution and its impacts on health, rather than simply being stated by the Council.

How workshop outcomes will be used going forward

15. The discussions at the workshop were insightful and valuable and will be considered during ongoing work that is being undertaken by the Council, including policies and strategies currently in development.
16. This includes the Council's updated Industrial Strategy, which is due to be launched at the end of November 2024. The Industrial Strategy will detail the Council's approach to encouraging economic growth, how residents will benefit from investment in the local economy, and the major regeneration projects that are and will occur throughout the borough. The workshop outcomes were very insightful as the Industrial Strategy is taking an approach which emphasises the importance of a first-class public realm to supporting the local economy. Connecting places is critical to ensuring an inclusive local economy which

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supports the most vulnerable in our community. Resultingly, the workshop's ideas to use green corridors to connect places and to improve pedestrian accessibility to economic hotspots will be reviewed and considered during the Industrial Strategy's development.

17. Furthermore, the workshop's inputs on biodiversity and natural flood defences are important to the Council's aims for tackling the climate and ecological crisis. H&F is the third most at-risk borough for flooding in London, so ideas around the Council's SuDS programme provides vital insight for natural flood defences. Moreover, the views on greening grey areas will be influential on improving the biodiversity of the borough to combat negative impacts of climate change.
18. The outcomes of the workshop will also be used to inform an emerging transport vision and its emphasis on placemaking. The workshop discussions on reducing car dominance, and fostering biodiversity, will provide direction to this work. The transport vision will include a focus on active travel and the infrastructure needed to achieve this (e.g. pleasant walking and quiet cycling routes through residential areas). Reallocating the public realm space effectively will transform roads from mere thoroughfares into vibrant places where people can live, work and play, and the workshop discussions highlight local support for this focus.

Greening the Grey:

Reimagining Corridor Spaces for Improved Cycling and Walking in H&F

05 September 2024

Sands End Community & Arts Centre

Summary Notes

H&F Policy & PMO



INTRODUCTION

On 5 September 2024, H&F Council organised a workshop with local residents, resident groups and interest groups, together with national partners and Councillors, to hear views and expertise about how we can work to improve grey corridors and spaces in the borough. Attendees met for this exploratory workshop to discuss how our roads, footpaths and kerbside spaces can be transformed to become greener, safer and more accessible for everyone.

Councillor Lisa Homan (Labour Councillor for Coningham ward, and Chair of the H&F Policy and Oversight Board) chaired this workshop, in which H&F officers presented current H&F policies and opportunities for this work.

The objectives of the workshop were to capture ideas on a range of areas which may go on to inform longer-term policy work.

This paper summarises the key conclusions from the workshop, drawing on a review of the flip-chart records of the table discussions and the plenary discussion at the end of the workshop. This paper is a summary and is not intended to provide a verbatim record.

H&F Council would like to thank all those who attended (see Appendix A) and contributed to make this exploratory workshop a success. Full notes of the plenary discussion and of the breakout table discussions have been recorded by Council officers and will be drawn on to inform future work.

KEY WORKSHOP FINDINGS

1. Tackling air pollution and climate-related flood risks, through better, more sustainable urban planning

- Speed zone implementation: A wider rollout of 20mph zones and consistent speed zones to reduce pollution.
- School streets: Better coordination around school streets to reduce congestion, particularly at peak times.
- Electric vehicles (EVs): EVs have a role to play although it may be that greater clarity is needed around their efficacy, and how much usage there is of both the vehicles and charging points that are rolled out.
- Regulation of utilities companies: Stricter regulations to minimise road works and resultant traffic issues.
- Sustainable Drainage Systems (SuDS): Expand to open up paved areas and improve flood water storage and filtration. Solutions around effectively channelling flood water need to be considered, besides relying overly on sewer capacity.
- Better communication and messaging about why it's important to tackle it. Raise the level of importance in the minds of residents.

2. Improving infrastructure for active travel

- Cycle spaces: Addressing the increased demand for cycle storage and cycle pathways.
- Cargo bike storage: Participants supported building more storage units to encourage the use of cargo bikes.
- Greenery: Incorporating trees and greenery in walking and cycling areas will make them more attractive to users.
- Walkways: Making walkways more pleasant (such as through greening grey areas and reducing parking on kerbsides) to encourage walking.
- Behavioural change: We can help promote behavioural change, such as moving people away from short and inefficient car trips, and promoting greener alternatives.
- Connecting our sites: Linking our green spaces (for example, as part of a designated walking route) serves as an example of how we can encourage greater and purposeful use of our outdoor spaces.
- Reducing car dominant streets to attractive places, putting people first.

3. Involving communities in designing safer and more accessible public spaces

- Encourage public ownership and responsibility: Emphasising community involvement in maintaining public spaces, to encourage enjoyment and a sense of community.
- Taking Pride in H&F: The borough offers residents and users a wealth of public spaces in which our people can be proud, including x21 green flag spaces and numerous blue plaque sites.
- Improving safety and accessibility: Improvements to lighting, accessibility, and safety in public areas came through strongly in discussion. Such improvements will make green and public spaces more accessible to all

residents, preventing exclusion, and allowing for safe and full enjoyment of our spaces.

- Improving biodiversity: Implementing measures and initiatives (such as planting wild flowers) to encourage a richer natural habitat in which plants and creatures can thrive.
- Improving art and culture making public places people are proud of.

4. Considering our strategic approach to potential barriers

We will need to engage and co-produce further to ensure that the involvement of residents and local stakeholders is embedded in those changes which will directly impact the borough. Some of the challenges to change could include:

- Potential resistance to changes, some of which may come from residents.
- Commercial pressures and impacts.
- Logistical challenges, such as loading and unloading zones.
- Challenges to ensuring spaces are effectively adapted for all residents to access and enjoy.
- Prioritising policing and safety concerns of our public realm.
- Communications and messaging so that people understand the benefits.

Next Steps

1. Engage the Council's Policy and Oversight Board. Part of the Board's role is to develop policy and make recommendations to H&Fs Cabinet. It is proposed to have a future discussion at Policy and Oversight Board, to which all attendees of this workshop will be invited.
2. The priorities and ideas captured through this workshop will be considered as part of the Council's longer-term policy work.

APPENDIX A – ATTENDEES

Forename	Surname	Organisation / Role (where provided)
Lisa	Homan	Chair for this event. H&F Councillor. Chair of Policy and Oversight Board and other Members of the Board
Sharon	Holder	H&F Councillor. Cabinet Member for Public Realm and Lead Member for Inclusive Community Engagement and Co-production.
Wesley	Harcourt	H&F Councillor. Cabinet Member for Climate Change and Ecology.
Jacolyn	Daly	H&F Councillor. Chair of Housing and Homelessness PAC and member of Policy and Oversight Board.
Brendan	Smith	Local resident
Calum	Wyllie	Wandsworth Bridge Residents Association
Casey	Abaraonye	H&F Cycling
Debjani	Biswas-Hawkes	Hammersmith BID
Douglas	Leroy	OurBike
Edward	Jospe	Wandsworth Bridge Residents Association
Fatma	Ahmed	Local resident
Gary	Fannin	Wandsworth Bridge Residents Association
Houel	Gautier	Local resident
Mark	Robinson	Local resident
Michelle	Lindson	Urbanwise London
Patrick	Frank	Local resident
Penny	Neu	Social Engine
Peri	Abaraonye	H&F Cycling
Rachel	Purcell	Local resident
Tim	Louie	Ramblers
Valeria	Enriquez	Local resident
Vanessa	Slawson	Ramblers
Adam	Webber	H&F Air Quality Strategy and Policy Lead
Amric	Sangha	H&F Transport Planner (Strategy)
Charis	Champness	H&F Programme Lead, Public Health
Clancy	Connolly	H&F Policy Officer
David	Abbott	H&F Head of Governance
Hinesh	Mehta	H&F Assistant Director for Climate Change
Ian	Hawthorn	H&F Assistant Director of Highways
John	Galsworthy	H&F Director of Climate Change and Transport
Mark	Raisbeck	H&F Director of Public Realm
Kulpreet	Sangha	H&F Climate and Ecology programme officer
Mark	Fanneran	H&F Assistant Director of Parking

Forename	Surname	Organisation / Role (where provided)
Masum	Choudhury	H&F Assistant Director of Transport
Matthew	Sales	H&F Assistant Director of Programmes and Assurance
Russell	Trewartha	H&F Assistant Director of Capital Projects (Climate Change and Transport)

Agenda Item 7

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Policy and Oversight Board

Date: 25/11/2024

Subject: Policy and Accountability Committees' Update Report

Report author: David Abbott, Head of Governance

Responsible Director: Nicola Ellis, Director, Chief Operating Officer, Corporate Services

SUMMARY

This report outlines the work programmes for each of the Council's six Policy and Accountability Committees in November 2024 and the draft work programmes for January / February 2025.

RECOMMENDATIONS

1. To note the work programmes of the Policy and Accountability Committees and discuss any areas for future review or collaboration.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
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.

Background Papers Used in Preparing This Report

None.

POLICY AND ACCOUNTABILITY COMMITTEE WORK PROGRAMMES

Children and Education Policy and Accountability Committee

11 November 2024:

- Youth Voice
- Outcomes for Children and Young people with SEND in Hammersmith and Fulham
- Family Hubs
- Summer in the City

29 January 2025 (Draft):

- MTFS / Budget Report
- TBC

Climate Change and Ecology Policy and Accountability Committee

19 November 2024:

- Circular economy and sustainable procurement
- H&F Green Investment Update

28 January 2025 (Draft):

- MTFS / Budget Report
- Co-production Report

Health and Adult Social Care Policy and Accountability Committee

13 November 2024:

- Hammersmith & Fulham Health and Care Partnership Update
- Disabled People's Experiences of the NHS - A Report by Action on Disability
- H&F Immunisation and Vaccination Briefing
- Older People's Care Homes in Hammersmith and Fulham
- Health and Wellbeing Strategy 2024-2029

29 January 2025 (Draft):

- MTFS / Budget Report
- TBC

Housing and Homelessness Policy and Accountability Committee

12 November 2024:

- Rough Sleeping Update
- Voids Update

27 January 2025 (Draft):

- MTFS / Budget Report
- Housing Revenue Account Budget 2025/26

Social Inclusion and Community Safety Policy and Accountability Committee

20 November 2024:

- Briefing by the Met: an update on the Baroness Casey Review, New Met for London and key operational matters affecting our borough

04 February 2025 (Draft):

- MTFS / Budget Report
- TBC

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

18 November 2024:

- Cultural Strategy Update
- Public Realm Works Procurement
- Review of Parks Satisfaction Survey 2024
- New Local Plan for Hammersmith & Fulham

03 February 2025 (Draft):

- MTFS / Budget Report
- Inclusive Environment DRT Co-production Report
- And 2 of the following items (TBC):
 - Destination Management Plan Update
 - Industrial Strategy Update
 - Sports & Physical Activity Strategy
 - Play Streets and Café Culture Update
 - White City Public Realm Strategy Update

Policy and Oversight Board – Draft Work Programme 2024/25

The Board is asked to note the draft work programme for 2024/25 and suggest any additions or amendments.

5 February 2025

- MTFS / Budget
- Corporate Performance Indicators

6 May 2025

- Drugs Strategy
-

Items to be scheduled

- Affordable and flexible childcare in H&F
- Women's safety