

Policy and Oversight Board Agenda

Wednesday 17 September 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 Nicole Trehay Councillor Rory Vaughan Councillor Stala Antoniadis	Councillor Jose Afonso

CONTACT OFFICER: David Abbott
Governance and Scrutiny
Email: David.Abbott@lbhf.gov.uk
Web: www.lbhf.gov.uk/committees

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: 09 September 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: 16 September 2025

<u>Item</u>	<u>Pages</u>
1. APOLOGIES FOR ABSENCE	
2. DECLARATIONS OF INTERESTS <p>If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.</p> <p>At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.</p> <p>Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.</p> <p>Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Standards Committee.</p>	
3. MINUTES AND ACTIONS	4 - 15
<p>To approve the minutes of the previous meeting as an accurate record and note any outstanding actions. An action sheet following the minutes provides updates on actions from previous meetings.</p>	
4. TRANSFORMATION PROGRAMMES OVERVIEW REPORT	16 - 31
<p>This report provides Policy and Oversight Board with an overview of the Council's corporate and service transformation programmes which form part of the Council's strategy to ensure the continued strong medium term financial governance of H&F.</p>	
5. DISABILITY CONFIDENT LEADER	32 - 36
<p>This item covers H&F Council being recognised as a Disability Confident Leader – the highest level of accreditation within the UK</p>	

Government's Disability Confident scheme.

6. POLICY AND ACCOUNTABILITY COMMITTEES' UPDATE REPORT 37 - 48

This report provides an update on the meetings of the Council's six Policy and Accountability Committees in June and July 2025 and the draft work programmes for September and November 2025.

7. WORK PROGRAMME 49

For the Board to discuss and note its draft work programme.

8. DATES OF FUTURE MEETINGS

To note the dates of future meetings:

- 24 November 2025
- 4 February 2026
- 29 April 2026

Agenda Item 3

London Borough of Hammersmith & Fulham

Policy and Oversight Board Minutes



Wednesday 16 July 2025

PRESENT

Committee Members

Councillors Lisa Homan (Chair), Jacolyn Daly, Natalia Perez, Stala Antoniades, Nicole Trehay, Rory Vaughan, and Jose Afonso

Cabinet Members

Councillor Rowan Ree (Cabinet Member for Finance and Reform)

Councillor Rebecca Harvey (Cabinet Member for Social Inclusion and Community Safety)

Officers

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

James Newman (Assistant Director – Finance and Deputy Section 151 Officer)

Bathsheba Mall (Programme Lead)

Christine Chung (Fuel Poverty and Energy Efficiency Lead)

Joseph Pascual (Service Lead for H&F Supporting Vulnerable Communities)

David Abbott (Head of Governance)

Guests

Louise Wilson (CEO, H&F Giving)

Phil Storey (CEO, H&F Foodbank)

Sarah Lumgair (CEO, People Arise Now)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Helen Rowbottom.

Apologies for lateness were received from Councillor Stala Antoniades (who entered the meeting at 7.08pm) and Councillor Rebecca Harvey (who entered at 7.15pm).

2. DECLARATIONS OF INTERESTS

Councillor Natalia Perez declared a non-pecuniary interest in Item 4 as a Trustee of Hammersmith United Charities.

3. MINUTES OF THE PREVIOUS MEETING

The Chair noted that an update on actions from the previous meeting was attached to the minutes for information.

RESOLVED

The minutes of the meeting held on 6 May 2025 were agreed as an accurate record.

4. COST OF LIVING PROGRESS REPORT

Matthew Sales (Assistant Director, Programmes, Assurance and Analytics) introduced the item, noting that this was the fourth in a series of reports to the Policy and Oversight Board on H&F's Cost of Living response programme. The report highlighted the Council's continued commitment to supporting residents through economic hardship with a compassionate, data-informed, and financially efficient approach.

Matthew Sales gave a short presentation on the Council's cost of living response. The Board also invited Louise Wilson (CEO, H&F Giving), Phil Storey (CEO, H&F Foodbank), Sarah Lumgair (CEO, People Arise Now), Bathsheba Mall (Programme Lead), Christine Chung (Fuel Poverty and Energy Efficiency Lead), and Joseph Pascual (Service Lead for H&F Supporting Vulnerable Communities) to contribute to the discussion.

Councillor Jacolyn Daly asked what percentage of households in the borough had benefitted from the schemes highlighted in the report. Matthew Sales said there had been 76,000 awards of help delivered to residents across 25 different schemes, some internal, some delivered by external partners. He said there was no single data system across all of the schemes so it would be challenging to know exactly how many households were affected. He noted that the Cost of Living Advice team took 43,000 calls up to March 2025 and had helped 19,000 residents.

Councillor Daly asked if the lack of guaranteed funding from central government in previous years meant there had been less investment in processes and systems than if there had been a clear, longer-term commitment. Matthew Sales said it had. Of the five grants, four had been for just six months which made it difficult to do long-term planning. He welcomed the current Government's one year funding commitment and plans for a new crisis and resilience fund to replace the household support fund, which would give Councils more certainty over funding and more flexibility to decide how best to utilise the money.

Councillor Natalia Perez welcomed the report and thanked the members of the Cost of Living Alliance for their work. She then asked for more information on the Department for Work and Pensions' monitoring visit mentioned in the report. Matthew Sales said the Department for Work and Pensions funded the Household Support Fund. They carried out a routine visit in 2024, looking at the Council's strategy, how grants were administered, and spoke to three of the scheme's leads. After the visit they concluded that, "Compassion is at the heart of (H&F's) approach... Those involved in delivery were passionate about using the fund to

provide the right help for those who needed it, in a well-rounded and thought-through way.”

Councillor Perez asked if there were any recommendations from the visit. Matthew Sales said there were no recommendations and that the visit was more of a quality and assurance check. He noted there was also a wider evaluation commissioned nationally which reported earlier in the year, that was based on Household Support Fund 4 (2023-24). One of the key recommendations was to increase the emphasis on prevention and financial inclusion which was something the Council was looking at through its financial inclusion strategy.

Councillor Stala Antoniadis asked about the take-up of the Healthy Homes initiative, progress made so far, and any future plans. Christine Chung (Fuel Poverty and Energy Efficiency Lead) said the initiative included advice and guidance for residents, going into homes to install energy efficient measures, and helping residents apply for larger measures like heat pumps. She noted 146 households had taken up simple measures so far and 22 households had applied for retrofit grants. She added that the original contract was for 100 homes, but more funding had come online so this was expanding to over 300 households.

Councillor Antoniadis emphasised the importance of clean air to health and asked if part of this work could look at grants for changing gas cookers electric cookers. Christine Chung said this was being considered. They currently provided advice to move away from gas but there weren't grants to support that yet. Councillor Antoniadis encouraged the Council to consider providing grants for this.

ACTION: Members encouraged officers to look at providing grants to help people move from gas cookers to electric cookers, both for energy efficiency benefits and improvement to air quality

Councillor Jose Afonso asked if any analysis had been carried out on the impact of changes to the Winter Fuel Allowance on the number of awards given out. Matthew Sales said the Council had put a scheme in place in the last 6 months for pensioners who lost their Winter Fuel Allowance. Vouchers for essential living costs had been distributed to 850 low-income pensioners. He said the Council was considering whether it would be required again this year and welcomed the Government's change in position on the issue.

Councillor Rory Vaughan asked the following questions:

- Were there any local measures of the impact of the Household Support Fund?
- Did any of the schemes involved getting people back into work?
- Regarding crisis funds, were people repeatedly coming back or did the early interventions work?

Louise Wilson (CEO, H&F Giving) noted that H&F Giving partnered with the Council to deliver the Household Support Fund and produced an impact report with a range of measures that was available online. She noted that the funding distributed through partners had reached over 4% of households in the borough. Decisions on which organisations to give funding to were made by a panel of community representatives who knew the borough well and could objectively identify where it was most needed.

They would visit the organisations to gather data on their work, backed up by case studies that brought the impact to life. She noted they had data showing just over 20% of the support went to pensioners. She added that if Councillors were interested in the data, it could be made available.

Councillor Vaughan asked if there were any preventative interventions that had been identified as most effective. Matthew Sales highlighted the Healthy Homes programme that could tackle fuel poverty by helping to get residents access to grants and shift behaviour. He also noted the Food Action Plan, Financial Inclusion Strategy, and Homelessness Prevention work that the Council was doing.

Joseph Pascual discussed homelessness prevention further – noting that the Council had software that detected signs that people were in danger of falling into rent arrears which allowed officers to see what help could be deployed. He said it was far more cost effective to help people before they reached crisis point.

Councillor Nicole Trehy thanked officers and partners for the report and welcomed the plethora of measures that were supporting so many residents.

The Chair asked about the criteria for the retrofitting grants to homes. Christine Chung said the eco and warm homes social housing grants were targeted at household incomes of £36k and below and people with health conditions. Other grants were available for people who were defined as fuel poor, but there was no set income limit.

Councillor Rebecca Harvey (Cabinet Member for Social Inclusion and Community Safety) addressed the Board and thanked officers and partners for their hard work. She highlighted the importance of preventative measures like fuel vouchers and the hardship fund that could help people in need early on and avoid more expensive, complex support in the future. She also highlighted some of the other initiatives the Council had put in place to help people, including the council tax support scheme and support for care leavers. She noted that 70 organisations attended Cost of Living Alliance steering group meetings and praised them for their hard work and dedication to helping people in the borough.

The Chair asked the partnership representatives how the Alliance and its work had developed since the last meeting. Phil Storey (CEO, H&F Foodbank) said the foodbank was feeding around 2500 people per month, noting that figure had not increased this winter due to the preventative work being done. He highlighted Community Compass, a website designed by the Alliance to connect agencies together and help people find the support they needed. They had secured funding recently to train frontline workers to speak to people at an early stage and use Community Compass to find help.

Sarah Lumgair (CEO, People Arise Now) said her organisation had started working with the family members of offenders then moved on to preventative work to tackle the root causes of crime and offer opportunities to young people. She said it was a privilege to be on the Cost of Living Alliance steering committee. She noted that, after a number of conversations with White City families about the economic growth and regeneration in the area not benefitting the people who lived there, she was able

to speak with the Council about improving corporate social responsibility which led to commitments from businesses to provide jobs and high-quality work experience placements for local people.

Louise Wilson (CEO, H&F Giving) noted that H&F Giving was part of a network called London Giving and they had a role in connecting the community to ensure resources went to those who needed it and also a role in unlocking funding. They knew the challenges that community organisations faced and were striving to help them get longer term sustainable support in place.

Councillor Daly noted that the foodbank was one of the first steps on the road to crisis and asked how many clients needed one off interventions at that early stage. Phil Storey said the foodbank worked on a referral basis so people coming to them had already engaged with another agency. He said 66% of people only needed one to three vouchers. And everyone who came to the foodbank was connected with the Citizens Advice Bureau to get advice and try and fix the root of the problem. The foodbank was funded through 3SIF and provided wrap-around support on the White City estate. He noted that they also received Family Trust funding for client support, which was vital for certain complex cases, for example, accompanying people to key appointments.

Councillor Daly asked what level of cash-first initiatives would help keep people from needing the foodbank. Phil Storey suggested supermarket vouchers of around £30–£50 could help the 66% of people who only attended a handful of times. Councillor Daly asked that the recommendation be considered.

ACTION: Cllr Daly suggested looking at providing small cash transfers or supermarket vouchers (£30–£50) to avoid referrals to the foodbank

Councillor Perez asked how referrals to the foodbank worked. She also asked what happened to people who were not aware of the referring services. Sarah Lumgair explained that most of their work was advocacy work. They carried out initial consultations, spending time to understand the issues people faced.

Councillor Perez asked if people were given access to mental health support. Sarah Lumgair said SOBUS ran a mental health equity group that they could tap into, depending on the level of support required.

The Chair asked if health agencies were engaged with the Alliance, and if those links needed to be strengthened. Matthew Sales said there were strong links in place and the Alliance included NHS and Healthwatch representatives.

Councillor Harvey addressed the Board and made the following points:

- The Council had been looking at how to bring together services for a comprehensive training plan and take that to partners.
- The advice team had taken thousands of calls offering help and support to residents.
- Tens of thousands of advice booklets had been delivered across the borough, including in libraries, schools, and GP offices.

- The Council had invested £1m in advice services and just under £1m in third sector partners.
- She highlighted the success of Community Compass as an example of effective partnership working.
- The Council was looking at innovate new projects to address poverty in the north of the borough.
- She suggested referring people to the foodbank was quicker and likely more effective than offering a supermarket voucher.

The Chair thanked officers and partners for attending and contributing to the discussion. The Chair also thanked the Alliance for the work they had done, noting they could deliver more collectively than as individual services.

The Chair noted that the Council's cost of living work linked into a number of the Council's key strategies and suggested the PACs and the Board should look at some of the strategies and their impact in more details at future meetings.

ACTION: The Board and PACs to look at the Council's strategies at future meetings

RESOLVED

1. That the Policy and Oversight Board note the report and provide comments and feedback on H&F's response to the COL crisis.

5. FINANCE PEER CHALLENGE FINDINGS

James Newman (Assistant Director – Finance and Deputy Section 151 Officer) introduced the report which set out the findings of the Finance Peer Challenge conducted in April 2025. He then gave a presentation on the feedback from the Peer Challenge team. He noted the Peer Challenge had been carried out by a team of highly experienced elected members and senior officers from other authorities. The review covered the following elements: financial leadership, financial strategy, planning and forecasting, decision-making, financial outcomes, and partnership and innovation.

The Peer Challenge found that the Council:

- had highly visible and effective political and officer leadership;
- was ambitious and financially well-run, that the organisation's financial track-record had enabled investment in clear political priorities;
- had a strong track-record in commissioning and contract managing external services;
- demonstrated leadership and effective working with public and private sector partners, including on economic growth, and had important lessons for the wider sector; and
- contained some differing perceptions of its transformation approach and activity, which could be better articulated across the organisation.

Councillor Rowan Ree (Cabinet Member for Finance and Reform) addressed the Board and noted that the Council valued the opportunity to hear from the experts in

the peer review team. He said the Council was open to challenge and fresh perspectives. He noted that news about local government finances was often negative and he hoped that this review helped reassure residents that H&F's finances were well managed. He thanked everyone who was involved in the review process for their time and hard work.

Councillor Rory Vaughan congratulated members and officers on the outcome of the peer review. He said the positive feedback from experts in the field was very encouraging. He then asked the following questions:

- How was the action plan put together?
- How does this fit into the Council's transformation agenda?
- How does this feed into the budget process for next year?

James Newman, noted that the action plan was available in the pack. Regarding the transformation agenda, he said officers were looking at how to incorporate this into existing structures and create capacity within existing functions. The Chair noted that a report on the Council's transformation work would be coming to a future meeting.

Councillor Rory Vaughan asked that consideration be given to general finance training for scrutiny members ahead of the budget scrutiny in the Autumn to help them understand the process. James Newman said officers had looked at arranging audit training through CIPFA and noted the LGA also had good resources for members.

Councillor Stala Antoniadis asked if officers had looked at other boroughs regarding transformation and what the key lessons were. James Newman said officers had looked at other councils' transformation journeys. They had recently participated in a transformation workshop with Ealing and Greenwich where they discussed how they set up teams, central functions vs devolved functions, culture change, and how to build capacity to deliver change.

Matthew Sales said the Council had a long record of transformation and highlighted the Resident Engagement and Access Programme (REAP) and the housing improvement programme. Officers working on those programmes engaged with other councils to see what worked and how to apply those lessons locally.

The Chair asked for details on the elements of the Peer Challenge related to commissioned services and contract management. James Newman said officers were not party to all of the conversations the reviewers had undertaken, but the reviewers were given key documents such as the Council's sourcing strategy and spoke with officers and providers.

Councillor Jose Afonso asked when the tailored training programme for members would be available. Councillor Rowan Ree said there was a rolling training programme, and it had proven useful so far. The Chair agreed, noting she had recently attended a good audit training session. Members suggested scrutiny training should be part of the member induction programme.

ACTION: Members suggested scrutiny training be included in the member induction programme

Councillor Rowan Ree said members and officers would implement the action plan and track progress closely. He said the Council would always look to find the most efficient ways to provide high quality services for residents. This review and the action plan was a step on that journey but not the end.

The Chair thanked members and officers for their contributions. She said the Board would monitor the recommendations in the review and will follow-up with reports on the Council's transformation programme at future meeting. She highlighted the following recommendations made by the Board:

- To arrange budget training for members ahead of the budget scrutiny meetings.
- To include scrutiny training as part of the Council's member induction programme.

RESOLVED

1. That the Board noted the overview presentation and final report at Appendices 1 and 2 of the Local Government Association Finance Peer Challenge of H&F.
2. That the Board considered the action plan at Appendix 3 to support the implementation of the recommendations, the delivery of which will be monitored by the Policy and Oversight Board.

6. WORK PROGRAMME

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

RESOLVED

1. The Board noted the draft work programme.

7. DATES OF FUTURE MEETINGS

The following dates of future meetings were noted:

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

Meeting started: 7.00 pm
Meeting ended: 8.42 pm

Chair

Contact officer: David Abbott
Governance and Scrutiny
E-mail: David.Abbott@lbhf.gov.uk

Policy and Oversight Board Action Sheet 2025/26

16 July 2025

No.	Item	Item / Action	Response / Update	Officer	Status
1.	4. Cost of Living Progress Report	Members encouraged officers to look at providing grants to help people move from gas cookers to electric cookers, both for energy efficiency benefits and improvement to air quality.	<p>The Council is actively working toward phasing out gas systems in its housing stock, with a target to complete the transition by 2030. While cooking is not the main contributor to gas use - heating and hot water account for the majority - we recognise the importance of transitioning all systems over time. Removing gas cookers is not currently a routine process, but it is being considered as part of broader electrification efforts.</p> <p>In the private rented sector, the Government's proposed Renters' Rights Bill includes a Decent Homes Standard, ensuring residents benefit from electrification and improved energy efficiency.</p> <p>Additionally, the Council's Climate Change team is also exploring energy efficiency grants from the Carbon Offset Fund, specifically to</p>	Christine Chung	Complete

No.	Item	Item / Action	Response / Update	Officer	Status
			support residents replace gas stoves with electric alternatives as well as other energy efficient improvements. This would be offered through an application process open to eligible households.		
2.	4. Cost of Living Progress Report	Cllr Daly suggested looking at providing small cash transfers or supermarket vouchers (£30–£50) to avoid referrals to the foodbank.	<p>The Cost of Living Programme has a number of schemes that provide cash or voucher financial assistance to eligible residents in need.</p> <p>The Hardship Prevention Fund has been extended for 2025 and offers non-repayable cash awards to residents in financial hardship who do not have enough money for basics like food, gas or electricity. Up to £900 is available on a one-off basis. The fund also makes smaller cash awards, for example to residents on low income that need help to replace a child's school uniform, shoes or winter coat.</p> <p>As part of our comprehensive response, we also offer financial payments or vouchers to key</p>	Matthew Sales / Bathsheba Mall	Complete

No.	Item	Item / Action	Response / Update	Officer	Status
			<p>groups most impacted by the rise in everyday living costs, with more planned for 2025. Low-value cash and voucher awards are also offered to residents as part of our Children's Relief Fund, homelessness prevention and welfare assistance.</p> <p>The H&F Foodbank is an important partner of the Council's Cost of Living response programme, and a member of the Cost of Living Alliance Steering Group formed to help us target our help to those that most need it. We will continue to engage with the Foodbank on the best ways to offer cash and voucher support.</p>		
3.	4. Cost of Living Progress Report	The Board and PACs to look at the Council's strategies at future meetings.	On the agenda for POB in November	David Abbott / PAC Chairs	Complete
4.	5. Finance Peer Challenge Findings	<ul style="list-style-type: none"> • To arrange budget training for members ahead of the budget scrutiny meetings. • To include scrutiny training as part of the Council's member induction programme. 	Officers are planning finance training ahead of the budget scrutiny meetings and scrutiny training as part of the member induction process in 2026.	David Abbott	In progress

Agenda Item 4

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Policy and Oversight Board

Date: 17/09/2025

Subject: Transformation Programmes Overview Report

Report author: Matthew Sales, Assistant Director, Programmes and Assurance
Joanna Woodward, Director of Planning and Property
Joanna McCormick, Director of Procurement, Commercial and Digital
Tina Akpogheneta, Chief Digital Officer
Ashley Bryant, Director of Resident Services
Mary Lamont, Assistant Director of People and Talent
Joe Gunning, Head of Programmes, Children's Services

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

SUMMARY

This report provides Policy and Oversight Board with an overview of the Council's Corporate and service transformation programmes which form part of the Council's strategy to ensure the continued strong medium term financial governance of H&F.

These programmes are:

- Reforming how the Council manages and secures community benefit from corporate property assets
- Distinguishing H&F as a digitally progressive and inclusive Council through the digitisation of services so they are more cost effective, and residents can interact with us in more accessible, seamless, and convenient ways
- Making H&F a more commercially astute, ruthlessly financially efficient (RFE) and financially resilient Council
- Reshaping the workforce to better meet changes in our operating environment with improved efficiency and enhanced operations across recruitment, workforce planning, and learning and development
- Taking a new strategic approach to Adult Social Care (ASC) services to help residents to be independent and in control of their life.

The programmes are intended to deliver significant improvements to services and financial benefits to the Council in future years, through transformational activity across the Council and alongside residents, service users and partners.

RECOMMENDATIONS

1. For the Board to note and comment on the report.
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Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Building shared prosperity	The Corporate and service transformation programmes form part of the Council's commitment in the H&F Plan to reform the Council for the future.
Creating a compassionate and inclusive council	Compassion and inclusivity form a key part of how the Council approaches transformation, and how changes will be considered and implemented.
Doing things with local residents, not to them	Resident engagement form part of the Council's approach to transformation, engaging those affected by changes.
Being ruthlessly financially efficient	The emerging and developed Corporate and service transformation programmes form a key part of the Council's mitigation strategy to ensure the continued strong medium term financial governance of the Council and in doing so, support the delivery of the H&F Plan.
Taking pride in H&F	Residents can take pride the approach the Council is taking to transformation, seeking to secure the strong medium term financial governance of the Council in face of significant external pressures.
Rising to the challenge of the climate and ecological emergency	Securing improvements to tackle the climate and ecological emergency and minimising the impacts of changes on these agendas' forms part of the Council's approach to transformation.

Background Papers Used in Preparing This Report

None.

DETAILED ANALYSIS

1. In February 2025, Full Council agreed a balanced budget for 2025/26 and received proposals on the Council's Medium-Term financial forecasts. As part of our planning for the longer term, the council has forecast future spending needs for the next three years.

2. A key, developing part of the Council's strategy to ensure strong medium term financial governance of the Council is a series of Corporate and service transformation programmes. The Corporate Transformation Programmes are focusing on Property, Digitalisation/ Resident Experience, Revenue Raising and Workforce. Other service transformation programmes are in progress in individual departments, most notably for Adult Social Care (ASC).
3. These programmes sit alongside the council's regular annual review of spending, which has delivered £138m in savings since 2014, due to its ruthlessly financially efficient (RFE) approach.
4. In July, Policy and Oversight Board received a report on the positive findings of the recent Financial Peer Challenge by the Local Government Association (LGA). This independent review concluded that H&F is a financially well-managed authority with a strong track record of sound financial planning, where the focus on the RFE value has enabled H&F to meet savings targets.
5. The peer team recommended that the Council further articulate the Council's approach and strategy for transformation. This report provides an overview of the transformation programmes in place. It is intended that the Policy and Oversight Board or relevant Policy Accountability Committees will receive detailed reports on specific transformation programmes over time.
6. Each programme has governance arrangements in place, which are described below. Cllr Rowan Ree, Cabinet Member for Finance and Reform, is the lead Cabinet Member for transformation, and receives reports on progress on a quarterly basis, which are also reported to the Strategic Leadership Team (SLT). Individual programmes also report to their respective lead Cabinet Member and to Cabinet as needed around key decisions.

Corporate Property Transformation Programme

7. H&F has a relatively small corporate property portfolio, with much of the marketable stock disposed of under previous Administrations. For example, in the years 2009 to 2014 over 30 assets were disposed of including residential and commercial properties, a children's home, community buildings, and carpark.
8. There are 748 non-domestic assets remaining in the portfolio, around 45% of which are General Fund (GF) assets including parks/ open spaces and assets required for the delivery of Council services. Commercial assets include substations, shops, advertising and telecoms sites. Of the remaining portfolio, over 40% comprise Housing Revenue Account (HRA) assets and 15% are restricted to education purposes.
9. The Council currently manages its portfolio of property assets in a hybrid management model with ownership, responsibility and income devolved to services, with a central function for asset management, stock compliance, maintenance and facilities management. An alternative approach to be considered as part of this property transformation programme is a corporate landlord model which would centralise the funding, maintenance. management and use of non-residential properties into a single strategic corporate function.

Properties are held as a collective, centralised resource which may help drive efficient estate planning and align service budgets with wider council priorities to optimise overall property portfolio performance.

10. Overall occupation levels are high at 90%+ (generating income for the Council) and the majority of assets are subject to market rent with some existing concessions and restrictive covenants. As the Civic Campus project is nearing completion/ occupation, this enables a review of the wider property estate to be undertaken.

Objectives

11. The objectives of the Corporate Property Transformation Programme are:
 - To ensure the corporate (non-domestic) property portfolio is maximised in terms of its operational effectiveness, reduced operating costs and is providing a commercial return on assets.
 - To ensure the assets held by Council services including those used for service delivery are aligned to operational need and effectiveness for the future.
 - To achieve corporate savings through comprehensive property review and transformation of assets and operating models.

Governance

12. The programme is governed by the Corporate Property Board, comprised of Corporate Property, the Chief Executive, Executive Directors of Place and Finance and Corporate Services and senior leads from key Council services.

Key workstreams/ activities

13. Review office accommodation needs: As the Civic Campus is brought into operational use, there will be a rationalisation of the Council's existing temporary accommodation as well as the potential to reduce the office stock and costs further.
14. Develop a new corporate property strategy and asset management strategy: This includes a review of the opportunities for disposal of surplus corporate properties.
15. Review policy and approach to rent concessions: This will form part of the above work.
16. Review the current operating model: This is looking at options / benefits of moving to Corporate Landlord property management model or other effective and efficient delivery arrangements.
17. Deliver the Planned Capital Maintenance Programme: This alongside reactive repairs will continue to ensure regulatory compliance, including contribution to the climate and ecology emergency value via decarbonisation investment.

Anticipated benefits

18. The anticipated benefits of the programme are set out in the table overleaf.
19. The financial benefits are to be quantified and confirmed as part of ongoing workstreams and in consultation with relevant Cabinet Members and Cabinet.

Table 1: Benefits table

Benefit type	Description	Target
Cost saving / efficiency	Optimise use of space at Civic Campus and review other office accommodation needs.	Ongoing, to complete in 2025/26. Benefits to be confirmed following.
Income generating	Review policy for rent review to ensure alignment with market rent, review approach to concessions.	Ongoing, to complete mid 2026. Benefits to be confirmed following.
Cost saving / efficiency	Rationalisation/ realignment of corporate accommodation to meet future service needs in line with new Corporate Property strategy and Asset Management Plan	Complete mid/late 2026. Benefits to be confirmed following.
Cost savings / income generating	Review options for disposal of surplus assets	Autumn/winter 2025. Benefits to be confirmed following.
Cost saving, new way of working	Review property management operating model.	Complete mid/late 2026. Benefits to be confirmed following.

Digitalisation Transformation Programme

20. The Digitalisation Transformation Programme is a council wide savings initiative being led by Digital Services, Business Intelligence (BI) and the Resident Experience Access Programme (REAP).
21. To date the programme has engaged with services across the Council, met with other Councils that have achieved significant savings in this area, and REAP Accelerate has been mobilised. More detail on REAP is provided in a separate section of this report.

Objectives

21. The key aim is to achieve improvements in services through digitalisation across the Council – including through automation and using technologies like Generative Artificial Intelligence (GenAI), with further opportunities being identified.

Governance

22. The programme is governed by the officer Digitalisation Working Group, comprised of Digital Services, BI and REAP and leads from major service areas. Pipeline activity with agreed business cases will be governed by a programme board.

Key workstreams/ activities

23. Smart & Connected City Development: This is building on work led by the West London Alliance (WLA) and Jacobs consultancy in 2024. It is exploring economic, social and environmental benefits of investing in connectivity technologies and the Internet of Things (IoT) to achieve cashable savings and make the shift to data driven, proactive, service delivery.
24. In-Depth Service Digitalisation: The programme is working with services to deliver in-depth service transformation and redesign to achieve improved services for residents and cashable savings.
25. BI Savings Opportunities: Identifying opportunities for cashable savings, efficiencies and avoided spend through the work of the BI team. This includes the Fraud, Recovery and Error DataHub (FRED) programme. FRED automatically combines and compares 3.8 million data records to find instances of fraud, reduce errors, and recover lost income. In its first year, the programme identified £1 million of benefits via eight different products including automatically enrolling eligible children for Free School Meals, identifying additional revenue from empty homes and identifying accounts for further investigation relating to housing succession, freedom passes and direct payments.
26. Digital services Savings Opportunities: Delivering business as usual (BAU) savings including by reviewing existing contracts and licencing and achieving savings by reducing duplication and ensuring that contracts are fit for purpose and not over provisioned – for example, identifying modules in systems that aren't needed but are charged for, and ensuring accurate licence numbers are maintained.

Anticipated benefits

27. A summary of the proposed benefits of the programme is provided in the table below.
28. The financial benefits are to be quantified and confirmed as part of ongoing workstreams and in consultation with relevant Cabinet Members and Cabinet.

29. Business as usual savings have totalled £200k a year on average with improvements to core digital and technology arrangements with the move to cloud, roll out of updated technology for all and enhanced cyber security arrangements.

Table 2: Benefits table

Benefit type	Description	Target
Cost out / efficiency	REAP expected to deliver efficiencies	Cashable savings by 2028/29
Cost out / efficiency	Digital BAU	Cashable savings by 2026/27
Cost out / efficiency	Legal AI enhanced processes.	Cashable savings by 2027/28
Cost out / efficiency	Digital contracts and licences review, and application rationalisation.	Cashable savings by 2026/27 (further details to be identified)
Resident Experience	Improved experience of public services arising from smart city initiatives	To be estimated
New ways of working	Staff will use data to make the shift to proactive service delivery and leverage technologies like GenAI and Robotic Process Automation (RPA) to free themselves from routine and repetitive work so that they can focus on residents.	To be estimated

REAP Accelerate Transformation Programme

30. The REAP was launched in 2019 and six years on, we are now refreshing the programme with the goal of transforming the resident and staff experience utilising the latest technology solutions, whilst delivering cost and efficiency savings to support the MTFS and ongoing savings requirements.
31. The original programme delivered savings of £835k together with a significant number of non-cashable benefits including, reducing avoidable contact, freeing up capacity in services to manage demand, introducing new services during the Covid pandemic, increasing the range of services online such as new “report it” services, and improving the way that we collect income payments for services to increase revenue.
32. We recognise the growing expectation from residents to interact with the Council in more accessible, seamless, and convenient ways. Whilst we have a digital presence, it currently does not offer the full scope of services we want residents to be able to access. Not all services are available online, while for some that are, the offer is not as broad as we aspire it to be. This presents a significant opportunity to expand our digital service provision.

33. While many local authorities have begun to explore digital tools, few are pushing boundaries in how these can be used to reimagine public services. REAP Accelerate will distinguish H&F as a digitally progressive Council, committed to innovation and service excellence. It will allow us to extend our strong service performance into a broader, more inclusive digital offer that is accessible to all residents.

Objectives

34. REAP Accelerate aims to fast-track channel shift by rapidly expanding the range of services delivered through new technology advancements. REAP Accelerate increases our pace and ambition, moving more services online, faster, taking a digital by design approach.
35. This approach will improve the resident experience and broaden access to services by offering greater channel choice through 24/7 digital availability. At the same time, it will deliver efficiencies and create staff capacity to support residents who need more assistance, while transitioning transactional services to digital self-serve options.
36. The primary objective of REAP Accelerate is to empower residents by providing greater choice and flexibility, enabling them to complete key transactions online at times that suit them, thereby reducing reliance on traditional contact channels. By minimising manual processes through intelligent automation and self-service capabilities, the programme will reduce the need for human intervention and free up staff capacity to focus on those residents that need more support.
37. REAP Accelerate also aims to drive innovation by leveraging underused new technologies such as conversational AI to deliver consistent, round-the-clock engagement, positioning H&F as a digital leader. Ultimately, the programme will act as an enabler across service areas, supporting the delivery of more responsive and integrated services, while generating long-term operational savings through reduced frontline demand. REAP Accelerate is supported through our Digital Inclusion Strategy.
38. The council's Digital Inclusion Strategy will amplify the benefits of this transformation, allowing more people to access council services digitally. This will further enhance savings from the changes.

Governance

39. A monthly Programme Board provides strategic governance, manages dependencies, reviews progress, and oversees communication and stakeholder engagement. The board consists of senior service leadership from corporate and across the council. This is supported by an Operational Board that meets three times a month.

Key workstreams/ activities

40. REAP Accelerate is progressing the implementation of a range of technical solutions:

- Customer Relationship Management (CRM) and My Account portal through Netcall, enabling Case Management
- AI Voice and Chatbots and RPA
- Business Process Re-engineering
- Low-code digital forms platform.

41. These solutions will be supported by the following workstreams:

- Consolidation of all satellite contact centres into the corporate centre
- Reviewing digital content to enable channel shift acceleration
- Closing group email addresses and moving to intelligent forms
- Networks planning and configuration
- Data protection impact assessment
- A centralised debt strategy.

Anticipated benefits

42. The table below provides a summary of the anticipated benefits.

43. The financial benefits are to be quantified and confirmed as part of ongoing workstreams and in consultation with relevant Cabinet Members and Cabinet.

44. At a high level the programme will deliver:

- A digital view of the resident that can be accessed irrespective of the channel they contact us
- Corporate case management and CRM systems that will enable us to support residents in a timely manner
- Savings that can be realised by reducing inefficiencies in the back office and shifting demand from traditional to cheaper cost channels.

Table 3: Benefits table

Benefit type	Description	Target
Cost out / efficiency	Call centre consolidation, automation and channel shift	To be estimated
Cost out / efficiency	Collapse case management systems near end of life into Netcall	To be estimated
Cost out / efficiency	Replace group email boxes with intelligent e-forms	To be estimated
Resident experience	Improved customer experience, greater accessibility and faster resident contact resolution times	Baseline to be confirmed as part of discovery
Resident experience	Reduction in complaints	10% annual reduction across services
Resident experience	Improved actionable insights to help with future design of services around resident needs	To be estimated
New ways of working	Digitally engaged and upskilled workforce	To be estimated
Reputation	Improvements to the council's reputation	Delivery as part of improvements and reduction in complaints

Revenue Raising Transformation Programme

45. Local government spending accounts for around a quarter of all public spending in England. Local authorities are funded through a combination of business rates, central government grants and council tax. They also generate income through rents, fees and charges, sales, investments and contributions.
46. The Revenue Raising Transformation Programme is aiming to make H&F a more commercially astute and ruthlessly financially efficient (RFE) organisation.

Objectives

47. The objectives of this programme are to:
- Increase income generation in existing current commercial activities
 - Explore new income generation opportunities across directorates
 - Provide training and development in making better commercial decisions.

Governance

48. The programme is led by the Commercial Board. This brings together service areas with responsibility for income budgets to review and monitor commercial activities, contributing to the overall target set. Each activity leading to income generation has its own project management arrangements.
49. Separately, LBHF Companies and Joint Ventures have their own governance arrangements and internal mechanisms.
50. There are regular Finance Reports to Cabinet to track the income against budgets, as well as regular H&F Companies update reports to Cabinet.

Key workstreams/ activities

51. The Commercial Board:
 - Considers business cases for new ventures
 - Reviews the work of LBHF companies and joint ventures
 - Commissions and reviews detailed reviews for areas where full commercial potential and outcomes are not being met.
52. Commercial activity at H&F occurs in a range of areas including:
 - Debt management
 - Parks and open spaces
 - Digital advertising
 - Private sector housing
 - Filming
 - Property rental
 - Leisure and sports
 - Registrars
 - Markets and street trading
 - Upstream opportunities
 - Green Bond
53. Identified opportunities for potential investment and commercial growth are:
 - Digital and non-digital advertising
 - Electric Vehicle charging
 - CCTV provision to other boroughs
 - E-Scooters
 - Identifying further external funding to support council activities.

Anticipated benefits

54. The anticipated benefits of the programme are summarised in the table below.
55. The financial benefits are to be quantified and confirmed as part of ongoing workstreams and in consultation with relevant Cabinet Members and Cabinet. 2024/25 revenue raising programme activity resulted in close to £1million of

additional income against the collective income target. Over the last few years' we have also increased income targets in some areas e.g. advertising.

Table 4: Benefits table

Benefit type	Description	Target
Cost out / efficiency	Standard business cases in line with Green Book methodology and enhanced review and assessment of available commercial options	Delivery of income target, generating additional income or increased savings
Income growth	Deep dives in all areas with growth potential for existing and new activities	Included in Finance reports to Cabinet
New ways of working	Commercial decisions in procurement	Training across directorates by end of April 2026
Resident Outcome	Additional income secured is reinvested for frontline services	As per the income budgets each year
Regulatory compliance and Risk Reduction	LBHF Companies – governance, insurance, directorship, training	Annual report

Workforce Transformation Programme

56. The Workforce Transformation Programme is reshaping the services delivered by the People and Talent (Human Resources) function to meet future organisational demands. The programme responds to the need for improved efficiency, financial control, and enhanced service delivery across recruitment, workforce planning, and learning and development.
57. During 2024/25, the reshaping of the corporate redesign commenced with a restructure of the Strategic Leadership Team, reducing down from six corporate departments to three and resulting in the approval of a saving of £1m (to be achieved over 2 years with £0.25m in 2024/25 and the remainder in 2025/26). These changes formed the start of the wider redesign of the next tier and beyond, and provided a contribution to the overall target.

Objectives

58. A key component of the programme will be the proposed establishment of a Joint Venture (JV) for the delivery of agency and interim staffing services across all council departments. The Council currently uses an external organisation for agency staffing, with the contract expiring in September 2026. This could result in significant savings as the Council would avoid management overheads of the external organisation.
59. Additionally, the programme will redesign the People and Talent Operating Model to meet future organisational demands. This involves streamlining recruitment processes, aligning roles and capabilities with strategic priorities, and embedding behaviours and values to support transformation.

60. In response to ongoing financial pressures and the need for enhanced governance, the Council is reviewing its current organisational management approach. To strengthen financial oversight, we are proposing a transition from an organisation management model (OM) towards an establishment control model (EM). The proposed model aims to support more robust workforce planning, improve corporate visibility, and reinforce accountability, while continuing to value the principles of trust and autonomy where appropriate.
61. Finally, the programme aims to centralise Learning and Development (L&D) to support workforce planning and succession. This centralisation will support financial efficiencies through a structured corporate learning needs analysis model. Additionally, it will allow the Council to better align training initiatives with organisational priorities, enhance the tracking of return on investment (ROI), and respond more flexibly to emerging needs, while ensuring an equitable approach across the organisation.

Governance

62. The programme is overseen by the Resource Management Board (RMB), with progress on different workstreams reported to other groups and boards including Commercial Board, SLT and Members, Trade Union consultation, and Adjudication Panel.

Key workstreams/ activities

63. Agency Provision: This workstream will implement a cost-efficient, high-quality agency staffing model aligned with the Upstream strategy which will reduce reliance on external vendors, prioritise local employment, and generate income through shared dividends and rental returns.
64. People & Talent Operating Model: Redesign the operating model to meet future organisational demands. This involves streamlining recruitment processes, aligning roles and capabilities with strategic priorities, and embedding behaviours and values to support transformation.
65. Establishment Control: Transition to an establishment control model (EM). This will enhance financial control, governance, and corporate oversight, ensuring recruitment aligns with approved and funded roles.
66. Learning & Development: Centralise all L&D budgets to support a corporate approach to succession planning and workforce development.

Anticipated benefits

67. The table below summarises the anticipated benefits of the programme.
68. The financial benefits are to be quantified and confirmed as part of ongoing workstreams and in consultation with relevant Cabinet Members and Cabinet.
69. At a high level, the programme is expected to deliver:

- Financial benefits
 - Income generation via Connect2H&F with reduced supply chain managed service provider (MSP) fees
 - Efficiency savings from centralised recruitment
 - Reducing overspend through locked down establishment
 - Pooling L&D budget and reducing by 20%.

Table 5: Benefits table

Benefit type	Description	Target
Income generating, cost saving, efficiency, new way of working.	Income from Connect2H&F, reduced managed service provider fees, supply chain savings	To be estimated
Cost out/ efficiency, New way of working,	Efficiency savings from centralised recruitment and reducing manager activity	To be estimated
Cost saving, efficiency, new way of working	Budget pooling L&D and 20% reduction	To be estimated
New ways of working, efficiency	Local employment, reduced emissions, enhanced governance	To be confirmed by 2028-29
New ways of working, efficiency	Strategic alignment, cross-service collaboration, improved transparency	To be confirmed by 2028-29
New ways of working, efficiency	Stronger governance, ethical culture, risk mitigation	To be confirmed by 2028-29
New ways of working, efficiency	Standardised training, ROI tracking, flexible L&D budget allocation	To be confirmed by 2028-29

Adult Social Care Transformation Programme

70. In May 2024, Children's Services, Adult Social Care (ASC) and Public Health were brought together through the creation of the People's Directorate. During this time, we have undertaken a professional assessment of ASC, alongside a Care Quality Commission (CQC) assessment and extensive engagement and listening with key partners and stakeholders across health, the voluntary and community sector (VCS), providers and residents.
71. The assessments and engagement recognise that ASC requires improvement, which has led to the establishment of the ASC Transformation Programme.

Objectives

72. Some of the priorities from the engagement and assessments include:
- Strategic commissioning to ensure the right provision at the right time
 - Coproduction which reflects a wide range of stakeholders and results in delivery
 - High quality data, performance and intelligence insights
 - Stronger outcomes for residents which promote their strengths and independence
 - Robust partnership working with health and the community and third sector to improve pathways
 - Timely access to services which are clear and easy to navigate.
73. These priorities are being taken forward through the programme and related work, recognising a fundamentally different approach to how we deliver ASC services is required which improves outcomes for residents and supports them to live well and age well in their communities.

Governance

74. The programme is overseen by a Transformation and Assurance Board chaired by the Executive Director of People's Services and includes representation from across the organisation and joint corporate sponsors for each workstream.
75. The Board is responsible for holding oversight and leadership of the implementation of the programme, ensuring sufficient pace and providing direction and unblocking any barriers to change. The board meets on a bi-monthly basis with programme support provided by the Commissioning and Transformation Team.

Key workstreams

76. From the extensive engagement and assessments, the following workstreams have been agreed.
77. Strategy and Finance: Reforming the strategic approach through a Living Well, Aging Well offer to residents, focused on meeting needs earlier through a robust preventative approach.
78. Workforce: A stable and skilled workforce with the right leadership and culture.
79. Practice: High quality, performance driven practice - reviewed regularly to ensure support is proportionate, person centred, and outcomes focused.
80. Performance and Improvement: Driving significant improvements in performance across statutory services, eliminating backlogs - ensuring high quality services and improved outcomes.
81. A roadmap has been agreed setting out the redesign and mobilisation phases of the programme. Priority next steps include:

- Building capacity for change with the right skills in the right places
- Increased focus on quality assurance processes and performance
- Policy and procedure changes to align to new strategic whole system approach
- Further communication / workshops to drive forward the programme at pace
- Development of tools, resources and commissioned service to support implementation of new target operating model.

82. This represents whole system transformation, from prevention to acute, across not only H&F services but also the interfaces with health and the VCS. This will take significant time to implement, embed and realise benefits.

Anticipated benefits

83. Our strategic approach sets out how we want to help people to be independent and in control of their life.
84. The anticipated benefits of the programme are summarised in the table below. The financial benefits are to be quantified and confirmed as part of ongoing workstreams and in consultation with relevant Cabinet Members and Cabinet.

Table 6: Benefits table

Benefit type	Description	Target
Resident outcome	Residents maintain and develop their role and participation as citizens maximising their full potential	To be estimated
Resident outcome	Residents are supported to do things for themselves, with the support of their own networks and community.	To be estimated
Resident outcome	The right services provided at the right time to prevent and reduce the need for care and support.	To be estimated
Resident outcome	Make health and social care more personalised, so that more people can live life their way.	To be estimated

LIST OF APPENDICES

None.

Agenda Item 5

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Policy and Oversight Board

Date: 17/09/2025

Subject: Disability Confident Leader

Report author: Lucy Robinson, Strategic Resourcing Lead

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

SUMMARY

We are delighted to share that we have officially been recognised as a **Disability Confident Leader**—the highest level of accreditation within the UK Government's Disability Confident scheme.

This milestone reflects our commitment to creating an inclusive, accessible, and supportive environment for all colleagues, customers, and community members.

Becoming a Disability Confident Leader is not just a badge of honour—it is a testament to the values we live by. It demonstrates that we are not only meeting but exceeding best practices in recruiting, retaining, and developing Disabled people. It also means we are actively championing disability inclusion across our networks and encouraging others to follow suit.

The external validator for our submission said, '*You have clearly been on an amazing journey to support not only colleagues and candidates but the boroughs service users. You are partnering intelligently and using the co-production models to hugely good effect. You should be very proud of what has been a serious commitment*'.

This achievement is the result of collective effort, continuous learning, and a shared belief that diversity strengthens our organisation. We look forward to building on this momentum and continuing to lead by example.

Wards Affected: None

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Building shared prosperity	Working with local SMEs, local jobs for local people, supporting returners to work and unemployment.

Creating a compassionate and inclusive council	Compassion and inclusivity form a key part of how the Council approaches employment programmes, recruitment activity and the full employee life cycle based on equal, fair treatment to all.
Doing things with local residents, not to them	Resident engagement form part of the Council's approach to activities engaging those affected by changes.
Being ruthlessly financially efficient	Ensuring continued governance of workforce spend against employment programmes, recruitment activity and the full employee life cycle.
Taking pride in H&F	Residents can take pride the approach the Council is taking to create an inclusive environment where everyone can thrive.
Rising to the challenge of the climate and ecological emergency	Minimising the impacts on climate change across agendas' forms part of the Council's approach.

DETAILED ANALYSIS

1. In 2022, we proudly announced that Hammersmith & Fulham had achieved **Disability Confident Employer (Level 2)** status. At that time, we recognised the immense value and talent that Disabled people bring to our workplace and committed ourselves to creating an inclusive environment where everyone can thrive.
2. Through rigorous self-assessment, we demonstrated our dedication to recruiting, retaining, and developing disabled colleagues—changing attitudes, behaviours, and cultures across our organisation and community.
3. Our commitment to being an inclusive, equitable, and forward-thinking employer is embedded in everything we do. Through a wide range of accessible employment programmes, inclusive recruitment practices, and a culture rooted in co-production and lived experience, we are actively removing barriers and creating meaningful opportunities for all.
4. We have officially been recognised as a **Disability Confident Leader**—the highest level of accreditation within the UK Government's Disability Confident scheme.
5. To achieve Disability Confident Leader status (Level 3) through the Disability Confident scheme, we followed a structured process that builds on the commitments we made at Levels 1 and 2 including external validation of our self-assessment that provides evidence on our inclusive practices, leadership and reporting.
6. As a Level 3 Disability Confident Leader, we are proud to lead by example ensuring that Disabled people are not only included but empowered to thrive.

7. Our partnerships, training, digital tools, and wellbeing initiatives reflect a whole-organisation approach to equity and inclusion.
8. By continuing to invest in our people, listen to our communities, and share best practice across the sector, we are building a workplace and a borough where everyone can belong, contribute, and succeed.
9. H&F offers a range of programmes to support diverse entry points into employment including:
 - **Work Experience Programme** - Provides placements for H&F residents, care-experienced young people and SEND learners, helping bridge the gap between education and employment.
 - **Supported Internship Programme** - Delivered in partnership with **Action on Disability (AoD)** and **West London College (WLC)**, this programme supports young adults (16–24) with learning disabilities through work placements, employability qualifications, and pathways to paid employment or apprenticeships.
 - **Earn While You Learn** - Offers accessible apprenticeships from **GCSE to Masters level**, with tailored adjustments provided by H&F and education partners. Part of the H&F Academy and Upstream London to ensure shared prosperity.
10. We are embedding inclusive practices throughout the recruitment and employment lifecycle through:
 - **Inclusive Recruitment**
 - Guaranteed interviews for Disabled candidates who meet essential criteria.
 - Pre-interview contact to identify and implement reasonable adjustments.
 - Disability Confident badge displayed on job adverts and recruitment communications.
 - **Workplace Adjustments** - Delivered through Microlink, including assessments, equipment, ergonomic aids, and Access to Work support.
 - **Manager Training** - Mandatory Disability, Equity & Co-production training, with refresher workshops on autism, dementia, and Alzheimer's.
 - **Accessibility & Digital Inclusion**
 - **Preparing for a Recruitment Platform Audit** - With Microlink and Disabled staff we will be auditing the platform to identify and improve accessibility and user experience.
 - **Read&Write Tool** - A digital tool available to all staff, supporting neurodiverse and Disabled colleagues without requiring disclosure.

- **Wellbeing Passport** - A transferable document that outlines an employee's condition, support needs, and guidance for wellbeing which has been piloted and will be launched more widely.
- **Learning & Internal Progression** H&F supports continuous development and career progression through:
 - **Get Ahead Programme** - Prioritises internal applicants and offers career coaching.
 - **MentorConnect** - Enables staff to select mentors based on shared characteristics and lived experience.
 - **Leadership Development** Includes “Be a Leader, Build a Leader” and other mentoring schemes.
 - **Learning Zone** - Offers training on disability etiquette, neurodiversity, inclusive customer service, and more.
- **Wellbeing & Support**
 - **Employee Assistance Programme** - 24/7 confidential support for personal and work-related issues.
 - **Wellness Centre** - Occupational health support including lifestyle advice, immunisations, and health assessments.
 - **Wellbeing Champions** - Trained in Mental Health First Aid, offering peer support across departments.
 - **Wellbeing Wednesdays** - Inclusive sessions covering topics such as mental health, menopause, HIV awareness, and more.
- **Equity, Diversity & Inclusion (EDI) in Action**
 - **Disability Equity Network (DEN)** - A staff-led group promoting the **Social Model of Disability**, providing a platform for lived experience and influencing policy.
 - **Pulse Surveys** - Used to gather insights and improve workplace culture.
 - **Policy Integration** - Inclusive practices embedded in recruitment, development, and organisational policies.
- **Co-Production & Community Engagement** -H&F champions the principle of “**Nothing about Disabled People without Disabled People**” through:
 - **Resident led commissioning and co-production groups** - Including Civic Campus, Housing Strategy, Digital Accessibility, and Inclusive Design.
 - **Tools for Inclusion** - A **Barriers Map** and **Co-production Checklist** ensure accessible and inclusive engagement.
 - **Award-Winning Projects** - The Civic Campus, co-designed with Disabled residents, won the **NLA People's Choice Award (2020)**.
- **Collaboration & Best Practice Sharing**
 - **Joint Delivery** - Through H&F Works, People & Talent, People Services (Childrens & Adults), Parents Active and partners such as **Shaw Trust** and **Jobcentre Plus**.

- **Community Engagement** - Active participation in job fairs, school events, and employment workshops.
 - **Sector Leadership** - Sharing best practice through **London Councils**, **LGA webinars**, and national blogs (e.g., *Growing Our Own*).
 - **Macbeth Centre** - Provides SEND-focused courses that support progression into employment or higher education.
11. Achieving Disability Confident Leader status is a proud moment for Hammersmith & Fulham—but it is not the end of our journey. It is a powerful affirmation of the inclusive culture we have built, and a call to continue to push boundaries, removing barriers, and champion equity at every level of our organisation.
 12. As we look ahead, our focus remains on momentum, sharing what works, and amplifying the voices of Disabled people in everything we do.
 13. We are committed to being a bold, inclusive employer and a leader in disability equity—not just in words, but in action. Together, with our staff, partners, and community, we will continue to build a borough where everyone can belong, contribute, and thrive.

Report to: Policy and Oversight Board

Date: 17/09/2025

Subject: Policy and Accountability Committees' Update Report

Report author: David Abbott, Head of Governance

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

SUMMARY

This report provides an update on the meetings of the Council's six Policy and Accountability Committees in June and July 2025 and the draft work programmes for September and November 2025.

RECOMMENDATIONS

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

Wards Affected: All

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

Background Papers Used in Preparing This Report

None.

Children and Education Policy and Accountability Committee

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 discussed at the meeting held on 30 June 2025.

Summer in the City 2025

The Committee noted that the themes for Summer in the City 2025 had been co-produced in collaboration with the Youth Council and Youth Board. All 27 participating providers were required to offer places for children and young people with Special Educational Needs and Disabilities (SEND), and to include details of their accessibility support on the new booking platform, Plinth.

Members welcomed the borough-wide reach of the events and emphasised the importance of enhanced marketing efforts, particularly targeting parents of children in local schools. Officers responded by highlighting the diverse and evolving marketing strategies developed over recent years and reaffirmed the inclusive nature of the Holiday Activity and Food programmes, which were accessible to all children and young people across the borough.

Co-production in Children's Services

The Committee acknowledged the significant evolution of co-production within Hammersmith & Fulham (H&F) over the past five years, noting that it had become embedded at every level of Children's Services. Daily engagement with children, young people, and families had informed both frontline practice and strategic policy development. Examples included workshops for children in care and care-experienced young people, consultations with the Youth Council, and collaborative reviews with key stakeholders in education and SEND services.

Outcomes of co-production had been both tangible and strategic. Notable developments included the establishment of the Care Leavers' Hub, the Transitions Team, and the Youth Council's podcast series. Broader impacts had been reflected in Committee reports, such as the education and SEND outcome frameworks, performance indicators for young people in H&F, and feedback from annual stakeholder reviews.

Members commended the dynamic and evolving nature of co-production and called for more comprehensive reporting on the process, including its wider reach and transformative impact on the lives of children and families.

Preparation for Adulthood in H&F

Upon receiving the briefing, the Committee noted that H&F's Preparation for Adulthood plan had been aligned with the borough's SEND strategy. Feedback from children, young people, and their families had shaped three priority workstreams: Workforce, Pathways, and Provisions.

Children's Services teams would continue to collaborate with external partners to develop effective pathways and provisions that support young people's transition to adulthood. At the time, between 15 and 30 young people with an Education, Health and Care Plan were expected to participate in a one-year supported internship programme. Upon completion, participants would progress into employment or other supported apprenticeship opportunities.

Work Programme

November 2025

- Local Safeguarding Annual Report
- Local Offer plan and comms
- Summer in the City

February 2026

- Medium-Term Financial Strategy 2026/27

Climate Change and Ecology Policy and Accountability Committee

The Committee considered the following item at its meeting on 1st July 2025.

Tackling Air Pollution in Hammersmith & Fulham

In July, members received an update on Air Pollution in Hammersmith & Fulham. The Committee was provided with a summary of the many workstreams that were being explored in the borough to tackle air pollution. The Committee discussed:

- Air pollution in context including the health impacts of pollution.
- Air pollution particularly affected the most vulnerable in society: children and older people, and those with pre-existing conditions.
- Air Quality Action Plan 2025-30 - The council's Air Quality Action Plan contained a range of actions that would be delivered by the council over the next five years.
- Partnership objectives looked to tackle the impacts of poor air quality within the borough through both behaviour change, and systems change.
- Workstreams and priorities - Building emissions, transport emissions, indoor air quality and behaviour change.
- How the Council planned to engage with residents to encourage more environmentally responsible actions/habits, particularly in terms of improving everyday wellbeing and long-term health outcomes.
- Hospitals had committed to support the 'Better Air, Better Health' collaboration and would continue to contribute to future air quality projects.

The Committee welcomed representatives from Imperial College London, Imperial College Healthcare NHS Trust and Mums for Lungs, The Committee discussed the health impacts of poor air quality and reducing air pollution at source, by working with schools to introduce more School Streets in the borough. It was highlighted that Air Quality should be considered in the home and workplace and embedded into Care Plans. Members discussed the importance of increasing public awareness around this area.

The Chair thanked all the presenters for their contributions and concluded the meeting by summarising the key outcomes. She highlighted that behaviour change was a crucial area for further exploration, particularly in relation to how messages about Air Quality were communicated to residents. She also emphasised the importance of collaborative working and improving the school run.

Work programme for next meeting:

September 24th 2025

- Public Realm Works Contract
- Clean Energy Transition (Heat Networks Energy Efficiency)

Health and Adult Social Care Policy and Accountability Committee

Health and ASC PAC considered the following items at its meeting on 8th July 2025:

- Adult Social Care Update
- Adult Social Care Co-Production
- Hammersmith and Fulham Food Plan 2025-30

Adult Social Care Update

The committee were informed that Adult Social Care had been integrated into a newly formed directorate alongside Children's Services and Public Health. Following this change, assessments and stakeholder engagement had identified areas needing improvement, and a transformation roadmap had been developed to guide future progress.

- The committee discussed performance measurement, noting that key indicators and timelines would differ across workstreams.
- Governance structures were being strengthened, and a partnership board was being set up to oversee strategic delivery, with a five-year goal to improve local service provision.
- The committee explored what defined a high-quality service, emphasizing clarity in service offerings, community engagement, and collaborative delivery.
- Demographic changes were influencing care needs, and there was interest in using research and technology to adapt services.
- Workforce stability was considered, with recognition of the current reliance on agency staff. While some agency workers were valued, the long-term aim was to build a permanent, well-trained workforce with appropriate roles.

Adult Social Care Co-Production

The committee were presented with an overview of co-production work in Adult Social Care, which outlined a new approach aimed at expanding stakeholder involvement to support the transformation agenda. This direction had been shaped by feedback from co-production groups, internal stakeholders, and recent assessments. Previous co-production examples included work on the dementia strategy and improvements to the direct payments system.

- The committee discussed how to assess the effectiveness of co-production, emphasizing the need to go beyond consultation and ensure local needs were met. An example was shared where engagement with young people led to a co-produced housing solution that improved funding and set standards for essential items.
- The committee requested more examples of co-production, especially involving parents and carers, and it was confirmed that co-production would be embedded across all areas of Adult Social Care.
- The importance of public representation—particularly carers and parents of children with special needs—on the partnership board was highlighted.

- The committee asked about participation in working groups, noting that these would carry out substantive work while the board provided strategic oversight.
- The structure of the working groups had not yet been finalized and would be developed once the strategy was complete.

Hammersmith and Fulham Food Plan 2025-30

The committee were presented with a five-year Food Plan, which built on previous work to address immediate food needs while tackling long-term food insecurity. The plan aimed to create a sustainable local food culture and reduce reliance on crisis support. It had been co-produced with residents experiencing food poverty, and funding had been secured for a coordinator role to support its delivery. The borough had received recognition for its leadership in this area.

- The committee reviewed the financial aspects of the plan, noting its aspirational nature and the intention to seek external funding for delivery.
- Success metrics included reducing childhood obesity, improving food security, supporting infant feeding, and tackling social isolation.
- The borough's performance had been positively assessed by the Greater London Authority.
- Community engagement methods were discussed, including the coordinator's role in mapping local connections.
- Concerns were raised about the sustainability of fresh food packages at food banks; it was confirmed that healthy alternatives and Rose Vouchers were being used to improve access to fresh produce.
- School meal provision was considered, noting a mixed approach to food preparation and that standards were set nationally.
- The availability of communal spaces and allotments was discussed, with confirmation that the main site was at Wormwood Scrubs and plans were in place to promote it more widely.

Work Programme for next meeting on 17 November 2025

- Drug Strategy
- Health and Care Partnership Update

Housing and Homelessness Policy and Accountability Committee

Housing and Homelessness PAC considered the following items at its meeting on 24th July 2025:

- Housing Repairs Service Update
- Housing Provision in Hammersmith and Fulham for People over the Age of 55
- Homelessness Update

Housing Repairs Service Update

The committee reviewed a housing repairs update, noting 91% of repairs were completed on time and most damp and mould cases met targets. A new disrepair protocol improved case handling and reduced legal claims. Other improvements included preventative maintenance, fewer drainage callouts, and better resident engagement. Procurement planning for 2027 services had begun, focusing on long-term stability and retrofit goals.

- The committee discussed the absence of a presentation, the rise in damp and mould cases due to proactive checks, and the rationale behind the 91% performance target.
- A request was made for more detailed tenant satisfaction data, with figures measured externally. Satisfaction varied across indicators, with some areas showing improvement and others requiring further attention.
- The committee explored recent service enhancements, including increased repair visits, improved communication with residents, weekend appointments, and compensation for missed visits.
- Data on damp and mould hotspots was requested, and it was confirmed that targeted interventions and resident education were being used to address recurring issues.
- The committee noted progress since the last update two years prior, including the formation of a cross-departmental team and timely treatment of all damp and mould cases.
- It was agreed that a more detailed paper on tenant satisfaction would be brought to a future meeting.

Housing Provision in Hammersmith and Fulham for People over the Age of 55

The committee reviewed a report on housing options for residents aged 55 and over in Hammersmith and Fulham. It included policy analysis and a SWOT assessment, highlighting strengths in provision, challenges in supply, and opportunities to improve perceptions. The findings were intended to inform the Older People's Housing Strategy for 2026–2031.

- The committee discussed the need to rebrand “sheltered housing” to make it more appealing, emphasizing the importance of language and presentation. Printed resources were valued, and the continuation of hard copy booklets was recommended.
- Concerns were raised about limited downsizing options and the importance of maintaining relationships with housing associations. Issues with delays in

housing adaptations and contractor knowledge were noted, with a call to better align services with residents' needs.

- The committee stressed the importance of collaboration with health and care services and requested more detailed data. It was confirmed that further analysis would be brought back for review in six months.

Homelessness Update

The committee reviewed a homelessness prevention report, noting 3,000 approaches and 1,511 households in temporary accommodation by March 2025—a 4% annual increase. Budget pressures were mitigated, reducing a projected overspend from £7.7m to £6.4m. An action plan aimed to reduce entries, lower costs, and increase move-on rates. Early intervention and support into private rentals helped prevent homelessness, with 290 households rehoused permanently.

- The committee raised concerns about siloed working and the limited number of households assessed as in priority need. It was clarified that TA was provided only to those imminently at risk or with specific needs.
- Members noted competition between priority and non-priority households for private rentals, and the council's engagement with landlords through a dedicated forum was highlighted.
- The committee discussed tenancy lengths and the effectiveness of deferring evictions. It was noted that many tenancies began with two to three-year terms and were often extended when relationships were strong. Rent in advance was offered to reduce homelessness risk.
- The average stay in TA was reported as 8 to 10 years, prompting discussion on revising the terminology to reflect long-term placements.
- The committee explored the impact of the Rent Reform Act, which was expected to improve regulation and enforcement in the private rental sector. The reforms were seen as a potential means to reduce homelessness and strengthen tenant protections.
- It was confirmed that households losing supported tenancies through no fault of their own could reapply for assistance.
- A future meeting was proposed to revisit damp and mould data and tenant satisfaction measures.

Work Programme for next meeting on 5 November 2025:

- Capital Programming and Regeneration
- Tenants Satisfaction Measures

Social Inclusion and Community Safety Policy and Accountability Committee

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 discussed at the meeting on 18 June 2025.

Annual Performance Report for the Law Enforcement Team (LET)

Members received a report on the LET's performance in the last quarter of 2024/25 and exchanged with officers on the following issues:

- LET's key areas of concerns/priorities were general safety, cleanliness and safety of women and girls.
- How LET and Police provided mutual support for each other on a day-to-day practical level, and the multi-layered approach in enhancing community safety in H&F.
- Police's compliments on the quality of LET and CCTV officers and their statements, and the quality of footages seized, downloaded and shared.
- Recruitment of LET officers and their quality accreditation.
- Reasons of issuing fixed penalty notices which might be cancelled by providing a valid explanation.
- The need to step up communications with residents in a wider way like through an app further to the LET's 24/7 email contact service and the plan to conduct customer satisfaction survey for service improvements.
- The need to provide yearly figures against the monthly statistics of patrols, service requests, referrals/interventions etc and an explanatory note to illustrate the situations and project the trends.
- LET's role in tackling drug problems including identification of drug dens in the borough

Work programme:

18 November 2025

- Police Scrutiny
- Crime/Drugs Strategy (tbc)

2 February 2026

- 2025/26 Medium-Term Financial Strategy
- End of Year LET Review

27 April 2026

- Gangs Violence and Exploitation Unit and My Ends Programme

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

The Committee considered the following items at its meeting on 21st July 2025.

Black History Project Update

This report provided an update on the work in progress on the community collecting and engagement project being co-produced with residents to generate black history content for exhibition conservation education.

The Committee discussed:

- How the Black History Project would be implemented.
- Details on the interactive family history event held at West London College.
- The Wendell Park Primary interactive workshop, the outcomes and how this made the students feel.
- The Island Records Blue Plaque celebration, and The Black History Month launch event held in Lyric Square.
- The three phases of the Project, culminating in a celebratory event and the creation of a resource for the whole community.

The Committee agreed that the Black History Project should be brought into local communities and emphasised the importance of consulting and engaging with the BBC. It was noted that a final destination for the collection had yet to be determined. Members also highlighted the need for broader representation within the team leading the Project. The Committee stressed the importance of weaving together the themes of music, theatre, and Black culture, given their significant role in the borough's history. Officers were also encouraged to capture and document memories from previous large-scale events, such as the Windrush celebration.

Highway Roadworks Management and Co-ordination

This report outlined how roadworks are currently managed and coordinated in the borough using the LBHF permit scheme. It described the proposed enhancements to the London Permit Scheme, known as the Lane Rental Scheme, which provides additional protection for fifty of the borough's key roads.

The Committee discussed:

- Background on roadworks and their management in H&F.
- Details on the multiple assets which make up the Highway network.
- Communication / collaboration and the co-ordination of works, to ensure effective works planning and minimised disruption.
- Details on the process by which works permits are issued and the conditions surrounding these.
- Information on penalties and fines for non-compliance / delayed works.
- Details on H&F future co-ordination, the Lane Rental Scheme and its benefits.

The Committee expressed its support for the introduction of the Lane Rental Scheme. The Chair emphasised the importance of planting additional trees along

Uxbridge Road and noted that improved coordination between the Council and utility companies would greatly benefit residents. Members of the Committee also urged officers to encourage utility providers to complete their works within agreed timescales and to ensure that all reinstatement works are carried out to a high standard.

Update on Waste and Recycling Service Developments

This report provided a presentation on the progress made in Hammersmith and Fulham's waste and recycling services through the on-going roll-out of food waste recycling, the introduction of wheeled bins and garden waste recycling and other service developments.

The Committee discussed:

- The context of where Hammersmith and Fulham stood for waste minimisation and recycling in comparison to other London Boroughs.
- The benefits of a wheeled bin and food collection service.
- Details of the service roll out, the community engagement work which had been conducted and the flexibility of the service.
- A sample of the feedback the service had received from residents.
- Details on the garden waste recycling service.
- Details on the food waste recycling service, including its uptake by residents.
- Performance metrics – Noting household recycling rate was up 5% points due to increased food and dry mixed recycling.
- Details on the social value implications of the service and how this had benefited communities.

The Committee thanked officers for their ongoing work and noted the encouraging rise in recycling rates, while recognising further opportunities for improvement—particularly through communal collections, schools, and other venues. Members encouraged increased recycling efforts, especially for food waste, and welcomed the growing number of residents subscribing to the garden waste collection service. Regarding soft plastics, the Committee urged officers to introduce a collection scheme as soon as possible.

On operational matters, Members asked officers to review bin presentation guidance to ensure bins are returned to their designated collection points within property boundaries. Officers also requested that Councillors report any bin collection issues directly to the Waste Management Team.

Report on the Draft Markets and Street Trading Licensing Policy 2025-2030 and Updated Prescribed Standard Conditions for Street Trading Licences

This report provided the details and rationale for having a new H&F Markets & Street Trading Licensing Policy. This also provided an update to the prescribed standard conditions and the list of commodities.

The presentation covered the following points:

- Key Functions and the remit of the Markets and Street Trading Team.
- The Council's five priorities and aspirations:

1. Attracting and retaining new traders.
 2. Addressing the economic challenges of the market.
 3. Demonstrating the wider value of markets.
 4. Professionalising Market management.
 5. Improving relationships with Traders.
- The key benefits for adopting a Markets and Street Trading Licensing Policy.
 - Key updates to the standard conditions for Street Trading Licenses.
 - Details on the revised commodities list.
 - Information on the following:
 1. Shop front licences.
 2. The declaration of Market Rights.
 3. Designating the whole borough for regulated street trading activities.
 4. Details on the Market and Street Trading consultation proposals and the revised timetable for formal adoption.
 5. Details on the Enforcement Policy and speaking to Traders.

The Committee welcomed the development of the policy and asked officers to proceed with the consultation, subject to appropriate engagement being in place by September. If sufficient engagement is not achieved, Members recommended extending the consultation period. The Committee noted that much of what would be codified in the policy reflects existing practice. Members were particularly keen to see clearer rules regarding shop fronts and their use.

The Chair emphasised that effective enforcement would be essential to the success of the policy and welcomed the inclusion of social inclusion and co-production elements.

Work programme for next meeting:

19 November 2025 (items TBC)

- Park Management Update
- Active Wellbeing Strategy
- Play Street and Café Culture Update

Policy and Oversight Board – Draft Work Programme 2025/26

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

17 Sept 2025

- Transformation Programme Overview
- Disability Confident Leader report
- PAC updates and work programmes

24 Nov 2025

- AI Adoption and Governance Update
- Co-production across the Council
- Strategy monitoring
- PAC updates and work programmes

4 Feb 2026

- Revenue Budget and MTFS
- PAC updates and work programmes

29 April 2026

- TBC

To be scheduled

- Monitoring of the Finance Peer Challenge recommendations
- Transformation programme deep dives
- Corporate Performance