

Policy and Oversight Board Agenda

Tuesday 6 May 2025 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: 28 April 2025

Policy and Oversight Board Agenda

If you would like to ask a question about any of the items on the agenda please email David.Abbott@lbhf.gov.uk by 5 May 2025

<u>Item</u>	<u>Pages</u>
1. APOLOGIES FOR ABSENCE	
2. DECLARATIONS OF INTERESTS 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. 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. 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. Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Standards Committee.	
3. MINUTES OF THE PREVIOUS MEETING To approve the minutes of the previous meeting as an accurate record and note any outstanding actions.	4 - 9
4. WORKFORCE STRATEGY - UPDATE This report provides an update on our commitment to embedding an inclusive culture through recruitment, internal development, progression and retention of key skills aligned to our overall objectives and continually improving our employer value proposition.	10 - 24
5. ANNUAL REPORT OF POLICY AND OVERSIGHT BOARD AND THE POLICY AND ACCOUNTABILITY COMMITTEES 2024/25 The Chairs of the Policy and Oversight Board and Policy and Accountability Committees present the annual report of the activities of	25 - 48

the scrutiny function in Hammersmith & Fulham. Following Policy and Oversight Board the report will go to Annual Council in May.

6. WORK PROGRAMME

49

For the Board to discuss the work programme.

7. DATES OF FUTURE MEETINGS

To note the following dates of future meetings:

- 16 July 2025
- 17 September 2025
- 24 November 2025
- 4 February 2026
- 29 April 2026

Agenda Item 3

London Borough of Hammersmith & Fulham

Policy and Oversight Board Minutes



Wednesday 5 February 2025

PRESENT

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

Other Councillors

Councillor Rowan Ree (Cabinet Member for Finance and Reform)

Officers

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

Sukvinder Kalsi (Executive Director for Finance and Corporate Services)

James Newman (Assistant Director – Finance)

Andre Mark (Head of Finance – Strategic Planning and Investment)

Alex Pygram (Head of Finance – Corporate Services)

David Abbott (Head of Governance)

1. APOLOGIES FOR ABSENCE

There were no apologies for absence.

Apologies for lateness were received from Councillors Natalia Perez (who entered the room at 7.05pm) and Nikos Souslous (who entered at 7.07pm).

2. DECLARATIONS OF INTERESTS

There were no declarations of interest.

3. MINUTES OF THE PREVIOUS MEETING

The Board agreed the minutes of the meeting held on 25 November 2024 as an accurate record.

4. 2025/26 REVENUE BUDGET AND MEDIUM TERM FINANCIAL STRATEGY (MTFS)

Presentation and questions on the Corporate Budget

Councillor Rowan Ree (Cabinet Member for Finance and Reform) addressed the Board and gave a presentation on the proposals for the 2025/26 revenue budget, risks, financial resilience, and the impact of those proposals.

Councillor Ree thanked his Cabinet colleagues and officers for their hard work putting together the budget. He gave particular thanks to the Finance team, including Andre Mark, Alex Pygram, James Newman and Sukvinder Kalsi.

Councillor Ree started by setting the context for the budget noting that funding from central government had reduced by 54% in real terms from 2010. In addition to funding reductions there was a challenging economic environment, changing demographics, and increased demand for council services. The Government's budget in October included new spending items for local government including an extension to the household support fund, £1.8m to spend on support to the most vulnerable, the Extended Producer Responsibility (that ensured companies producing packaging waste paid for some of cost of cleaning it up), and the Homelessness Prevention Grant.

The Council's priorities were keeping residents safe, protect statutory services and additional services like free Home Care and free breakfasts for primary school children, the Law Enforcement Team, and the council tax support scheme which supported 4 in 10 households. He said the Council wanted to run efficiently and effectively to deliver these priorities while preserving low council tax.

Looking ahead to 2026/27, he said the Council planned to boost economic growth, deliver transformation programmes to modernise service delivery, generate further CIL/Section 106 funds, and secure additional grants through national programmes like green funding. Councillor Ree explained that, following the Policy and Accountability Committees and the Policy and Oversight Board, the budget would go to Cabinet, then on to Full Council on the 26th of February for final approval.

Councillor Victoria Brocklebank-Fowler asked why the Council was moving funding for the Law Enforcement Team (LET) from CIL to the general fund. Councillor Ree said it secured the future of LET team. Councillor Brocklebank-Fowler asked what the money being proposed for the LET would have been spent on otherwise. Councillor Ree said the LET was a priority for the Council, so it was being invested in.

The Chair added that the reason the LET was a priority for the Council was due to concerns that the police were not as responsive as residents wanted, due to changes in their command structure. She noted that in her ward, Conningham, there had been 49 occasions where local officers had been pulled away to protests and events in central London, showing the necessity for support from the LET. Councillor Ree said feedback to the LET was very positive. They were visible and approachable and could solve issues directly for residents.

Councillor Rory Vaughan welcomed the budget. He noted that the £3.4m from the CIL fund previously spent on the LET would now be available for other priorities. He commended the Cabinet Members and officers for ensuring the Council had the funds for important services like the LET and free Home Care. Councillor Ree recommended a report on CIL and Section 106 funding as it represented millions of pounds that could be put towards good projects like affordable housing, parks, and place shaping.

Councillor Nicole Trehy said the presence of the LET on the streets had a positive effect on the safety of women and girls. She also raised the recent street harassment public spaces protection order (PSPO) and asked for more information on it. Councillor Ree noted the Council had invested £250k combatting violence against women and girls, funding specialist courts to improve prosecution levels. Regarding the PSPO, he said Hammersmith & Fulham was the first borough in country to put a ban on street harassment and he hoped it made a big difference.

Councillor Jacolyn Daly welcomed the budget and said it was impressive to see this level of investment given the challenging economic climate. She raised the new spending for climate change in the budget and asked if this included money raised from the Council's green bond initiative. Councillor Ree said the green investment bond funded capital projects such as sustainable drainage schemes and retrofitting buildings. The money in the budget was for the Council's climate team to ensure they were as effective as possible when applying for green grants. He noted that grants often required match funding so this would allow the Council to bid for more pots of money to spend on climate issues.

Councillor Daly noted the additional £0.3m spend on Upstream London, the Council's industrial strategy and asked if there had been an analysis on return on investment to date. She also asked what the expectations were for the project over the medium and long term. Councillor Ree said the investment this year was new but to date the strategy had helped attract £6 billion of investment to the borough. The goal was to incubate smaller businesses and kickstart innovative businesses, while also ensuring children in the borough could take part in and benefit from the growth created.

Councillor Nikos Souslous asked about the digital inclusion strategy and how the investment there would help tackle fraud. Councillor Ree said digital inclusion was more important than ever, with more and more services moving online. This work would bring together support already available through the third sector and businesses. The Council wanted to ensure that help was getting to people who needed it the most. Fraud was the fastest growing crime in the country, partly due to many more people going online, but not everyone had the skills to spot potential hazards. The Council wanted to give people those skills.

Councillor Natalia Perez commended Councillor Ree and the finance team on the budget. She said it protected the services that residents relied on such as combatting violence against women and girls, the council tax support scheme, and Family Hubs. She then asked how the Council was using the Household Support Fund. Councillor Ree said Family Hubs had been a real success and was pleased to

put more investment into them to deliver council services in the community. Regarding the Household Support Fund, he said £1.8m was going towards hardship grants – payments of up to £900 for people struggling to pay their bills.

Councillor Brocklebank-Fowler asked for a breakdown in the increase in central government grants and asked if that included a grant for the increase in employers' national insurance. Councillor Ree said there had been an increase of £7.8m in Government grants which did include compensation for the employers National Insurance increase. Andre Mark noted this was around £2.2m but officers were still working through the detail.

Councillor Brocklebank-Fowler asked how the National Insurance issue affected contracted services. Councillor Ree said current contractors would have built contingencies into their contracts and the Council had built increases to contracted services into the budget.

The Chair asked about the risks associated with the Extended Producer Responsibility for waste collection and disposal costs. Sukvinder Kalsi said there was a national programme for local authorities that would impose extra costs on some organisations and businesses to dispose of packaging they supply. He said the Council would work with the Government to ensure it was fairly balanced.

Presentation and questions on the Finance and Corporate Services Departmental Budget

Alex Pygram (Head of Finance – Corporate Services) addressed the Board and gave a presentation on the budget proposals for the Finance and Corporate Services department. The following points were noted:

- The new department, created in May 2024 was responsible for £53m expenditure and had a controllable budget of £36m. 66% of the budget was spent on staffing.
- The department incorporated a wide range of services including the Finance team, Procurement team, the Audit, Anti-Fraud, Risk and Insurance teams, Policy and PMO, the Business Intelligence team, Elections, Resident Services (contact centres), Democratic Services, Registrars and Coroners, the Benefits team, Digital Services (IT), Communications, Legal Services, and People and Talent (HR).
- There were proposed savings of £510k – these included bringing local support payments in-house, increasing income, a reduction in mobile phone contracts, and removal of vacant community engagement posts.
- The proposals included growth of £124k which represented investments in the digital inclusion strategy, money to address a shortfall due to increases in insurance premiums, contract inflation, and third sector investment budgets.
- Future plans included a corporate redesign, digitalisation programme, and maximising council tax and business rates collection.

Councillor Brocklebank-Fowler asked for more information on the proposed £750k savings from 'corporate redesign'. Sukvinder Kalsi said his goal was to provide the

best services and be as efficient as possible. As part of that the department was always looking to minimise the staffing required. The department had achieved some of its savings targets by reducing senior management costs and that would continue. He added there would be further reductions to staffing through natural turnover.

Councillor Brocklebank-Fowler asked how much money was spent on leaving packages. Sukvinder Kalsi said that would be reported in due course.

Councillor Brocklebank-Fowler asked if the deficit under legal services included external legal services used by the Council. Sukvinder Kalsi said the total spend was recharged out to services. The figure included external advisory services where the Council needed specialist advice to protect its position. Alex Pygram noted the Council's in house legal team was in net surplus due to additional planning income.

Councillor Vaughan noted that cyber security was a major issue and said he was glad more money was being spent to combat it. He asked if the Council had increased its resilience in light of the problems faced by other councils and public services recently. He also asked if residents would benefit when they interacted with the Council online. Councillor Ree said there were a huge number of attacks focused on the public sector and these issues could be very costly. The Council was very aware of the threat and recognised how important it was to put systems and training in place to mitigate it.

Councillor Vaughan asked if there was training and clear reporting routes for staff. Councillor Ree said there was, and noted Councillors were also provided with training.

The Chair noted the service transformations already discussed by the Board – REAP, AI, and the Council's digital strategy – and said the Board would continue to track them and ensure they were working as intended.

The Chair noted that vacant community engagement posts were being removed and asked whether the posts were useful if the Council wanted to do more co-production. Councillor Ree said the digital inclusion strategy came with specific funding for engagement, rather than having generic community engagement staff.

Councillor Souslous asked for more information on bringing local support payments in house. Councillor Ree said the payments were an important part of the support provided to vulnerable residents. In emergencies people could get in touch and the Council would provide the support they needed. Making this change ensured as much of the money as possible went to residents. Under the old arrangement with RBKC (a legacy of the Tri-Borough) it cost £1 to distribute £3 but it could be done much more efficiently in house.

The Chair thanked Councillor Ree and officers for a very positive budget, particularly given the challenging financial climate.

RESOLVED

1. That the Policy and Oversight Board considered the budget proposals and made recommendations to Cabinet as appropriate.
2. That the Board considered the proposed changes to fees and charges and made recommendations as appropriate.

5. WORK PROGRAMME

The Board's draft work programme was presented for discussion and noting.

RESOLVED

1. The Board noted the draft work programme.

6. DATES OF FUTURE MEETINGS

The following dates of future meetings were noted:

- 6 May 2025
- 17 September 2025
- 24 November 2025
- 4 February 2026
- 29 April 2026

Meeting started: 7.00 pm
Meeting ended: 8.15 pm

Chair

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Agenda Item 4

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Policy and Oversight Board

Date: 06/05/2025

Subject: Workforce Strategy - Update

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

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

SUMMARY

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

RECOMMENDATIONS

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

Wards Affected: None

Our Values	Summary of how this report aligns to the H&F Values
Creating a compassionate and inclusive council	Implementing structured and transparent selection processes to minimise unconscious biases. Delivering regular Equity, Diversity and Inclusion (EDI) training to all employees to build awareness and skills necessary for fostering an inclusive workplace.
Rising to the challenge of the climate and ecological emergency	Ensuring that recruitment processes are inclusive and equitable, which helps build a workforce that is diverse and capable of innovative thinking and has an ability to respond to the climate change agenda.
Being ruthlessly financially efficient	We continue to review our offer in terms of being an inclusive and continuous learning organisation which

	enables us to attract and retain critical skills with a focus on cost efficiencies.
Doing things with residents, not to them	Prioritising hiring residents through apprenticeship and graduate schemes who demonstrate a genuine commitment to resident engagement. Delivering Disability, Equity and Co-production training to embed the social model and how to co-produce services with residents.
Taking pride in H&F	The H&F Academy initiative offers both internal and external opportunities for future employment skills and personal development which aligns with the vision of making H&F a great place to work.
Building shared prosperity	Our inclusive recruitment, internal progression and learning and development opportunities align with the council's vision to improve employment and career pathways for the workforce and in turn the local community, particularly considering our commitment to 'grow our own' initiatives via our Get Ahead Programme and upskilling for future skills and employability. More diverse teams are better able to identify risks and opportunities. By hiring a diverse workforce, and ensuring that everyone can contribute, the council will be better placed both to find new ways to grow our local economy and spot efficiencies within council spending.

Background Papers Used in Preparing This Report None.

DETAILED ANALYSIS

Background

This report outlines our current workforce strategy, emphasising our efforts to enhance our employer value proposition (EVP) and foster a culture of inclusion. Our goal is to become one of the most inclusive boroughs to work for.

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

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

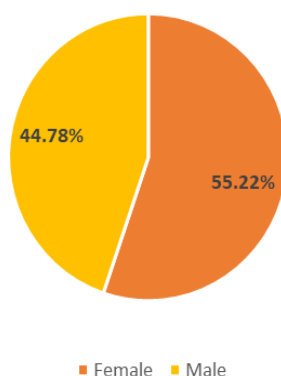
Introduction

This report provides an overview of our workforce, highlighting key demographics, roles, and contributions within the organisation. By examining the diverse backgrounds, skills, and experiences of our team members, we aim to understand better how our workforce drives success. Our workforce profile helps us to identify areas for improvement and opportunities for professional development, ensuring that we continue to foster a learning organisation in a supportive and dynamic work environment.

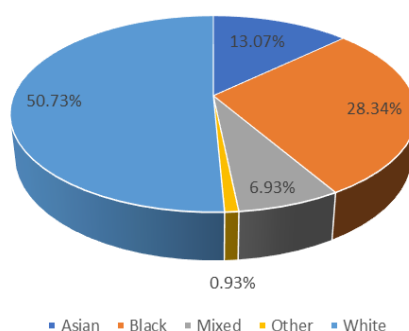
In this report we cover activities we're delivering to ensure staff safety and also embed an inclusive culture that enhances our employer value proposition enabling us to attract and retain the best candidates.

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

H&F Workforce Gender (2024)



Ethnicity Workforce Information (2024)



Our Workforce

With a tight labour market, attracting the best talent is more important than ever. As with many other London Councils, we are navigating several key challenges impacting various services in different ways. These include recruitment and retention, learning and development and promoting diversity and inclusion. Additionally, we are looking at ways to enhance performance management, address skills shortages within an ageing

workforce, boost employee engagement and motivation, and address budgetary constraints.

What we're doing to address these challenges and remove barriers

The following provides a high-level overview of some initiatives and programmes we're undertaking to ensure we can improve our position in the marketplace:

- We are passionate about investing in employee growth to support career advancement. Our **Get Ahead Programme** offers a wide range of learning and development opportunities including professional development, mentoring and coaching complemented by additional learning activities available through our digital learning platform.
- We have embedded our **apprenticeship, supported internship and national graduate development programmes** and this year we have launched the refresh of our work experience offers within our H&F Academy. The H&F Academy was developed to provide residents with the chance of an apprenticeship or work placement so that they can develop the skills and confidence they need to find the career that is right for them. The H&F Academy also supports the development and growth of the Council's internal workforce.

The H&F Academy			
Earn while you learn (apprenticeships)	Graduate programmes	Supported Internships	Work Experience
Get Ahead – Internal development			

- This year will see the introduction of **a local bespoke graduate programme** aimed at 'growing our own' within our Housing Services. The programme will be designed specifically to attract residents of Hammersmith & Fulham.
- We currently offer management development opportunities through our **Aspiring Manager and Emerging Leaders Courses**. In the coming year, following the corporate redesign process, we will be reviewing our senior leadership development offer and providing wrap-around training to complement the succession planning toolkit and resources that are available. Additionally, on an annual basis we provide 'management essentials' training covering subjects such as performance management, absence management and employment law.
- This is the 5th year that we have taken on cohorts to deliver the **Social Worker apprenticeship degree programme** to help address the challenges faced with the recruitment and development of Social Workers. We've also introduced a new microsite for [Children's Services jobs](#) and signed up to the London Councils Children's social care jobs board [London Social Work Jobs](#). Additionally, we're reviewing our terms and conditions to ensure that we remain attractive and competitive in these professions.

- We are part of the **National Pay Agreement** and this limits the amount of flexibility we have regards to pay. However, we regularly compare salaries and benefits with those offered by similar organisations in the private sector and other local authorities. This is part of our approach to ensure that we can try and compete and remain attractive. Promoting our total reward helps to reinforce the wide-ranging benefits that are available in addition to pay, for example generous pension, leave schemes and wider employee benefits.
- We're exploring alternative options to enhance our **employee benefits platform** to provide comprehensive benefits that go beyond salary, for example, high street vouchers and salary sacrifice schemes.
- We're constantly exploring options to **streamline our recruitment processes** whilst at the same time maintaining an inclusive and compliant offer. We continue to work with colleagues at Hampshire to automate and streamline our self-service recruitment offer and have recently leveraged the use of Business Intelligence Tools to develop recruitment and EDI dashboards to help us gather and analyse vital data to identify and address gaps.
- We've refreshed and reinforced our **induction processes**, offering in person Corporate Induction, Manager Induction and local inductions, helping to ensure that new starters feel welcomed, part of the team and ready to start. Local induction programmes are designed to include role-specific training, introductions to new employees and clear expectations and goal setting, helping new starters to integrate quickly and effectively.
- Our **probationary processes** require the scheduling of regular check-ins during onboarding to address any initial concerns and provide ongoing support. We survey all new starters and hiring managers to collect feedback about the onboarding experience so that we can use this to refine and continually improve our processes.
- Inclusion London has been commissioned by Hammersmith & Fulham Council to develop and deliver a **Disability, Equity & Co-production Training** offer, mandatory for all staff. The programme was launched in May 2023 with the aim of targeting our manager cohorts. We are now in the process of rolling out to the wider workforce with the aim of supporting a culture of embedding Disability Equity and Co-Production into our wider EDI offer. This training is driven by Hammersmith & Fulham's commitment to co-production, promoting this behaviour with our staff to ensure we are 'doing things with residents, not to them.'
- We offer **flexible and hybrid working options** where this supports and meets the needs of service delivery and promotes a healthy work-life balance, which is vital to us. This includes our commitment to ensure that annual leave is taken during the year and that staff are not working during leave periods.
- We promote many **tools and resources that are available to support staff** to do their jobs effectively. There is also focus in our Leadership Forums to emphasise performance excellence in all our activities and have performance indicators built into our Corporate and Departmental Performance Boards to provide insight on how the services we provide to our residents are performing.

- We are committed to ensuring a **supportive work environment** for all staff. Our Strategic EDI Lead supports with the delivery of our Equalities Plan alongside the facilitation of 6 active EDI staff networks including Race Equality, Disability Equity, Early Careers, LGBTQ+, Women's and Carers Networks. These groups ensure that we raise awareness, educate and co-produce initiatives which in turn provide benefits for our residents with an emphasis on inclusion and accessibility. Our staff diversity network groups are voluntary and work closely with People & Talent to ensure that we can continue to deliver on our EDI commitment and our public sector duty. The staff diversity network groups feed into our EDI Board which is chaired by a senior executive director.
- Our staff networks are complemented by our Wellbeing Wednesday events and access to our **Employee Assistance and Manager Assist Programmes** which include access to resources for mental health and wellbeing such as counselling services, stress management support, financial advice, career guidance and much, much more.
- We're **accredited with several key charters or partner organisations** to support our inclusive recruitment and retention strategies.



- One of these initiatives is to celebrate annually our commitment to being an **age friendly employer**, addressing an aging workforce through leveraging the experience and skills of older employees whilst ensuring inclusivity and support. We do this through promoting age diversity and fostering knowledge transfer and innovation through mentoring. We offer flexible working arrangements where appropriate and implementation of health initiatives through our Wellbeing Wednesday and Employee Assistance Programmes and close monitoring of our absence processes to ensure appropriate adjustments and support is available. We also offer access to continuous learning and skills development through our Get Ahead Programme and the development of age-friendly recruitment campaigns.
- We're also run **local staff pulse surveys** to monitor staff engagement and satisfaction. Our aim is that the initiatives will continue to help create an environment of open communication and a positive workplace culture where employees can feel comfortable sharing their concerns and ideas, where we can regularly solicit feedback and act on it to show that staff voices are heard and valued.

- A specific area of focus based on feedback and data analysis is to further promote the tools and resources we have such as CoPilot and Teams Premium to support to the workforce in **managing workloads efficiently and effectively**.
- We have updated our **job description templates** to ensure the language we're using is inclusive and we've developed training to support hiring managers in 'Writing the Right Role Profiles.'
- This year we will be launching our **new online appraisal process**, developed using Business Intelligence Tools which will support us in ensuring a more robust performance management system.
- **Collaboration** is encouraged across departments and with external stakeholders to enable strong leaders to build and maintain effective partnerships that benefit the community. Our Leadership Forum is long-established and fully embedded to support this and this year we have led sessions specifically around delivering performance excellence.
- A cornerstone of our **performance management and development** process is that all staff receive a regular supervision session with their manager to discuss their performance and set targets which are then reviewed in the end of year appraisal.
- At the heart of everything we do, is ensuring that our leaders are modelling **ethical behaviour and integrity** in all leadership activities to create an environment where ethical practices are valued. Our leaders are actively engaging with the community, understanding their needs and concerns to build trust and ensure that we can be truly responsive to the community's needs. This is a key element of the management appraisal.
- We continue to develop **clear policies and procedures** which are accessible and regularly reviewed which outline how we will comply with regulations. We continue to implement regular training sessions such as GDPR training, Phishing training and Cyber security training to ensure that the workforce understands compliance requirements and their roles in maintaining them.
- We conduct **regular audits to assess compliance**, identify any gaps or areas for improvement and take corrective actions promptly.
- We have established **open communication channels** where employees can report compliance concerns or violations without fear of retaliation through our whistleblowing policy, and we regularly monitor regulatory changes.
- We continue to explore cost efficiency measures through **effective workforce planning and transformation**. We are seeking to explore how we can utilise technology to improve accuracy and efficiency by streamlining processes and provide better data for decision-making in areas such as sickness This will include the development of new a dashboard for job evaluations.
- We are regularly reviewing our workforce data through our **Resources Management Board and KPIs**, focusing on areas such as workforce expenditure, turnover and

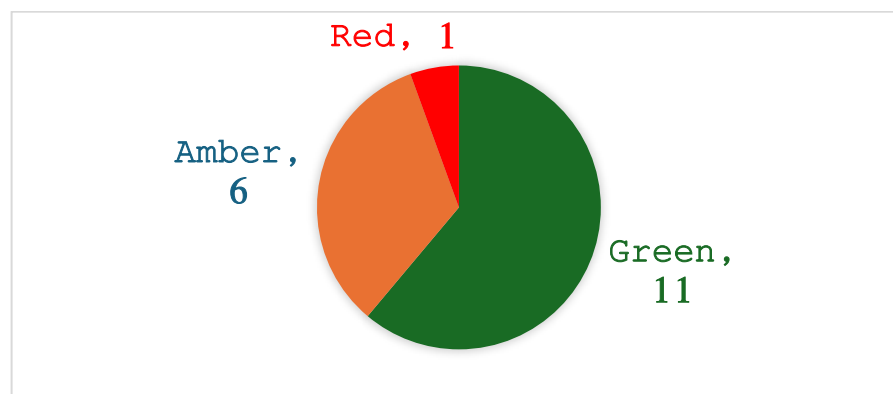
sickness absence and agency usage. We only use agency staff in particular circumstances e.g. specialist expertise that is not available in house, to deal with peaks of workloads, during transitions and staffing restructures and specific professions such as social workers. We are limiting our agency workforce and the target expenditure is no more than 10% of employee spend (this is a reasonable benchmark) and all costs are funded from existing employee budgets (namely vacant funded posts)

- We include agency staff in our onboarding process to help them integrate quickly and effectively into the team and we have developed a good working relationship with our agency provider to ensure we can source a reliable pool of staff to reduce the risk of shortages during peak times or emergencies. Agency staff complete the Council's mandatory training to provide assurance that they are aware of and adhere to all compliance standards and completion rates and performance are monitored to address any issues promptly. Our existing agency framework is due to end in 2026 and we are currently **exploring options to improve our ability to efficiently fill agency and interim assignments** whilst at the same time delivering tangible savings.

Workforce measures of success:

Measurement/performance

The success of our recruitment and retention strategies, including our learning and development offers are measured in a number of ways, including workforce analytics, data and pulse surveys. We also measure the success of our inclusive offer against the action plans and outputs that have been developed as part of our equalities plan and objectives set by the Race at Work charter. The Race at Work charter sets out 18 objectives and the chart below highlights, our progress to date:













Work is ongoing to complete the remaining objectives however, in respect of some of the objectives a conscious decision has been made to remain at amber to prevent conflict with our overall inclusive employment objectives.

We provide data to London Councils, who collate HR Metrics Service on behalf of the 32 London boroughs and the City of London Corporation that enables us to benchmark and analyse our HR and equalities data. The service conducts a range of HR metrics surveys to support us to:

- compare and assess performance across a range of HR measures

- work collaboratively to develop and progress best practice
- tackle new challenges that require data insights.

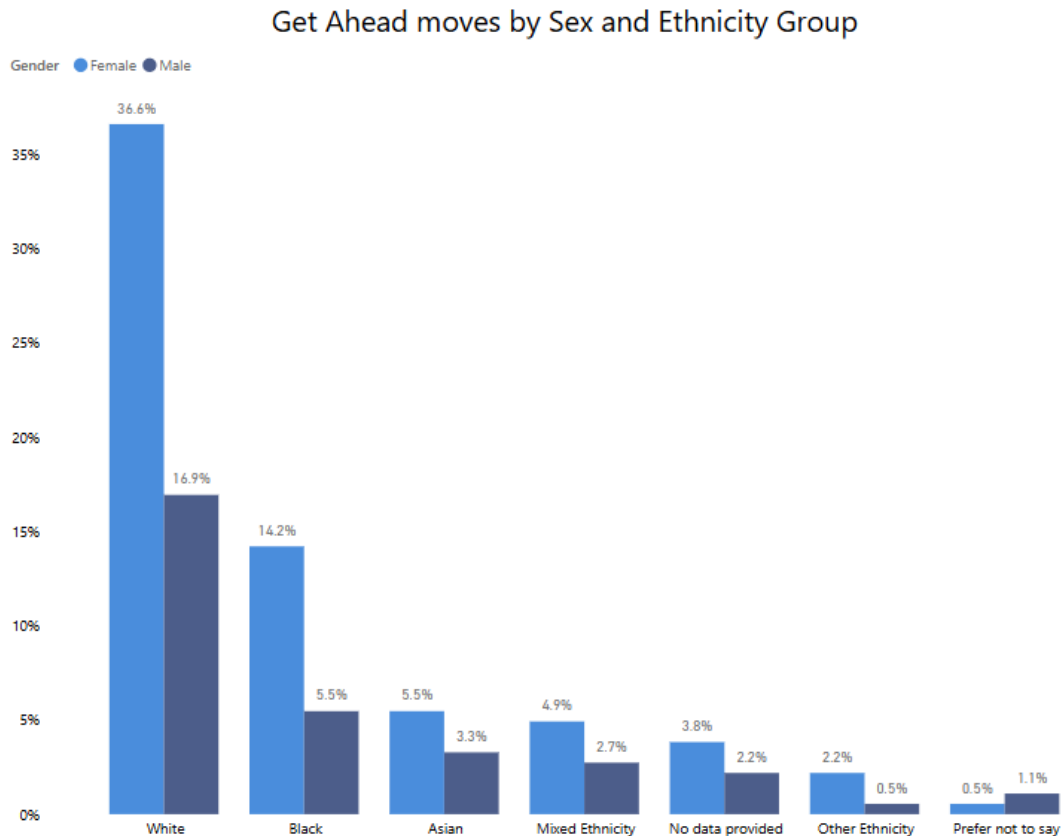
The table below highlights some of the data we collect from 2023/24 :

	2023/24	Indicator	Context
Headcount	2410		Headcount increased by 5.5%, some of the increase was due to the recruitment of the Education Health and Care Team (EHC) and the TUPE in-sourcing of Independent Living and Link Workers.
Turnover	10.22%		Turnover decreased by 1.33% and is below the London average of 12.6%.
The average age of the workforce	46.8 years		The average age has risen by 0.4% and is inline with the London average.
Staff age under 25	2.8%	n/a	This is a new reporting category and across London Councils the average staff under 25 years is 2.44%.
Staff are aged between 55-64	27.51%	n/a	This age category has changed in this year's reporting from 50-60 years. The London average 26.51%.
The percentage of female workers	55.6%		The London average is 55.71% and we have seen a decrease of 0.16% on last year.
The percentage of part-time workers	13.21%		0.39% decrease in part-time workers
Top 5% earners, are female	42.5%		This has fallen by 2.1%, and the London average is 47.9%
Top 5% of earners, are classified as Black, Asian or multi-ethnic	24.5%		Risen by 6.5% from last year and the London average is 29.19%.
Staff have indicated a disability	7.3%		This has increased by 1.3% and the London average is 9.37%
Top 5% earners, who are disabled	5.8%		This has increased by 0.5% and the London average is 6.7%.
Average days lost per employee	8.8 days		This has risen by 1.9 days from last year and the London average is 8.8 days.

Our Get Ahead Programme

Get Ahead is designed for staff seeking to develop their careers. Supporting our workforce to grow and develop their skills.

- In 2023/24, 277 roles for development opportunities were advertised, and from those 187 appointments have been made.
- It is mandatory for all job opportunities to be advertised via Get Ahead before being externally advertised.
- The success of our Get Ahead programme also provides for a positive return in relation to our pay gap reporting. The table below demonstrates internal progression by gender and ethnicity compared to our workforce demographics.



Our H&F Academy Apprenticeship Programme

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

	2018/19	2023/24
No. of apprentice starts at LBHF	26	48
Public Sector Target (2.3%)	0.5%	N/A

Total no. of apprentices on programme	35	119
Amount of Levy Spent	£45,501	£459,203
No. of different courses delivered	5	38

Whilst the Public sector target for apprenticeships has been discontinued, we are still monitoring our starts and we are also working with London Councils to provide data on the apprenticeships delivered in the Council, in H&F Schools and local suppliers in and outside of the supply chain across the borough.

London Boroughs	H&F
32 LB plus City of London generated a total of 4073 apprenticeships.	Generated a total of 197 apprenticeships. (includes schools and supply chain)
Of the 4073 starts, 1811 were directly employed by the boroughs.	Of the 197 starts, 48 were with H&F Council.
66% (2/3) of these starts were existing staff taking on an apprenticeship.	58% of these starts were existing staff taking on an apprenticeship.
Average of 54 apprenticeship starts employed by boroughs directly.	H&F has 48 new starts.
Aged 25 and above comprised 77% of the starts.	Aged 25 and above comprised 81% of the starts.
Of the new apprentice hires, nearly two thirds (63%) were under the age of 25.	Of the new apprentice hires, 30% of new hires were under the age of 25.
17% of new hires were NEET for boroughs	50% of new hires were NEET

- Having previously won Best Contribution by a New Apprentice at the 2022 awards Asiya Mohamud, Resourcing and Data Analyst won Best Progression by an Apprentice at the London Borough Apprenticeship Awards 2023 and Mena Openibo, Resourcing Consultant was shortlisted for Best Manager [The London Borough Apprenticeship Awards celebrate apprentices of all ages and at all stages in their careers | London Councils – Home](#)
- In 2023 the National Apprenticeship Awards celebrated its 20th year celebrating employers who champion apprenticeships with passion by boosting skills and extending the ladder of opportunity to all. In October 2023, we were awarded the London Regional Winner for Large Employer of the Year and progressed to the

National Final in November along many other strong contenders such as Action for Children, Boeing UK and Siemens. H&F were highly commended for best practice across recruitment excellence, high quality training practices, and diversity and career progression at the awards ceremony.

Hiring managers inclusive recruitment training

We have reviewed and refreshed our inclusive recruitment training for managers in collaboration with our EDI staff networks and from April 2023 to March 2025 we've trained over 168 managers on mandatory hiring manager inclusive recruitment training.

Women's Development Coaching Programme

As part of Women's History Month in 2023 we launched a pilot scheme for a women's development coaching programme with ten women across the council completing the programme and in 2024 we delivered a second cohort to twenty women. We will be launching the third cohort this year.

World Class Manager (WCM)

WCM offers all managers and inspiring managers the opportunity to undertake a people management qualification at their own pace over a 12-month period. The training is an online offer that is complimented with WCM sprints and tailored management essential training including options for coaching and mentoring. 2023/24, 65 managers enrolled onto World Class Manager. Evaluation continues to tell us that the learning is positively received, and the themes align well with our management essentials. We are re-launching the World Class Manager network which will, going forward, be led by colleagues from the Learning & Development team.

Emerging Leaders

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

Coaching and Be a Leader, Build a Leader

All our learning opportunities that we offer on a corporate basis are designed with a coaching approach. Coaching is available for senior officers upon request and within the last year a number of officers have had or are receiving coaching as part of our senior manager development offer. October 2023, we launched in partnership with Circl Ltd the Be a Leader, Build a Leader. Circl is an established provider who work with organisation to build inclusive leaders and promote social mobility, through teaching professionals how to coach, as equals, alongside talented young future leaders from diverse & under-represented backgrounds. This unique combination of coaching skills, training and social impact was designed to help build inclusive leaders who are capable of leading and empowering diverse teams. We recruited 15

young local residents and 15 H&F leaders to participate in the programme who graduated from the programme in December 2023.

Mentoring

In May 2024 we launched Mentor Connect through a collaborative London Councils approach. Mentor Connect includes reverse mentoring and is an opportunity for our workforce to connect, learn, and grow with mentors and mentees across different London councils and departments from different protected characteristics across London.

Mandatory disability equity and co-production corporate training

Inclusion London has been commissioned by Hammersmith & Fulham Council to develop and deliver a Disability, Equity & Co-production Training offer, mandatory for all staff. The programme was launched in May 2023 with the aim of targeting our manager cohorts with 248 managers attending the sessions. We are now in the process of rolling out the second cohort of manager training and the wider workforce with the aim of supporting a culture of embedding Disability Equity and Co-Production into our wider EDI offer. This training is driven by Hammersmith & Fulham's commitment to co-production and being 'ruthlessly inclusive' to Disabled people.

Absence management & wellbeing training for managers

Employee wellbeing is critical for successful high performing organisations. This training is hosted by HR professionals and is conducted on a departmental basis alongside individual coaching sessions for managers to assist in active casework. It is designed to support managers with understanding why it is so important to manage absence and wellbeing effectively and proactively. The training includes providing guidance and support with case studies on menopause and disability.

Corporate induction & mandatory training

We offer in person Corporate Induction and introduced Manager Induction this year which all goes to helping ensure that new starters feel welcomed, part of the team and ready to start alongside all other mandatory training, this year to date our mandatory completion rate is 76%.

Employment Law training for Managers

Employment Law updates are provided for managers annually alongside investigations training, report writing and chairing hearings and appeals for new managers. Two sessions have been delivered to the Leadership Forum, one in respect of emerging legislation changes and the second on employment tribunals.

All staff: Learning Zone and online modules

Over 100 wellbeing, personal growth and skills online e-learning modules are available to all staff. Our Wellbeing Wednesday sessions continue to be popular with audiences of 100+ on a regular basis. E-learning is available online so staff can learn at a time and day that suits them – perfect for learning from home and supports hybrid working. From April 2023 to March 2025, we have provided an offer of 472 online modules available via the Learning Zone and have registered over 30,000 completions.

Robust data, insights and monitoring

Equality data continues to be monitored and published on the intranet, plus externally to meet our statutory requirements on pay gap reporting.

We continue to deliver against the actions identified in the H&F Equalities Plan. This plan addresses the Public Sector Equality Duty created under the Equality Act 2010. We've created and published a number of a short blogs 'for staff by staff' and encourage staff to 'share not declare' their data so that we can better understand workforce data in comparison to the local communities that we represent. As of March 2024 7.3% of employees indicated a disability and 87% of employees disclosed their ethnicity.

Staff Safety:

We monitor instances of violent and aggressive behaviour to identify trends and patterns and those most at risk. This has enabled us to actively address and experiment with new techniques aimed at equipping staff with the skills and training needed to deliver services safely, without being subjected to or becoming victims of violence and aggression.

Some of the techniques and measures we used that contributed to the steady reduction in V&A incidents across our services over the past three years include:

- Conflict resolution training to front line facing staff,
- Zero tolerance poster campaign throughout the borough,
- Collaboration with our Law enforcement team (visible presence borough wide),
- Collaboration with the MET Police, LBHF community safety team & schools,
- Consultation with Facilities Management for space planning and designing a friendlier environment.
- Mandatory Awaken Violence and Aggression on-line training.
- The Employee Protection Register (EPR). The EPR is a confidential register containing details of individuals who have demonstrated violent, abusive or other inappropriate behaviour towards H&F staff, contractors or elected members of the council.

Our most recent safety measure started in March 2025 as a pilot scheme, deploying security officers in libraries (similar to what our neighbouring boroughs have done) to further reduce the likelihood of staff experiencing violence and aggression, therefore, providing a safer environment for staff and service users. Although it is very early to detail how effective these new measures are, staff engagement is positive; and we continue to monitor incidents and the effectiveness of our control measures as part of our review process.

Conclusion

This report highlights our workforce's contributions that drive our success. By understanding our teams, we can identify areas for improvement and professional development, fostering a supportive and dynamic work environment. Our goal is to ensure our workforce reflects the local communities we serve, leveraging the benefits of a diverse and reputable workforce. Amidst recruitment challenges, we aim to stand out by embedding an inclusive culture and exploring innovative recruitment methods.

Our inclusive recruitment and development programs, such as the H&F Academy and Get Ahead Programme, demonstrate our commitment to employee growth and community engagement. We continuously refine our processes, enhance benefits, and promote flexible working to create a supportive environment.

Our six active EDI staff networks are crucial in delivering our Equalities Plan, raising awareness, and co-producing initiatives that benefit staff and residents. We are proud of our accreditations and partnerships that support our inclusive strategies. Collaboration across departments and with external stakeholders is encouraged to build effective partnerships, supported by our Leadership Forums and ethical behaviour and integrity are central to our leadership, ensuring responsiveness to community needs.

We continue to explore cost efficiencies through effective workforce planning and regular reviews of workforce data and agency usage. As we continue to develop and implement these initiatives, we are confident in our ability to navigate challenges and maintain our position as a desirable, inclusive, and supportive place to work, meeting the needs of our staff and community.

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Policy and Oversight Board

Date: 06/05/2025

Subject: Annual Report of the Policy and Oversight Board and Policy and Accountability Committees 2024/25

Report of: The Policy and Oversight Board and Policy and Accountability Committee Chairs

Report author: David Abbott, Head of Governance

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

SUMMARY

The Chairs of the Policy and Oversight Board and Policy and Accountability Committees present the annual report of the activities of the scrutiny function in Hammersmith & Fulham. Following Policy and Oversight Board the report will go to Annual Council in May.

RECOMMENDATIONS

1. That the Annual Report of the Annual Report of the Policy and Oversight Board and Policy and Accountability Committees 2024/25, be received and noted.

Wards Affected: None

Our Values	Summary of how this report aligns to the H&F Values
Taking pride in H&F	Ensuring a high standard of governance across the Council.

Background Papers Used in Preparing This Report

None.

LIST OF APPENDICES

Appendix 1 – Annual Report of the Policy and Accountability Committees 2024/25

Annual Report of the Policy and Oversight Board and Policy and Accountability Committees 2024/25

Policy and Accountability Committees (PACs) have the following key responsibilities:

- To hold the Cabinet to account.
- To be a critical friend to the Executive and to challenge the assumptions behind the policies and actions of the Council and other local service providers.
- To amplify the voice and concerns of residents and to give them a mechanism to comment on, participate in, and determine Council policy.
- To improve the Council's services by listening to residents and user groups.
- To scrutinise decisions made by partner organisations in the interest of the residents of the Borough.
- To be independent of party politics and ensure an informed evidence-based approach to policy development.

In May 2022, Full Council created the Policy and Oversight Board to oversee the Council's overview and scrutiny function, delivered through the PACs. The members of the Board include the Chairs of each of the PACs, who report their work and emerging issues to the Board for consideration.

In 2024/25, there were six PACs:

- Children and Education
- Climate Change and Ecology
- Health and Adult Social Care
- Housing and Homelessness
- Social Inclusion and Community Safety
- The Economy, Arts, Sports, and Public Realm

The Policy and Oversight Board and the PACs have continued to deliver engaging work programmes and have given residents the opportunity to be heard on the issues that matter to them. The following pages give an overview of the work of the Board and the PACs in 2024/25.

Policy and Oversight Board

Members

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

The Committee was supported throughout the year by Councillor Rowan Ree (Cabinet Member for Finance and Reform), Councillor Sharon Holder (Cabinet Member for Public Realm), Councillor Wesley Harcourt (Cabinet Member for Climate Change and Ecology), Councillor Florian Chevoppe-Verdier (Lead Member for European Co-operation and Digital Innovation), Matthew Sales (Assistant Director, Programmes and Assurance), and officers from across the Council.

The Board is responsible for the creation and monitoring of new policy development via the PACs and task and finish groups. It is also responsible for scrutinising the corporate budget, finance and resources, human resources and performance management, shared services, communications, elections, IT, research and innovation, customer care and complaints, corporate programmes and assurance, and other major cross-cutting functions of the Council. Below are the key issues that the Board looked at in the 2024/25 municipal year.

Residents Experience Briefing

In September the Board received a briefing on residents' experience. Members discussed the performance of contact centres and made recommendations around digitalisation, which would help residents interact with services quickly and efficiently online and enable officers to focus on more complex queries. The Board noted that the ambition of the Resident Experience Access Programme was for all services to be accessible 24/7 digitally.

Changes to Voting Entitlements and Updates to Elections Act 2022 Implementation

In the September meeting, the Board received an update 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. Members discussed what more could be done to make residents aware of the new voter ID rules, the work around reaching European Union voters about the changes to voting entitlements and the application process for postal votes.

Update on AI Adoption and Governance

In November the Board requested an update on the adoption of artificial intelligence (AI) at Hammersmith & Fulham. Members invited Sam Nutt (Researcher & Data

Ethicist at the London Office of Technology and Innovation) to speak about how other London councils were using AI and the public attitude towards AI.

Members discussed how AI could be used in different Council services, how to nurture public trust in the Council's use of AI and the procurement process for AI technology. The Board continues to monitor the expansion of the use of AI in the Council.

Update on Finance & Corporate Services Co-Production Activities

In the November meeting, the Board received an update on co-production in relation to Finance & Corporate Services, including the work of the Digital Accessibility Group, the Resident Experience and Access Programme and co-production in the Cost-of-Living Programme, People & Talent and procurement.

Members discussed engagement with local businesses and how best to involve residents in the procurement process. Members made recommendations around making it easier for residents to co-produce with the Council using digital tools, such as a one-stop shop on the Council's website, using AI and the H&F Community Compass online platform.

Greening the Grey Workshop

The Board considered feedback received from the Greening the Grey Workshop, which was held with residents in September 2024. Members made recommendations around organising more workshops to allow residents to engage with each other and giving more access to green and clean tech to residents. Members also suggested reprioritising the key workshop findings and highlighted the importance of good communication in working with residents and forging common consensus.

2025 Medium Term Financial Strategy

In February the Board welcomed the Cabinet Member for Finance and Reform and officers from the Finance and Corporate Services teams to discuss the budget for 2025/26.

Members discussed the Council's priorities for the budget – keeping residents safe, protecting statutory and additional services like free Home Care and free breakfasts for primary school children, the Law Enforcement Team (LET), and the council tax support scheme – while also preserving low council tax. Members spoke about the positive impact of the LET and focus on the safety of women and girls, funding for the Council's climate team, the Council's green bond finance initiative, investment in the Upstream London industrial strategy, funding for digital inclusion work, and how the Household Support Fund was being spent to help residents in need. Members raised concerns about the impact of National Insurance increases on the Council and its suppliers.

Following discussion at the Board, the budget was endorsed by Cabinet, then went to Full Council on the 26th of February for final approval.

Children and Education Policy and Accountability Committee

Members

Councillor Helen Rowbottom (Chair)
 Councillor Daryl Brown
 Councillor Mercy Umeh
 Councillor Trey Campbell-Simon
 Councillor Aliya Afzal-Khan
 Nandini Ganesh (Co-optee)
 Nadia Taylor (Co-optee)

The Committee was supported by Councillor Alex Sanderson (Deputy Leader with responsibility for Children and Education), Jacqui McShannon (Executive Director for People), and officers from across Children's Services.

The Committee covers a wide range of services aimed at children and families in the borough including education, children's social services, safeguarding, child protection, children in care, and services for children and young people with special educational needs. Below are the key issues that the Committee looked at in the 2024/25 municipal year.

Youth Voice

The Youth Council gave a presentation highlighting their work to ensure youth voices were being heard, covering priorities and identified actions in the areas of mental health, work readiness, life skills and staying safe. They also outlined the launchings of the co-produced Youth Hub and the healthy relationship podcast at the event on 5 December 2024. Members also noted that in close collaboration with the Economy, there was a co-produced youth focus section linked to H&F Works to ensure young people in the borough could access all local opportunities.

Outcomes for Children and Young people with SEND in H&F

The Committee noted the positive outcomes for children and young people with SEND in H&F, including the increase in new birth visits, positive feedback on Educational Psychology's support services, training focusing on speech and language, the consistent reduction in autism assessment waiting times and improvements in rates of absence, suspension and permanent exclusion. Members also discussed about the outcomes of mental health intervention and their measurement, the number of EHCP applications received last year and the focus of enhancing the quality of the plans, SEND placements, and autism's referral and diagnosis.

Family Hubs

The Committee discussed about ways in stepping up marketing and promotion of the Family Hubs and the expected outcomes a year after launching. In addition to better the attendance figures over time, it was hoped that the third sector organisations would deliver community services at the Hubs in the evenings.

Summer in the City 2024

It was another year of success. Young people had taken part in “Summer in The City 2024” activities linked to the Council’s commitments around climate emergency, young people’s mental health needs, Olympics and STEM.

2025/26 Revenue Budget and Medium-Term Financial Strategy (MTFS)

In receiving the report of 2025/26 Revenue Budget and MTFS, members noted the Government’s announcement about the national Children’s Social Care reforms, “Keeping children safe, helping families thrive” and the associated Prevention Grant in December 2024. It was expected that the reforms funding could bring about a different model under which a lead professional of high-level skills and nurtured standards would stay with a family. The Committee would be briefed when more details about the reforms and grant were known.

Members also discussed about Upstream, the local industrial strategy embarked by the Council to benefit all children growing up in H&F, the “Travel Care and Support” service which had become increasingly complex and costly and the Safety Valve arrangements which allowed early intervention hence might have slowed down the growth of EHCPs.

Climate Change and Ecology Policy and Accountability Committee

Members

Councillor Nichole Trehy (Chair)
Councillor Laura Janes
Councillor Ross Melton (*Member from 2022- Jan 2025*)
Councillor Stala Antoniadis
Councillor Jose Afonso

The Committee was supported throughout the year by Councillor Wesley Harcourt (Cabinet Member for Climate Change and Ecology), Councillor Rowan Ree (Cabinet Member for Finance and Reform), Bram Kainth (Executive Director - Place), Hinesh Mehta (Assistant Director Climate Change), and other officers from across the Council.

Chair's Introduction

This committee has continued to scrutinise essential areas that ensure everyone enjoys a greener and safer borough.

The Committee welcomed several reports including the Hammersmith and Fulham Green Investment Bond which is successfully into its third tranche. Circular Economy and Sustainable Procurement - inviting Western Riverside Waste Authority (WRWA) to give an overview of the communications and education programme carried out for waste prevention including the ReWork facility reuse project. ReLondon on the circular neighbourhood's scheme who also provided an overview of key aspects that could be delivered in Hammersmith & Fulham.

Presentations from officers on H&F actions on Flooding and Greening the Grey showed a huge increase in the amount of green infrastructure and SuDS features such as rain gardens and engineered tree pits on the public highway. As well as two schemes which involve working with local schools.

It is noted that Thames Water did not accept the invitation to follow up on the 'Actions' required from the committee of Feb 6 which found that, following the floods of July 2021, Thames Water needed to allocate further funding to accommodate the resilience programme and tackle the issues raised effectively. And for Thames Water to offer further clarity on their plans regrading communication with residents. And follow up on how Thames Water would be meeting regulatory requirements set by Ofwat on sewage dumping.

I would like to thank all residents and experts who have shared their knowledge and views, contributing greatly to this committee.

I'd also like to give thanks to all Council officers for prioritising this committee's work and delivering a balanced budget. Thanks also to committee members for their contributions.

The committee looks forward to hearing about the continued work to progress the Council's climate change mitigation and ecology work programmes in the next municipal year.

At the upcoming meeting in May we have invited an item on active travel be presented and for representatives from Ghent to attend and present to the Committee remotely.

- *Councillor Nicole Trehy, Chair of the Climate Change and Ecology Policy and Accountability Committee*

The Committee is tasked to monitor the administration and spending in services within its scope, including climate change and the response to Climate Emergency, transport, parking and traffic management, planning policy, recycling and environmental sustainability, waste management and ecology & biodiversity. Below are some of the key issues that the Committee looked at in the 2024/25 municipal year.

Circular Economy and Sustainable Procurement

Sarah Jane Widdowson, Western Riverside Waste Authority (WRWA), joined to provide an overview of the communications and education programme carried out for waste prevention. It was noted that 95 class visits at Smugglers Way and 2 in school workshops had taken place. She provided a summary of the ReWork facility reuse project. Staff were employed as apprentices in electrical engineering and maintenance, helping them to gain the experience and skills necessary to embark on a new career. Amy Casey (ReLondon) attended and provided an overview on the circular neighbourhood's scheme and how this could be delivered in Hammersmith & Fulham.

The Committee discussed:

- How the Circular neighbourhood project would continue to support behaviour change in the future.
- The plans for collaborative working across various sectors within the circular economy and the building materials reuse initiative.
- Levers that could be introduced to measure how much was being recycled and levers to encourage fines.
- The excellent work carried out by WRWA, including the reuse of white goods. Including how the WRWA worked with the Chairty Rework and used a network of other charities to supply residents with these goods.
- The possibility of implementing measures to make recycling mandatory for large businesses rather than relying on voluntary participation.
- Plans for new recycling regulations to be introduced – The Simpler Recycling Regulations. These regulations would require all businesses to recycle more

and to collect food waste. It was anticipated that these changes would significantly increase recycling rates.

The Committee agreed actions around issues related to the use of the recycling bins in Ravenscourt Park and improving access to healthy and sustainable food within the borough.

H&F Green Investment Update

For this item, the Committee was joined by Councillor Rowan Ree (Cabinet Member for Finance and Reform) to discuss the new Hammersmith and Fulham Green investment scheme. On 6th November 2023 Cabinet approved the launch of this scheme: an innovative community investment scheme primarily aimed at engaging residents and businesses in H&F's climate change objectives. The Council was ambitious in its climate and ecological aims and was therefore targeting £5m of funding in total – the largest ever green investment scheme of its kind.

The Committee discussed participation in the scheme and that this was not limited to H&F residents; it was also open to individuals from outside the borough. The scheme welcomed involvement from businesses and community groups. Councillor Rowan Ree explained that for the next tranche, the Council intended to finalise which projects to invest in before opening it. He encouraged residents to share any ideas or suggestions with the Council, emphasising that now would be an ideal time to get involved.

2025/26 Revenue Budget and Medium-Term Financial Strategy (MTFS)

During the budget discussion, the Committee heard that the budget headlines for 2025/26 included investing £3.5m in community safety and crime prevention, relieving pressure on statutory services, investing in the Upstream Industrial Strategy, tackling climate change and investing in sports facilities. The Committee was also updated on the recent achievements and budget implications relevant to the department and future strategic budget issues. This included significant funding requirements for addressing the climate and ecological emergency.

The Committee enquired whether the council was confident it would achieve its net zero goal by 2030 and were assured that the net zero carbon target by 2023 remained in place. The Committee was informed that although this was a challenging goal, the Council had spent much of early 2019 developing strategies and was now focused on their implementation. The Committee discussed the work being carried out by the Council with regards to Climate Change and Ecology and noted that capital projects would play an increasingly significant role, alongside measures to protect the community as the conditions evolved.

Motion for the Ocean – Inland Council Sign Up

For this item on Motion for the Ocean – Inland Council Sign up, the Committee was joined by Grace Clifford (Ocean Conservation Trust) to provide details on the Ocean Conservation Trust, a charity dedicated to resorting and protecting the ocean through people centred, positive action. The Committee discussed:

- The local government model for the “Motion for the Ocean” proposal for the Council to sign and how various councils had successfully implemented the “Motion for the Ocean” model.
- The proactive measures the council could adopt to support the motion.
- The River Thames, which ran through the borough, was increasingly polluted, emphasising that its protection and restoration were key priorities for the Council.
- The impact of animal agriculture on the ocean and whether the ‘Think Ocean Challenge’ addressed dietary influence.

Members expressed that they were collectively in favour of presenting the motion to Full Council as soon as possible and requested key highlights on additional actions the Council could take to enhance the motions impact within the borough.

Health and Adult Social Care Policy and Accountability Committee

Members

Councillor Natalia Perez (Chair)
Councillor Genevieve Nwaogbe
Councillor Ann Rosenberg
Councillor Lydia Paynter
Councillor Amanda Lloyd-Harris
Victoria Brignell (Co-optee)
Lucia Boddington (Co-optee)
Jim Grealy (Co-optee)

The Committee was supported throughout the year by Councillor Alex Sanderson (Deputy Leader, acting Cabinet Member for Adult Social Care and Health), Jacqui McShannon (Executive Director – People), Katherine Willmette (Director of Adult Social Care) and other officers from across the Council.

Chair's introduction

As the Chair of the Health and Adult Social Care Policy and Accountability Committee, I am pleased to introduce this brief report summarising the Committee's work over the 2024/25 municipal year.

Over the past year, the Committee has continued its important role in scrutinising the health and wellbeing of our residents, covering both children and adults, the provision and improvement of NHS services, and the delivery of mental health and adult social care in the borough. Our work has aimed to ensure that services are accessible, responsive, and meet the needs of all residents.

I would like to begin by expressing my sincere thanks to all members of the Committee for their commitment, insight, and constructive scrutiny throughout the year. Your efforts have ensured that we have remained focused on the issues that matter most to our residents.

My thanks also go to the council officers whose guidance and support have been invaluable in enabling the Committee to carry out its responsibilities effectively. Their expertise has helped us navigate the issues discussed and make informed recommendations.

We are also grateful to the many stakeholders who have engaged with us this year – whether reporting back on local health initiatives, providing evidence, or participating in our discussions.

Looking ahead, the Committee remains committed to ensuring the high standards in health and adult social care provision in Hammersmith & Fulham. We will continue to work collaboratively with partners and the community to drive improvement, support innovation, and champion equity in health outcomes across the borough.

- *Councillor Natalia Perez, Chair of Health and Adult Social Care Policy and Accountability Committee*

The Committee is responsible for scrutinising the health of both children and adults, the provision and improvement of primary and acute NHS services, the provision of mental health services, and adult social care services in the borough. Below are the key issues that the Committee looked at in the 2024/25 municipal year.

Hammersmith & Fulham Health and Care Partnership Update

In November, members received an update on the Hammersmith & Fulham Health and Care Partnership that worked with and for local residents to improve health, care and wellbeing outcomes. Members noted the ongoing refresh of the Partnership and discussed what improvements could be made, how to ensure residents' voices were heard and plans to respond to the key issues mentioned.

Disabled People's Experiences of The NHS - A Report by Action on Disability

The Committee also invited Victoria Brignell and Ashley Pearce from Action on Disability to discuss disabled people's experiences of the NHS. Key issues were identified and the Committee agreed that a workshop would be held with disabled residents to explore new ways of working together and a more focused approach to finding solutions.

H&F Immunisation and Vaccination Briefing

Members received briefing on some of the interventions in place to improve vaccination coverage in the borough. The Committee discussed vaccine uptake in asylum hotels, among school aged children and in care homes as well as the outreach training delivered by officers.

Old People's Care Homes in Hammersmith and Fulham

In the same meeting, members noted an update on care homes for older people in the borough. The Committee discussed:

- Which nursing homes were given to residents and why
- The supply and demand of care home places
- The work of the Council's Quality Assurance team
- How the Council supported residents who moved out of the borough

Health and Wellbeing Strategy 2024-2029

For the last item, the Committee noted the Health and Wellbeing Strategy 2024-2029. Members were interested in the factors which determined a person's health outcomes and the new affordable homes in the borough.

2025 Medium Term Financial Strategy (including the corporate budget and the Adult Social Care and Public Health budgets)

During the meeting on the budget in January, members discussed the achievements in Adult Social Care and the challenges facing the service, including the demand pressure on placements and the impact of rising wages on the delivery of independent living. The Committee noted that Health Partnerships were working with the rich community sector in the borough to address needs locally.

Under the Public Health update, members discussed the achievements of the Reach Out (suicide prevention) campaign and the integrated Drug and Alcohol services meeting their treatment targets and providing comprehensive services to address the complex needs of patients.

Housing and Homelessness Policy and Accountability Committee

Members

Councillor Jacolyn Daly (Chair)
 Councillor Asif Siddique
 Councillor Sally Taylor
 Councillor Omid Miri
 Councillor Adronie Alford

The Committee was supported throughout the year by Councillor Frances Umeh (Cabinet Member for Housing and Homelessness), Cllr Rowan Ree (Cabinet Member for Finance and Reform), Richard Shwe (Director of Housing), and officers from across the Council.

The Committee is tasked to monitor the policy, administration and spending of all aspects of housing (including privately owned, council, housing association, sheltered and supported housing), provision of homes for local residents and tackling and reducing homelessness. Below are the priority areas that the Committee considered during the 2024/25 municipal year.

Homelessness Prevention

Homelessness continues to increase across London and the associated costs for the borough are escalating. Members asked officers to report on both prevention and temporary housing for residents. The Committee noted the Homelessness Prevention team is challenged with reversing the current proportion of households approaching the Service at the Prevention stage (30%) and Relief stage (70%). To achieve this, the team will strive to ensure that residents served an eviction notice are aware of council services and encouraged to approach the council as early as possible, and before they are made homeless by the courts.

Members noted a multi-agency approach could help avoid misplacing people living with homelessness out of the borough, but the allocation/transfer of temporary accommodation within the borough was subject to availability at the time of need.

Rough Sleeping

The Committee was briefed by council officers alongside third-sector partners on the support and services they provided in H&F, including Housing First support (Thames Reach), weekly outreach (Thames Reach and Turning Point), training on substance use and treatment pathways (Turning Point), day centre support to people with mental health conditions (Baron Courts Project), accommodation pathways for homelessness with health needs (St Mungo's), joint commissioning through central government's Rough Sleeping Initiative Grant (West London Homelessness and Rough Sleeping), employability and wellbeing services (The Upper Room), emergency accommodation and casework service (Glass Door), and personalised budget and financial planning support (Greater Change).

Members discussed the borough's rough sleeping statistics as well as the situation on any 'typical' night. The committee also scrutinised the borough's capacity during Severe Weather Emergency Protocol alerts, the impact of government policy changes leading to asylum seekers leaving temporary Home Office accommodation, and health conditions of rough sleepers. It was also noted that H&F had the highest increase of homelessness in 2023/2024 across London because the borough was a major transport hub which brought passer-by for a short-term stay.

Hidden Homelessness

In addition to receiving the report, the Committee was briefed on five lived experiences of hidden homelessness shared by the Director of Barons Court Project.

Members and officers discussed the lack of good quality, affordable accommodation for low-income single people, and the need to ensure housing safety compliance, maintaining/stretching non-statutory services under a tight budget, safe space for people of hidden homelessness, assistance to sofa surfing young college graduates, and reporting of hidden homelessness cases. The Committee agreed to revisit hidden homelessness within this financial year.

Private Rented Sector (PRS) Policy

In receiving the draft PRS Policy, members noted that the Council used environmental health power and public health power to intervene with the private landlords who would become more effective in their role through the future national landlord register. They also noted that in addition to HMO licensing, the Council had also run licensing scheme for private rental properties on 24 selective streets. It was agreed to enhance renters' awareness about their rights by briefing the ward councillors on the PRS policy and stepping up publicity through social media.

Voids

The Committee noted that by early summer 2025, the voids' target business-as-usual position would be maintained at 60 properties while the rental loss at any given time would be less than 40 days. The target dates for recovery completion for major voids and capital works was 90+ days and for the remaining cases within 60 days. These targets had helped streamline the recovery process recognised by the audits and return empty homes recovered to meet the Decent Home Standards into the stock under the HRA. Private voids and those from housing associations, once possessed by the Council, were also recovered to supplement temporary accommodation.

2025/26 Revenue Budget and Medium-Term Financial Strategy

On Housing Solutions under the 2025/26 Revenue Budget and MTFs, members noted the rising number of homelessness approaches since 2019/20 and the Council's commitment of £1.2m dedicated spending for Homelessness and a further £3.5m from the Homelessness Prevention Grant. It was also noted that the Homelessness team needed to ensure more effective communication with the homeless people and manage their expectations.

HRA Budget 2025/26

Regarding the HRA Budget 2025/26, members discussed the details of the efficiency savings of £5.3m, reduction of void rent loss to 1.6%, reduction in repair spending,

and the level of compensation of disrepairs and ambulance chasing. Members also noted the Housing Services' reply to a resident's question about leasehold and commonhold.

Housing Safety Compliance

The Committee received the report which set out the Council's performance in key health and safety areas and provided an overview of H&F response to date to the Grenfell Inquiry Phase 2 report. The Station Commander of Hammersmith Fire Station and the Chair, Fire, Building Safety and Repairs Working Group also joined the meeting and addressed members.

Members and officers/guests exchanged views on communication and engagement with residents, safeguards in place done to construction and refurbishment materials to minimise fire risks, proper locations for e-bikes and enforcement, policy adopted in respect of Lithium Ion batteries and alike, strengthening civic/lease contract to protect residents, and public awareness after the Grenfell incident.

Social Inclusion and Community Safety Policy and Accountability Committee

Members

Councillor Nikos Souslous (Chair)
 Councillor Omid Miri
 Councillor Lucy Richardson
 Councillor Sally Taylor
 Councillor Andrew Dinsmore

The Committee was supported throughout the year by Rebecca Harvey (Cabinet Member for Social Inclusion and Community Safety), Bram Kainth (Executive Director of Place), Neil Thurlow (Director of Public Protection), and other officers from across the Council.

The Committee is responsible for improving social inclusion, community safety and anti-social behaviour, licensing and gambling, neighbourhood governance, community engagement, the Council's equalities and diversity programmes and support for vulnerable groups, the Council's Voluntary Sector strategy, and increasing access to opportunity in all aspects of social and economic life in the borough. Below are the key issues that the Committee looked at in the 2023/24 municipal year.

CCTV service update and the Annual Report on the Council's use of Investigatory Powers

The Committee received an update on the work and progress of the borough's £5.4m capital investment programme for CCTV upgrade and scrutinised the Council's conduct in relation to directed surveillance, covert human intelligence sources in accordance with the Regulation of Investigatory Powers Act and Council policy. The following issues were discussed:

- The upgrade would bring less faulty cameras and uninterruptible power supply for up to 4 hours.
- The ownership and storage of the CCTV data.
- Communication with the Police in utilising the footages to tackle crimes.
- Staffing at the CCTV control room and emotional support to operating officers.
- Benefits of the CCTV partnership with the WCC and RBKC.
- Installation of new cameras and their deterrence or displacement effect.
- Direct access to the control room by 45 businesses within Hammersmith BID.
- The Investigatory Powers Commissioner's Office was pleased with the regime that H&F had put in place.

Annual Performance Report for the Law Enforcement Team (LET)

Members received a LET update for the period between December 2023 and May 2024 and exchanged views on the following:

- LET officers' assistance to rough sleepers while serving warning notices to/ taking enforcement actions against those who were council residents but engaged in begging, using drugs or ASB.
- Capacity of LET in enforcing altogether seven Public Space Protection Orders and ways of assessing their effectiveness.
- Joint operations with the local Police team and the two sides' discussion about strategic issues of drug supply, demand/dependence and exploitation.
- The Council's emergency out-of-hour phone number and LET's 24/7 email service.
- Updated emails about the LET's expanded duties and functions to all Councillors.

Update report on policing in Hammersmith and Fulham (H&F)

Chief Superintendent Christina Jessah and Superintendent Craig Knight gave an update on policing in H&F. The Committee noted/discussed the following:

- The projected £450m budget gap might have an impact on frontline service delivery.
- There was a 6% reduction (FYTD) in overall crime in H&F and actions had been taken to tackle theft of mobile phones and anti-social behaviour (ASB).
- Joined-up working and strategy against drug-related activities and related crimes, and the impressive work of the Public Health in rehabilitation.
- The recordings, impact and training concerning non-crime hate incidents.
- The increase of 'Stop and Search' by 40% in H&F bringing positive outcomes of 31.2% versus a 17% decrease across London with an outcome around 30%. Measures including training and the 'Stop and Search' Charter on the pipeline taken to address concerns about the approach in carrying out the tactic, in particular among vulnerable adults such as autistic residents with learning difficulty or social communication disorder.
- Implementation of the borough-wide Street Harassment Public Spaces Protection Order (PSPO) and 16-Day of Actions to end VAWG, along with increased reporting of sexual offences.
- Recommendations in Casey Review and New Met for London (NMFL) Plan, including staff training, restoring visible neighbourhood policing, and outcomes of the quarterly NMFL meetings.
- Partnership between LET and MET, and to provide more information on the proposed crime summit.
- Use of live facial recognition technology and to provide information on the frequency of false positives, if any.
- Recruitment and retention and to provide information on the numbers of PCs and PCSOs in H&F.

Six-month performance report for the Law Enforcement Team (LET)

The Committee received the LET's report for the period between June and December 2024 and noted/discussed the following:

- Engagement with rough sleepers and support in collaboration with the Homelessness Team.
- Increasing levels of drugs being removed and knives being found.
- Staff recruitment, DBS checks and training.
- To review residents' engagements further to community safety updates on e-news and TRA meetings.
- To provide updates in respect of the borough-wide Street Harassment PSPO.

2025/26 Revenue Budget and Medium-Term Financial Strategy

In receiving the budget proposals for the services covered by this Committee, members noted/discussed the following:

- Additional external income for CCTV services and exploration to generate further revenue from the network.
- Efficiency savings and assessment of service effectiveness.
- Use of extra investment in VAWG.
- Repurposing external funding for LET and Gangs Unit for general use.
- Savings from running the Local Support Payments services in-house.
- To provide details about the baseline survey conducted among residents in respect of the digital inclusion strategy.

The Committee shall receive the following two reports on 30 April 2025.

Violence Against Women and Girls spotlight

In receiving this report, members would have the opportunity to scrutinise the Council's approach to responding to and preventing Violence Against Women and Girls in H&F. It is expected that key partner representatives from Standing Together Against Domestic Abuse (STADA) and Advance Charity will speak through their services and the journeys of the victim/survivors they support.

Gangs, Violence & Exploitation Unit spotlight

This report shall provide an update on the work of the Gangs, Violence & Exploitation Unit for financial year 2024/25 alongside sharing information on upcoming projects for the 2025/26 financial year.

More details about the discussions of the two reports above at the forthcoming meeting will be covered at the final version for Full Council.

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

Members

Councillor Rory Vaughan (Chair)
 Councillor Liz Collins
 Councillor Adam Peter Lang
 Councillor Ashok Patel
 Councillor Jackie Borland

The Committee was supported throughout the year by Councillor Sharon Holder (Cabinet Member for Public Realm), Councillor Andrew Jones (Cabinet Member for the Economy) and Councillor Zarar Qayyum (Cabinet Member for Enterprise and Skills).

Chair's introduction

I would like to thank everyone who has contributed to the work of the Economy Arts, Sports and Public Realm Arts PAC during 2024-25. As you will see from the summaries below, the PAC has covered a broad range of issues, reflecting its wide remit, including considering: H&F's cultural strategy; maintenance of the public realm; and the Council's sports and physical activity strategy. I'd note two other items in particular:

- Upstream London – H&F Council's strategy for inclusive economic growth: We heard from the Leader of the Council, Cllr Cowan, about Upstream London, the second phase of the Council's industrial strategy in partnership with Imperial College London and STEM³ businesses. The first phase of this strategy for inclusive economic growth successfully attracted £6bn of business investment and created over 13,000 jobs. The committee was also pleased to hear that the next phase of the strategy will also involve substantial benefits for local young people through work placements, mentoring and other career opportunities as part of the Upstream Pathway both.
 - Coproduction in action: The committee was also pleased to hear about the work of the Inclusive Environment Disabled Residents Team. This provided an excellent demonstration of coproduction with disabled residents in action across a range of public realm policy issues – something that the committee has taken a keen interest in promoting over the past few years.
- *Councillor Rory Vaughan, Chair of the Economy, Arts, Sports and Public Realm Policy Accountability Committee*

The Committee is responsible for monitoring the policy, administration and spending on the local economy and support for local businesses, local employment, regeneration, parks and open spaces, public sports facilities, arts and cultural

services, libraries and adult education, and street scene. Below are the key issues that the Committee looked at in the 2024/25 municipal year.

An Update On ‘Upstream London’: The Vision for The Next Phase of The Council’s Industrial Strategy

The Leader of the Council provided a comprehensive update on the second phase of the Strategy.

The Industrial Strategy: *Upstream London* was launched in late November 2024 with the aim of making the borough a global hub of innovation and inclusive growth. To date, the Industrial Strategy has helped to generate £6billion of high-growth business investment and created over 13,000 jobs.

The Committee welcomed the news that there were plans to set up further innovation districts in Korea and Singapore. The Committee discussed the composition and roles of the Upstream London Delivery Board and the Upstream London Political Oversight Group, and noted that the Leader Chaired the Delivery Board, which was a formal body that steered decisions and ensured that land development connected with skills and entrepreneurial support.

The Committee discussed the delivery of Scale Space and how this worked in practice, as well as sharing innovations more widely within the borough. The Committee agreed it was important that Upstream was not purely focused on White City and there were also a number of places around the borough such as Fulham and Riverside which had focused particularly on health and well-being. Further topics included how the industrial and cultural strategy interacted with each other and helped to increase visitor numbers to the borough. The Committee thanked Councillors Stephen Cowan and Andrew Jones and the officers supporting Upstream and the Industrial Strategy work.

Cultural Strategy Update

The Committee was pleased with the progress that had been on the implementation of the Cultural Strategy which was adopted by Cabinet in October 2023. During discussions, Members highlighted the need for employment opportunities and the links these had to the Industrial Strategy.

In relation to the Cultural Forum, the Committee agreed it was important the Council listened to less prominent groups and also took on board their views (especially young people). With regards to the implementation of the Strategy, Members noted this was based on a 10-year framework, with some actions being delivered in the medium term.

The Committee noted the successful summer and winter events which had taken place on King Street, and discussed how these activities, as well as using green spaces and the river creatively, could contribute to the visitor economy. The Committee also discussed Heritage Partnerships and the Black History Museum and the unique selling points of Hammersmith and Fulham (in terms of attracting visitors). Further topics included co-production, Public Health and how the health economy

might be involved in culture in future. The Committee also commended the idea of an annual Hammersmith and Fulham award.

Public Realm Works Procurement

This outlined the strategic approach being developed for a Public Realm Maintenance & Project Works Contract for all Council Public Realm works from April 2026. Details were provided on:

- The scope of the Public Realm Contract – noting that it covered Highways, Parks & Consultancy Services.
- The objectives of the new contract.
- An overview of the Lot Structure.
- Details of the developmental timescales for the new contract.

Given resident feedback on drainage schemes, the Committee felt this area needed to be looked at differently within the new contract. Addressing street lighting, it was highlighted how this could have a positive impact on the night-time economy and also improve public safety. Members also asked about the co-ordination of street works to ensure that residents were kept informed, and steps were taken to minimise disruption to highways.

The Committee also explored further issues including key performance indicators within the contracts and the possible amalgamation of contracts/potential cost savings, the scope for officers to negotiate future contracts, as well as the selection and award criteria of future contracts. The Committee welcomed the update and asked for this to be revisited in due course.

Review Of Parks Satisfaction Survey 2024

The following key points were noted:

- Overall Satisfaction: 86.3% (up from 69% in 2023)
- Maintenance Satisfaction: 83% (up from 61% in 2023)
- Safety: 65.7% (down from 73% in 2023)
- Cleanliness: 80% (up from 67% in 2023)
- Quality: 81% satisfaction

The Committee discussed the variety of green and open spaces within the borough and agreed it was important the Council maintained and continued to improve the facilities in parks.

Numerous topics were discussed including toilet facilities, the importance and value of litter-picking and the need for good and appropriate lighting (in parks). Further points included the need to ensure parks were as accessible as possible (as many residents did not have an outdoor space or garden of their own) and anti-social behaviour. While the work of the Law Enforcement Team (LET) was commended, there was agreement that the Council could do more in relation to public safety.

The Committee also examined the timing of the Parks Consultation, the demographics of the respondents, the usage of parks and use by schools. The Committee was pleased that signage was being updated, and further work was

being done on the Council's website to improve information on parks and green spaces for residents

New Local Plan for Hammersmith & Fulham

The Committee agreed the Local Plan was a complex overarching framework which integrated the Council's other plans and policies. Therefore, it was important that residents understood how their feedback would be used in consultation phases as the New Plan developed.

The Committee discussed housing targets and agreed that public consultation was very important, as the scope and potential impact of the Local Plan was overwhelming. Members asked officers to think about the importance of communities and the impact on these, rather than simply aspiring to hitting housing and density targets. Officers confirmed the complexity of the development and implementation of the Local Plan which was why Spatial Planning had been moved from the Economy Directorate to Place. This meant that everyone who was responsible for communities had been drawn together under the Place umbrella.

Members were interested how other strategies fed into the Local Plan. And how diverse factors such as: land availability, health implications and infrastructure, the timetable and consultation period, as well as National Planning Policy and the London Plan would all feed into the process over the next couple of years.

2025/26 Revenue Budget and Medium-Term Financial Strategy (MTFS)

The following 2025/26 budget headlines were discussed: Investing £3.5m in community safety and crime prevention, relieving pressure on statutory services, investing in the Upstream Industrial Strategy, tackling climate change and investing in sports facilities.

The Committee was also provided with updates on recent achievements, the budget implications for the Place Directorate, as well as future strategic budget issues. In relation to future strategic budget risks, these included Hammersmith Bridge works, waste collection and meeting service costs, national inflationary pressures and challenges to secure funding for the Corporate Business Plan objectives.

The Committee thanked officers for the improvements made to waste disposal, and general waste to recycling. The Committee welcomed the improvements to sports facilities across the borough, and noted the Linford Christie Stadium running track would also be upgraded later in the year which would boost user numbers and increase revenue.

The Committee welcomed that the LET had been moved into the base budget to secure its future funding as it was highly regarded and much needed. The Committee discussed the ramifications of the Council Tax Support Scheme, and it was highlighted that Hammersmith and Fulham was one of only three London Boroughs that offered 100% discount to the most vulnerable.

In addition, The Committee welcomed the work on enforcement around advertising boards and time banded commercial waste collections. Not only the revenue this

generated, but also in terms of ensuring clear footways, which were of particular concern to disabled residents as set out in the equalities impact assessment.

Inclusive Environment Disabled Residents Team Update

This update included an overview of the Team, the work undertaken to date and planned in the future, as well as key achievements and challenges.

The Committee congratulated the Group on its work to date and confirmed it would help to raise awareness of what the Group was doing as well as its need for new members. In relation to the issues posed by e-bikes, the Committee welcomed the Council rolling out additional parking stations off the footway and Lime (one of the largest providers of E-bikes) had recently announced a £20 million package for London to address the issue.

The Committee discussed the improvements to the step and railings at the crossing on Wood Lane, as well as how the disabled shopper's bays just off King Street were working.

The Chair thanked officers for the co-production report and was pleased that there was a significant amount of working being done across a range of issues throughout the Council.

The Committee also considered:

- Update On Waste and Recycling Service Developments
- Café Culture, Play Streets and Street Parties Initiative
- The Sport and Physical Activity Strategy for Hammersmith & Fulham

Policy and Oversight Board – Draft Work Programme 2025/26

The Board is asked to note the draft work programme for 2025/26 and provide feedback. Please note that all items are draft and subject to change.

16 July 2025

- Women's Safety
- Other items TBC

17 Sept 2025

- AI Adoption and Governance (Update)
- Other items TBC

24 Nov 2025

- Co-production in Finance and Corporate Services (annual update)
- Drugs Strategy

4 Feb 2026

- Revenue Budget and MTFS
- Corporate Performance

Items to be scheduled

- Affordable and flexible childcare in H&F