London Borough of Hammersmith & Fulham

Policy and Oversight Board
Agenda

Monday 24 November 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 Nicole Trehy Councillor Rory Vaughan	Councillor Jose Afonso

CONTACT OFFICER: David Abbott
Governance and Scrutiny
Tel: 07776 672877
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: 14 November 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: 21 November 2025

Item   **Pages**

1.   APOLOGIES FOR ABSENCE

2.   DECLARATIONS OF INTERESTS

If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.

At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.

Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.

Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Standards Committee.

3.   MINUTES AND ACTIONS   4 - 15

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.

4.   UPDATE ON AI GOVERNANCE AND ADOPTION   16 - 28

This paper provides an update on the Council's governance and adoption of Artificial Intelligence solutions. Building on a strong foundation of digital innovation, the Council is in the early stages of exploring how service ambitions might be translated into practical outcomes. Current work continues to focus on experimentation and learning to inform future improvements in efficiency, service delivery and insight.

This report sets out the progress made to date on the Council's commitment to co-production with residents, particularly Disabled residents. This report also includes an analysis of the four reports submitted to the Policy and Accountability Committees, the learning so far and how co-production can be further embedded and widened to include more residents.

This report provides an update on the work programmes of the Council's six Policy and Accountability Committees.

For the Board to discuss the work programme.

8. **DATES OF FUTURE MEETINGS**

To note the following dates of future meetings:
- 4 February 2026
- 29 April 2026

Agenda Item 3

London Borough of Hammersmith & Fulham

Policy and Oversight Board

Minutes

Wednesday 17 September 2025

PRESENT

Committee members: Councillors Lisa Homan (Chair), Natalia Perez, Helen Rowbottom, Nicole Trehy, Rory Vaughan and Jose Afonso

Other Councillors
Councillor Rowan Ree (Cabinet Member for Finance and Reform)

Officers
Matthew Sales (Assistant Director, Programmes, Assurance and Analytics)
James Newman (Assistant Director of Finance)
Mia Peters (REAP Project Manager)
Sarah Bright (Director of People's Commissioning)
Jo Woodward (Director of Planning and Property)
Jo McCormick (Director of Procurement, Commercial, and Digital)
Mary Lamont (Assistant Director, People & Talent)
David Abbott (Head of Governance)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Stala Antoniades and Jacolyn Daly.

2. DECLARATIONS OF INTERESTS

There were no declarations of interest.

3. MINUTES AND ACTIONS

The minutes of the meeting held on 16 July 2025 were agreed as an accurate record.

Minutes are subject to confirmation at the next meeting as a correct record of the proceedings and any amendments arising will be recorded in the minutes of that subsequent meeting.

Page 4

4. **TRANSFORMATION PROGRAMMES OVERVIEW REPORT**

Councillor Lisa Homan (Chair) gave a brief introduction to the item which provided 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 the Council.

Councillor Rowan Ree (Cabinet Member for Finance and Reform) gave an introduction to the item and set out the context for the transformation programmes. He noted that Local Government had experienced a 54% cut in real terms funding since 2010 while also seeing increasing demand pressures and constraints. However, he noted that Hammersmith & Fulham Council had successfully navigated those challenges and found savings while protecting frontline services. He explained that the transformation programmes in the report were strategic programmes to save larger amounts over the medium to long term. He noted that the Finance Peer Challenge Review earlier in the year had recommended the Council formalise its transformation programmes and report on them regularly, and this was the first of those reports. Councillor Ree said it was important to manage public money as carefully as possible and it was right to look at key areas such as staffing, the Council's property portfolio, the use of data and technology, to ensure services were provided as efficiently as possible.

James Newman (Assistant Director of Finance) added that in addition to the five cross-cutting programmes discussed in the report, the Council was also continually looking at driving savings in all other areas.

Corporate Property Transformation Programme
Jo Woodward (Director of Planning and Property) presented the corporate property transformation programme. She noted that the Council had a relatively small corporate property portfolio at present, as much of the marketable stock had been sold off in previous years as part of cost cutting measures. However, 748 non-domestic assets remained in the portfolio, with 45% of them in the general fund. These included parks, business units, leisure facilities, and sub-stations. They were currently managed in a hybrid way – mostly devolved to the responsible service, but with central functions for compliance and facilities management. The Council was exploring a corporate landlord model – bringing functions into a single corporate strategic centre. Officers anticipated that would bring efficiencies and mean they were more aligned to the Council's priorities.

Jo Woodward noted that the occupation levels in the portfolio were high at over 90%. The majority were subject to market rents, though some had restrictive covenants on them. She said the biggest issue driving the timeline for this project was the nearing competition of the Civic Campus. As services moved into the Civic Campus officers could look again at the operational estate and their requirements.

Digitalisation Transformation Programme
Jo McCormick (Director of Procurement, Commercial, and Digital) presented the digitalisation transformation programme. She highlighted that digitalisation was about improving work and service delivery across the Council – including taking advantage of automation and artificial intelligence. The workstreams included smart and

Minutes are subject to confirmation at the next meeting as a correct record of the proceedings and any amendments arising will be recorded in the minutes of that subsequent meeting.

Page 5

connected city development, data driven service delivery, and service digitalisation. The Council's Business Intelligence team was being used to find further savings opportunities.

Digital Services was carefully reviewing contracts and licensing – and consolidating where possible. There was also a digitalisation working group with representatives from across the Council looking at new ways of working and cashable savings.

REAP Accelerate Transformation Programme
Mia Peters (REAP Project Manager) presented the REAP Accelerate Transformation Programme. She noted the goal of the programme was to have a single digital pathway for all resident contacts so advisors, staff, and residents themselves were all working from a single source of truth. Whether a resident called, or used the website, or spoke to a member of staff in the office – all of those interactions would be recorded in one system. She said the programme was also about a culture of putting resident needs first. The system was designed around user needs and ensured consistency and quality of customer service.

Mia Peters highlighted the work of the Digital Accessibility Group, a mix of officers and residents who worked together to improve digital inclusion. She noted they had co-produced a digital form centre of excellence with guidance for officers to ensure services had the knowledge to build high quality, accessible forms on the website. She also noted that the Council had bought new technology to re-engineer processes, including a new customer relationship management system and corporate case management system.

Revenue Raising Transformation Programme
Jo McCormick (Director of Procurement, Commercial, and Digital) presented the Revenue Raising Transformation Programme. She noted that the programme aimed to increase income generation in existing current commercial activities, explore new income generation opportunities, and provide training and development to make better commercial decisions.

Workforce Transformation Programme
Mary Lamont (Assistant Director, People & Talent) presented the Workforce Transformation Programme. She noted that the goal of the programme was to reshape the services delivered by the People and Talent function to meet future organisational demands. A key component of the programme was the proposed establishment of a Joint Venture for the delivery of agency and interim staffing services across all council departments.

Adult Social Care Transformation Programme
Sarah Bright (Director of People's Commissioning) presented the Adult Social Care Transformation Programme. She noted that in May 2024, Children's Services, Adult Social Care, and Public Health were combined to form the People department. During that process, internal and external assessments and engagement showed that Adult Social Care required improvement, which led to the establishment of the transformation programme.

The key priorities of the programme included:

Minutes are subject to confirmation at the next meeting as a correct record of the proceedings and any amendments arising will be recorded in the minutes of that subsequent meeting.

Page 6

- Strategic commissioning to ensure the right provision at the right time.
- Co-production 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.

The Chair thanked officers for the report and said it was positive that the Council was being proactive to drive improvement. She said it was a credit to the Cabinet Members and officers who were always thinking about how to do things better.

In reference to the Corporate Property programme, the Chair asked how officers were planning to maximise income from commercial properties such as shops under Council owned blocks of flats, noting that it had been a challenge in the past. Jo Woodward said it was still early in the process. Officers were working to understand the assets, lease arrangements, and who was responsible for managing the properties. She added that Housing Revenue Account properties were part of programme.

Councillor Natalia Perez asked what systems were in place to ensure consistency of service quality during the transformation process. James Newman said each programme had its own governance structure in place, with a board where quality will be monitored.

In reference to the Corporate Property programme, Councillor Helen Rowbottom asked if the programme was plugged into the work on the Industrial Strategy – particularly the need for student housing and lab space. Jo Woodward said it was, noting that there were a range of priorities the Council wanted to meet and the Industrial Strategy was a key priority and the teams worked closely together.

Councillor Helen Rowbottom highlighted the danger of short-sighed decisions to cut costs by reducing service provision – noting Kensington & Chelsea Council had closed Family Hubs and was cutting their Council Tax Support Scheme. Councillor Rowan Ree said Family Hubs were a good example of this as they brought a range of services together under one roof and should be expanded where possible, not closed down. Regarding the Council Tax Support Scheme, he said H&F kept council tax low through prudent financial management. Who paid was as important as how much they paid as it was a regressive tax. The support scheme ensured those who were least able to pay, paid the least. He noted that H&F was one of the few councils in the country that maintained a zero minimum for those least able to pay.

Councillor Jose Afonso thanked officers for the report. Regarding the disposal of corporate assets, he asked for more details around changing the performance indicators in that area. Jo Woodward said they had not got to that level of detail yet. The first stage was to ensure the Council was getting the basics right in terms of leases and arrangements and had clarity over concessions. Then they would look at the financial key performance indicators to ensure commercial efficiency.

Minutes are subject to confirmation at the next meeting as a correct record of the proceedings and any amendments arising will be recorded in the minutes of that subsequent meeting.

Page 7

Councillor Jose Afonso asked how digital accessibility was being looked at and promoted. Mia Peters said they had the Digital Accessibility Group, comprised of disabled and non-disabled residents and officers, which they were looking at expanding. Officers also carried out user research sessions. The Council was currently refreshing its digital strategy and officers were organising in-depth sessions with people to inform them of the changes.

Councillor Jose Afonso noted the goal of merging case management systems and asked how many were currently used across the Council. Jo McCormick said there were eight main case management systems, as well as some other smaller ones. They were targeting the smaller ones first as the larger systems tended to be tailored to services with specific requirements.

The Chair, in reference to an earlier comment about testing and improving web forms, noted she had a 'terrible' experience with another organisation's website recently. Given the range of services offered, she raised concerns about the Council's ability to thoroughly test every online form and service. Mia Peters said there were several mechanisms in place to tackle this issue including Co-production and principles of good design and accessibility. They also had analytics available that could notice patterns if users were dropping off at certain points in their journey. There was a team in place to review and refine forms to ensure usability. The Chair suggested that artificial intelligence could be used to support this process.

Councillor Rowan Ree emphasised how important digital accessibility was as so many services across society had moved online. He said the Council wanted to ensure that as many residents as possible could access services online and the Digital Inclusion Strategy launching in October would support that. He said members were welcome to attend the launch event to learn more.

Councillor Rory Vaughan asked if there was an overarching narrative or theme to the transformation programmes. James Newman said they all involved modernising and future proofing services, with greater corporate oversight, efficiency, and value for money.

Councillor Rory Vaughan asked about the importance of workforce development and retaining staff. Mary Lamont said the Council's workforce was key to all of the programmes. The Council was focused on enhancing skills, and improving retention and recruitment in hard to fill areas. Talent and performance management also cut across all areas.

The Chair asked if there were lessons from other areas that could inform the Adult Social Care transformation programme. Sarah Bright said there were a number of lessons from Children's Services that applied to Adult Social Care too. They had some difficult areas to recruit to. Officers wanted to address the reliance on agency staff and ensure they could attract the right people to fill those roles permanently.

The Chair asked for more information on the proposed recruitment agency. Mary Lamont said the proposed Joint Venture would better support the Council's recruitment needs by reducing the admin burden on managers, the cost to the

Minutes are subject to confirmation at the next meeting as a correct record of the proceedings and any amendments arising will be recorded in the minutes of that subsequent meeting.

Page 8

authority, and improve consistency – and would enable the Council to better prioritise local employment and opportunities for young people. James Newman added that this was a proven approach which other London boroughs had already taken.

Councillor Natalia Perez asked if there were systems in place to allow residents to input into the Adult Social Care transformation programme. Sarah Bright said Co-production was an ongoing process for the department and they had involvement from a range of residents throughout the commissioning and mobilisation process to ensure their feedback led to service improvement.

Councillor Nicole Trehy asked for assurances around whether there was too much of a focus on savings, and the impact on the third sector and vulnerable people. Councillor Rowan Ree said the purpose of the programmes was to improve services not cut services. He said all of the work was co-produced to ensure services worked well for users.

The Chair asked for more information on the Commercial Board mentioned in the report. Jo McCormick said the Commercial Board considered business cases for new ventures, reviewed the work of LBHF companies and joint ventures, and carried out deep-dives of areas where the commercial potential and outcomes were not being met. She noted some recent successes including £1m of additional income from digital advertising, enhancing registrar's service usage, improving property usage, and improving leisure facility bookings. In the future they would be looking at electric vehicle charging and joint CCTV work with other boroughs.

The Chair summarised the discussion and thanked officers for the report and their contributions. She noted that the Board and the Policy and Accountability Committees would monitor the transformation programmes and track their progress, delivery, and outcomes.

RESOLVED

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

5. **DISABILITY CONFIDENT LEADER**

Mary Lamont (Assistant Director, People & Talent) introduced the item that covered Hammersmith & Fulham Council being recognised as a Disability Confident Leader – the highest level of accreditation within the UK Government's Disability Confident scheme. She noted that Hammersmith & Fulham was one of only five boroughs in London to achieve the accreditation.

The Chair asked how the accreditation was measured. Mary Lamont explained that it had been externally assessed through Disability Confident. The Council submitted information and supporting evidence with support from the Disability Equity Network.

Councillor Natalia Perez congratulated the Council for achieving the accreditation. She then asked if there was a system of regular monitoring in place to ensure the

Minutes are subject to confirmation at the next meeting as a correct record of the proceedings and any amendments arising will be recorded in the minutes of that subsequent meeting.

Page 9

standard remained high. Mary Lamont said there would be further assessments. She also recognised there was always more to do in this area. She said the Council had a lot to be proud of, but officers were very keen to work with the Disability Equality Network and residents' groups to keep improving.

Councillor Rory Vaughan commented that it was good to see the Council's strategic commitment in this area being recognised. He highlighted the Disabled People's Commission and the co-production work that stemmed from it which had now been embedded in Council services.

Councillor Nicole Trehy also gave her congratulations to all those involved and welcomed the benefits of this work for all residents.

The Chair also welcomed the report. She said it demonstrated how people can shape how services look and work for residents. And she hoped the Policy and Accountability Committees and the Board could also help shape services through transformation work. She then asked how long the accreditation lasted. Mary Lamont said it was assessed and re-evaluated every three years.

The Chair thanked officers for the report.

RESOLVED

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

6. **POLICY AND ACCOUNTABILITY COMMITTEES' UPDATE REPORT**

The Chair introduced the report which provided an update on the meetings of the Council's six Policy and Accountability Committees (PACs) in June and July 2025 and the draft work programmes for September and November 2025.

The Chair highlighted the Co-production reviews that had been to meetings of Children and Education PAC and Health and Adult Social Care PAC recently. She noted a Council-wide overview of Co-production activity was scheduled for the next meeting.

The Chair noted the Board's suggestion of taking Council strategies to the relevant PACs for consideration. She felt it would be a useful exercise to look at whether the Council was delivering on what had been set out in the strategies. She asked officers to provide a list of strategies and whether they had been to PAC recently.

ACTION: David Abbott

RESOLVED

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

Minutes are subject to confirmation at the next meeting as a correct record of the proceedings and any amendments arising will be recorded in the minutes of that subsequent meeting.

Page 10

7.   WORK PROGRAMME

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

RESOLVED

1. The Board noted the draft work programme.

8.   DATES OF FUTURE MEETINGS

The dates of future meetings were noted:
- 24 November 2025
- 4 February 2026
- 29 April 2026

<div align="right">

Meeting started: 7.00 pm
Meeting ended: 8.23 pm

</div>

Chair   ....

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

Minutes are subject to confirmation at the next meeting as a correct record of the proceedings and any amendments arising will be recorded in the minutes of that subsequent meeting.

Page 11

Policy and Oversight Board Action Sheet 2025/26

<u>**16 July 2025**</u>

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.	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. 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. Additionally, the Council's Climate Change team is also exploring energy efficiency grants from the Carbon Offset Fund, specifically to	Christine Chung	Complete

Last updated: 03/09/2025

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.	The Cost of Living Programme has a number of schemes that provide cash or voucher financial assistance to eligible residents in need. 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. As part of our comprehensive response, we also offer financial payments or vouchers to key	Matthew Sales / Bathsheba Mall	Complete

No.	Item	Item / Action	Response / Update	Officer	Status
			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. 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.		
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	• Members suggested arranging budget training for scrutiny members ahead of the budget meetings. • Members recommended including scrutiny training as part of the Council's member induction programme.	Both recommendations were agreed and officers are in the process of organising dates, which will be sent to members once confirmed.	David Abbott	Complete

17 September 2025

No.	Item	Item / Action	Response / Update	Officer	Status
5.	6. Policy and Accountability Committees' Update Report	The Chair asked officers to provide a list of strategies and whether they had been considered by scrutiny committees recently.	List circulated to members ahead of November meeting.	David Abbott	Complete

Agenda Item 4

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Policy and Oversight Board

Date: 24/11/2025

Subject: Update on AI Governance and Adoption

Report author: Cinar Altun, Strategy Lead – Digital Services

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

---

SUMMARY

This paper provides an update on the London Borough of Hammersmith & Fulham's (H&F) governance and adoption of Artificial Intelligence (AI) solutions. Building on a strong foundation of digital innovation, the Council is in the early stages of exploring how service ambitions might be translated into practical outcomes. Current work continues to focus on experimentation and learning to inform future improvements in efficiency, service delivery and insight.

AI capability is evolving at pace, and H&F is ensuring that its approach to adoption keeps the Council at the forefront of the public sector by driving innovation while maintaining the highest standards of safety, transparency and ethical oversight.

Our strengthened governance framework underpins this progress and ensures that each AI initiative delivers measurable value to residents, communities and our staff.

RECOMMENDATIONS

1. To note the substantial progress made in strengthening AI governance and broadening responsible adoption across council services.

2. To improve feedback on the proposed next steps, with a view to supporting the continued scaling of AI solutions that improve outcomes and operational excellence.

WARDS AFFECTED: None

Our Values	Summary of how this report aligns to our values
Building shared prosperity	Using AI to improve service delivery and reduce administrative burdens can free up staff for valuable resident facing work – thereby driving efficiency while contributing to wider social wellbeing and economic opportunities across the borough
Creating a compassionate council	AI adoption is guided by strong ethical oversight through the Ethics board, ensuring innovation is used responsibly and with compassion, thereby improving residents' lives while protecting trust and fairness.
Doing things with local residents, not to them	Resident-facing digital and information products, including those employing AI, are co-produced with residents via the Digital Accessibility Group (DAG). Additionally, the coproduction of the Digital Inclusion Strategy and the Digital Strategy with residents and our voluntary and community sector ensures that any AI adoption reflects resident needs.
Being ruthlessly financially efficient	AI is embedded within H&F's wider business improvement agenda, driving smarter, leaner operations. Each AI initiative is underpinned by a clear business case and return on investment (ROI) ensuring measurable value with financial principles.
Taking pride in H&F	Advancing our AI capability positions H&F as a confident, modern council, ready to lead through the rapid societal and technological changes shaping the public sector.
Rising to the challenge of the climate and ecological emergency	The report acknowledges the environmental impact of AI

technologies, and we are taking proactive steps to minimise this impact by ensuring that future innovation aligns with H&F's strong climate and sustainability commitments.

_____

Background papers used in the preparation of this report

Link to briefing papers on Generative AI:

POB Paper 29 April 2024 - Generative AI Opportunities, Challenges and Risks
POB Paper 25 November 2024 – Update on AI Adoption and Governance
_____

1. INTRODUCTION

H&F has shifted from isolated AI pilots and initiatives to strategic alignment and a business case driven approach to AI. Since November 2024, the Council has sought to expand its AI use cases. Innovations in technology, not least AI and automation, present an opportunity to deliver efficiencies within high demand service areas and can help the Council remain ruthlessly financially efficient. The Council has also embedded a comprehensive governance framework consisting of AI policies for staff, an enhanced AI Risk Assessment, a Generative AI Working Group and a newly established Ethics Board. Together this framework combines with our existing robust project management processes to ensure effective oversight and due diligence in all AI related procurement, projects and initiatives.

Across UK local government, AI adoption continues to accelerate, though maturity remains uneven. The LGA's June 2025 report notes that more than 70% of councils are now trialling or deploying AI tools, particularly in adult social care and customer services, yet large-scale success is still limited. This report highlights that councils with cross-functional AI working groups and strong leadership engagement are more likely to report successful outcomes. Gartner research supports this, emphasising the importance of bringing staff along on the journey and investing in robust support for AI adoption.

The sector is shifting from experimentation to disciplined, outcome-driven adoption. H&F is already leading in this space, ensuring that AI capability is aligned with business objectives rather than technology-led ambition.

Effective transformation through AI depends on a solid foundation; user-centred service design, high quality and accessible data, scalable use cases, robust business cases, and the right skills and digital infrastructure. Ethical considerations, such as transparency, bias and accountability remain integral to sustainable adoption.

AI and automation are not only operational tools but key enablers of the H&F strategy, supporting the redesign of high-demand services, embedding data-led decision-making, and driving proactive and personalised resident interactions.

The H&F approach embodies best practice, by combining cross-functional leadership, strong staff engagement, and governance that prioritises innovation and seeks new opportunities. The Council's Ethics Board and Generative AI working group ensure alignment with national guidance such as the [UK Government's AI Playbook](#). H&F actively engage with the [Local Digital team](#) at MHCLG , the Government Digital Service (GDS), and participate in initiatives led by the [Incubator for AI](#).

MHCLG also leads the Digital Planning Programme and H&F planning colleagues are engaging and learning from resources such as:

- **[PlanX](#)** – for planning guidance with AI potential
- **[AI Screening Toolkit](#)** – to help validate AI-generated outputs
- **[Digital Planning Register](#)** – a marketplace for AI planning solutions

Meanwhile, GDS and i.AI are developing purpose-built AI tools such as:

- **[Minute.ai](#)** – automates meeting summaries
- **[Extract](#)** – converts legacy planning documents into geospatial data
- **[Consult](#)** – analyses public consultation feedback

H&F continues to engage with national AI developments, exploring the adoption of tools such as Minute.ai and other innovative solutions. The Council ensures that local strategy remains informed by national guidance and emerging best practice, strengthening its capacity to deploy AI responsibly, effectively, and in alignment with broader public sector learning.

Recognising the need for resilience, H&F is reviewing the feasibility of further developing its internal AI capabilities to prepare for potential changes in product roadmaps, functionalities, or pricing structures. The Council will explore in-house AI development where feasible, maintain close oversight of evolving technologies, and implement digital strategies that enhance organisational agility and long-term flexibility.

2. PRODUCTIVITY TOOLS

Microsoft Copilot – Licenced (internally known as Licensed/Full Copilot)

Licensed Microsoft Copilot is a paid-for generative AI assistant embedded within Microsoft 365 applications, such as Word, Excel, Outlook and Teams. It enables users to draft high-quality content, summarise meetings, analyse data, and automate repetitive tasks using natural language prompts.

At H&F, Licensed Copilot is being deployed through a structured pilot of up to 50 licenses across directorates. This initiative aims to enhance productivity, accessibility and innovation in day-to-day operations while exploring how AI can transform business processes at scale.

A robust governance and evaluation framework underpins the pilot, ensuring that investment in targeted, outcomes are measurable, and value is demonstrable.

1. Initial Engagement (Triage of request): Staff begin by consulting with their Digital services Strategic Relationship Manager (SRMs) or the Tech Adoption team. This early engagement ensures requests are well-defined, aligned to service objectives, and assessed against existing technology options to maximise value and avoid duplication.

2. Business Case Submission: A clear business case is required to access a trial licence, outlining the intended use, anticipated benefits (e.g. measurable time savings, enhanced service quality), and a valid cost code. This step ensures resources are focused where AI can deliver meaningful organisational impact.

3. Online Request Form: Approved requests are submitted through a central online form, creating a consistent and auditable process. This enables transparency, data-driven decision making, and insight into emerging use-case trends.

4. Licence Issue and Support: Once approved, licences are provisioned, and users receive targeted training and support to maximise their productivity gains and confidently integrate AI into their workflow. This approach fosters digital confidence and innovation across teams.

5. Ongoing Oversight: Active monitoring ensures each licence delivers tangible results. Licence holders regularly do show and tell presentations to the Generative AI Working Group to evidence the benefits and

opportunities the tool provides. Where outcomes fall short or benefits plateau, licences are reallocated to new, higher-value pilots, ensuring every investment contributes to organisational learning and optimisation.

Digital Services are currently assessing the performance and value realisation of pilot use cases approved to-date (Appendix 1). Early findings indicate that while licensed Copilot offers advanced functionality, many emerging benefits are achievable through Copilot Chat, Microsoft's free version. Staff are therefore being supported to maximise these existing tools before seeking paid licences.

Within the UK local government landscape, the combination of piloting Microsoft licences, the formal AI governance framework and testing of structured AI use cases puts H&F in a good position. According to [LGA and SOCITM data](#) (as of mid-2025), most councils in the UK are still in discovery or experimentation stages, while only a handful of digitally mature boroughs are running structured pilots with governance and evaluation in place.

Microsoft Copilot Chat (internally known as Universal Copilot)

Microsoft Copilot Chat, included within H&F's existing Microsoft 365 suite, provides all staff with secure, AI-powered assistance through the Microsoft Edge browser and M365 Office environment. The tool supports a wide range of day-to-day activities from drafting reports and summarising documents or emails, to analysing data, preparing presentations and generating text from images.

Between April and September 2025, over 1200 staff made regular use of Copilot Chat, completing approximately 150,000 operations. Adoption has been strong and evenly distributed across all three directorates, demonstrating council-wide engagement with generative AI in daily workflows.

While Copilot Chat offers broad functionality, it is designed with robust data safeguards. It does not access internal systems or files unless users explicitly upload content, and all activity remains within the council's secure Microsoft tenancy.

Staff feedback indicates that Copilot Chat is already improving productivity and reducing administrative overhead. The Council is therefore actively promoting Copilot Chat as a safe, accessible and high-impact AI capability available to all staff, thus underpinning digital confidence to support innovation across our services.

Copilot Studio Agents (Agentic AI)

Copilot Agents represent a fast-evolving capability within the Microsoft Copilot suite. These agents can autonomously initiate actions based on defined goals, adapt to changing conditions, and coordinate across multiple systems to complete complex, multi-step tasks. They can also be configured to securely access restricted datasets, offering significant potential to streamline operations and enhance service delivery. This is a capability that we are exploring actively with our strategic partners.

Two use cases are currently being scoped, a Planning Research Agent and Tech-enabled Care Agent for Social Care, alongside a live trial in the Housing Customer Service Centre to test operational value and governance readiness.

Access to Copilot Agents remains controlled while data protection, cost modelling and ethical considerations are assessed. This measured approach ensures that innovation proceeds responsibly, fully aligned with H&F's AI governance framework. The Council's participation at this early stage reflects the commitment to shaping and safely deploying next-generation AI within the public sector.

Generative AI Note Taking Tools

H&F has undertaken structured pilots of AI-powered transcription and note-taking tools to ease administrative burden, enhance meeting quality and free up staff for more value-adding work

A Microsoft Teams Premium pilot with 60 staff from Adult Social Care (ASC) and Children's Services (CHS) concluded in May 2025. The evaluation identified tangible benefits including:

- Time savings of 1–5 hours per week depending on job role and meeting complexity
- Improved meeting quality: Managers reported better chairing and more focused conversations due to reduced distraction from manual notetaking
- Better supervision and 1:1s: Described by some as a "administrative assistant," Teams Premium helped streamline documentation and follow-up
- Cost efficiencies compared with both licenced Copilot and external commercial tools

Some challenges were observed in multi-agency settings where overlapping dialogue affected transcription accuracy, and these are being reviewed as part of the evaluation.

Magic Notes, (Beam), The tool was evaluated but found to be cost-prohibitive versus Microsoft's built-in capabilities.

I.AI Minute Tool (DSIT) Piloted nationally with LOTI councils, will soon share evaluation findings. H&F will assess results for local adoption potential, building on lessons from the Teams Premium trial.

3. LINE OF BUSINESS APPLICATIONS AND DEDICATED AI TOOLS

AI capabilities are now being embedded across H&F through both new supplier partnerships and enhancements to existing line-of-business-systems (LOBs). The council's robust AI Governance Framework and Risk Assessment process underpin every deployment, ensuring innovation is matched with strong ethical, legal and operational assurance.

Collectively, these initiatives demonstrate H&F's strategic and structured approach to AI adoption, embedding technology across services while maintaining strong governance, ethical oversight and measurable outcomes. The Council is actively translating emerging AI capabilities into practical improvements for staff and residents, positioning itself as a learning organisation at the forefront of responsible AI implementation.

- **The Resident Experience and Access Programme (REAP Accelerate)**: Implementation of an AI enhanced contact centre to improve resident service and operational efficiency. The Contract Variation with the current supplier Netcall has been completed and the Council is in the process of implementing the Liberty CX and Liberty Create platforms. These platforms will enable conversational AI Assisted human agents, online AI agents to support self-service, advanced reporting tools and robotic process automation.
- **Fraud, Error and Recovery Data hub (FRED)**: Detects and prevents fraud, automates manual processes and improves data accuracy and service delivery. £1.01m in identified efficiency benefits through automation and fraud prevention in 2024/25.
- **VoiceScape**: Deploys AI-driven analytics tools to assist in managing tenant rent payments and arrears.
- **Housing Complaints AI Automation**: An in-house prototype that categorises and analyses complaints using machine learning, with sentiment analysis and summarisation features.
- **CCTV Network Upgrade**: A £3.2 million investment over three years to upgrade the CCTV network with AI capabilities, including both live and

retrospective facial recognition, object and behavioural analytics capabilities. The upgrade aims to improve the speed, accuracy, and evidence collection of recordings and improve public safety and enforcement.

- **Amazon Web Services (AWS) Translation and EasyRead:** The tool is currently being implemented. This will reduce the time and cost of translating council documents, saving thousands on the costs of creating translations, and creating Easy read documents.
- **SmartBox AI (Freedom of Information and Subject Access Requests):** Scheduled to go live in December 2025, this tool will automate translation and simplify content creation, cutting costs and making council communications more inclusive and accessible.
- **Tussell Procurement Analytics**: Uses AI to analyse publicly available procurement data, enabling the Council to identify easily which suppliers are on which frameworks, track local authority spending patterns and benchmark supplier performance and procurement trends.
- **ANPR vehicle recognition and moving traffic enforcement**: Deploys automated vehicle detection and verification systems to streamline enforcement of parking and traffic management with parking permit validation systems.

Additional areas the Council is exploring:

- **AI for legal Services**: Document creation, review and negotiation. The Council is exploring AI-powered legal solutions designed to help organisations draft, review, and manage legal documents more efficiently. There are potentially benefits for Legal, Planning applications and Section 106 agreements.
- **Road Condition Monitoring**: Specifically for early detection of cracks and defects using laser imaging and computer vision. This could lead to significant cost savings, extended infrastructure lifespan, and reduced emissions. A pilot is being planned.
- **Adult Social Care**: The Council is also exploring the possibility of automating and enhancing the Care Act assessment process using AI.
- **Smart City Monitoring**:

  - **Digital Parking and Enforcement**: The Council has migrated to a digital parking permit system with automated document validation and a new Penalty Charge Notice system is being progressed with AI in scope.

- o **Road user object classification for surveys**: The Council is piloting AI-driven object detection in CCTV for monitoring compliance and supporting surveys in smart city initiatives
- o **Traffic and Footfall Analytics**: There is a proposal being explored for AI-based traffic and footfall analytics to optimise highway usage, lighting conditions and prediction of infrastructure maintenance needs.
- o **Traffic modelling and Fleet Optimisation**: Predictive routing for more efficient transport planning and congestion reduction.
- o **Air quality**: Piloting how to align air quality sensor data and AI models for forecasting air quality impact on vulnerable populations such as children during school runs.

4. GOVERNANCE

Challenges, Risks and Mitigations

AI readiness is a strategic priority for H&F, with activities focused on ensuring technology drives smarter, faster, and more personalised services, while embedding robust oversight. The Council's AI adoption strategy emphasises:

- **Strategic Vision**: Positioning AI as a catalyst for operational efficiency, improved resident outcomes and measurable value across the borough
- **Governance structures**: Safeguarding ethics and accountability while fostering a culture that allows experimentation and scaling of AI responsibly
- **Data Quality**: High quality, accessible, and well-prepared data underpins effective AI deployments
- **Technology Infrastructure**: Investments ensure AI systems are scalable, interoperable, and integrated across platforms
- **Workforce Capability**: A digitally skilled workforce, supported by dedicated technical teams, drives safe and effective AI adoption

To harness AI effectively H&F has identified risks and implemented targeted mitigations.

- **Data readiness**: Most AI deployments depend on clean, tagged and reliable data. Data requirements are incorporated into project planning and business cases, ensuring consistency and quality.

- **Siloed Adoption**: To avoid fragmented deployments, AI adoption is aligned with the AI governance framework and broader digital

transformation programmes, such as REAP Accelerate, which will enable channel shift, service consolidation, and operational efficiencies.

- **Vendor-Driven AI Features:** Commercial off-the-shelf systems can bypass internal oversight. Governance now includes supplier verification, procurement questionnaires, and Contract Assurance Board (CAB) scrutiny, with carbon footprint considerations embedded in product evaluations.

- **Workforce Upskilling**: Training is available to staff on prompt engineering and workshops are being delivered to ensure effective use of Copilot Chat across the Council. A council wide training programme is being planned. Apprenticeships in AI and data literacy are also being planned to ensure that council staff can use manage council data and use AI tools confidently, safely, and in compliance with council safeguards.

- **Return on investment (ROI) and effective cost control**: All AI solutions require strong business cases, clear cost analysis, and benefits realisation monitoring, even for existing suppliers.

- **Reputational Damage**: All AI tools are embedded with human oversight and reviewed by the Ethics board to ensure responsible decision-making.

- **Service Strategy Alignment:** Emerging AI opportunities will be fully supported and aligned to the H&F Digital strategy (recently approved). The Strategy is being co-produced with internal stakeholders, residents, and voluntary sector partners to identify high-value use cases.

AI Governance Framework:

Following POB recommendations (Nov 2024), H&F has embedded AI governance into Digital Services' Project Management Office (PMO) processes, introducing an enhanced AI Risk Assessment, mandatory for all AI functionalities. New and existing AI tools are reviewed under the framework, with the Generative AI working group providing oversight, evaluating business cases, and ensuring risks and mitigations are addressed prior to deployment.

Enhancements to the Generative AI Working Group

Following POB in November 2024, the membership of the Generative AI Working Group was further expanded to ensure all services were represented, including

our Caldicott Guardians. This working group acts as a forum for cross-directorate collaboration and knowledge sharing. Its aim is to explore the Art of the Possible in the context of emerging AI tools and support business cases that demonstrate productivity gains, cost savings, and service improvement. The group:

- Evaluates and provides oversight for AI Productivity tools, including Microsoft Copilot, Teams Premium, Magic Notes and EHCP+
- Provides peer challenge, including monitoring performance against business cases, enabling measurable productivity gains, costs savings, and service improvements
- Explores forward-looking opportunities, including Smart Cities and Agentic AI, ensuring H&F stays at the forefront of responsible AI experimentation and innovation

New Ethics Board

A senior officer-led Ethics Board provides independent oversight for AI adoption, particularly where there is resident impact. Board members have expertise in Law, IT, Information Governance, Public Health, Social Care and HR, ensuring that all large-scale AI deployments are evaluated ethically and risk assessed before implementation.

Conclusion & Next Steps

Hammersmith & Fulham has already entered the next phase of its digital and AI journey with confidence, purpose, and a clear vision for the future. Having established robust governance, ethical assurance, and strong organisational foundations, the Council continues to explore ways to integrate AI, automation, and data across all service areas, laying the groundwork for future opportunities.

The focus is shifting from exploration to transformation, continuing to embed and evolve AI as a core enabler of how the Council operates, makes decisions and serves our residents. This next stage will required targeted investment in the appropriate digital solutions, discovery-led service analysis, and workforce capability to ensure that staff can make full use of the new technologies safely and effectively.

Over the next 3-5 years, our ambition is to deliver a cohesive roadmap that combines quick wins with long-term transformation.   This will unlock opportunities for proactive, data-led services, deeper system integration, and a more agile and empowered workforce. By aligning our AI and technology enablers with our wider digital strategy, H&F will continue to set the standard for

how councils use technology to deliver better outcomes for residents, improve efficiency and remain financially resilient.

While there is much to do, H&F's direction is clear; to become a data-driven, digitally confident organisation that harnesses technology to shape the future of public service delivery, not simply adapt to it.

List of Appendices

None

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Policy and Oversight Board

Date: 24/11/2025

Subject: Update report on embedding the LBHF commitment to co-production with residents

Report author: Tara Flood, Head of Co-production

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

SUMMARY

This report sets out the progress made, to date, on the Council's commitment to co-production with residents, particularly Disabled residents. This report also includes an analysis of the four reports submitted to the Policy and Accountability Committees, the learning so far and how co-production can be further embedded and widened to include more residents.

RECOMMENDATIONS

1. For the Policy and Oversight Board to note and comment on the report.

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	Embedding co-production accountability will strengthen the council's ability to serve the needs of all residents
Creating a compassionate and inclusive council	Embedding a co-production approach which embraces all residents will strengthen the council's ability to act on the needs of all residents, especially those residents furthest away from decision making.

Doing things with local residents, not to them	Embedding co-production accountability will strengthen the council's ability to scrutinise and promote its commitment to this strategic priority.
Being ruthlessly financially efficient	Embedding co-production through such accountability will generate better-informed decision-making, thereby reducing waste and cost.
Taking pride in H&F	H&F prides itself on being the most inclusive, accessible, and equitable borough for all residents; co-production with residents keeps us focused on this aim.
Rising to the challenge of the climate and ecological emergency	Co-production with residents ensures our work brings residents with us and builds on our aim of this being shared endeavour.

Background Papers Used in Preparing This Report
None

DETAILED ANALYSIS

1. H&F Council's commitment to working in co-production with residents is driven by the aspiration to create a more inclusive, accessible, and equitable borough for all residents – a beacon for other local authorities to make co-production 'business as usual' by seeking to work in new ways with residents to transform local decision making by co-producing policies and services with the community.

2. The council's committed to co-production with residents came from the Disabled People's Commission (DPC) "Nothing about Disabled people Without Disabled people" report published in June 20218. The DPC's working definition of co-production was defined as *'Local Disabled residents are working together with decision makers to actively identify, design, and evaluate policy decisions and service delivery that affect our lives and remove the barriers we face'*.

3. The DPC definition has since been updated to reflect the council's commitment to rolling out co-production with a wider range of residents in line with the council's strategic priority of 'doing things with residents not to them'. The updated definition of co-production is '*Co-production means people and decision-makers working together to plan, design and review policies and services that affect our residents' lives'*.

4. The council commitment to working in partnership with residents sits alongside other groundbreaking commitments including not charging for community care and support, a commitment to the Social Model of Disability that sees Disabled people as valued citizens and to work alongside Disabled people to remove social, physical and attitudinal barriers. Also, the work the council has done in co-production with Disabled residents to develop a Vision for Independent Living as a pioneering approach to service transformation.

5. The council started to embed its commitment to working in co-production by focusing first on Disabled residents, as the Disabled People's Commission (DPC) found that Disabled people, when considering multiple intersectional barriers, were the furthest away from decision-making. However, the DPC were very clear in their report that whilst the work on co-production should start with Disabled residents, the commitment to 'doing things with residents not to them' through co-production should be about all H&F residents.

6. The co-production journey in Hammersmith & Fulham is ongoing, but by committing to this approach, the council is keen to broaden out its partnership working with a wider group of residents to co-produce a more inclusive, accessible, and equitable borough for all residents.

Current delivery structure

7. The council's commitment to work in co-production with residents is led by a small team which is headed up by the Head of Co-production (p/t) and is supported by the Co-production officer (p/t). The team also has a matrix working relationship with the co-production co-ordinator linked to the Resident Experience & Access programme (REAP). The Co-production team is based in Corporate & Finance to reflect that its work is cross council.

8. Cllr Alex Sanderson is the Cabinet lead for co-production, adding to her existing role as Deputy Leader (with responsibility for Children and Education) and Lead Member for Inclusive Community Engagement.

9. The Hammersmith & Fulham Co-production Implementation Group (HFCIG) set up in 2019 has recently been refreshed and renamed "Co-production Matters H&F". Its membership now includes – representatives from each of the seven issue focused co-production groups (as listed in Appendix 1), Councillors, Council officers, representatives from Disabled people's and other community organisations including Action on Disability, Safety Net People First and SOBUS. Co-production Matters H&F plays a crucial role in overseeing and guiding the implementation of co-production principles across the borough.

10. Co-production Matters H&F is co-chaired by Cllr Sanderson and Donna Fenner, a Disabled resident.

11. All co-production groups have a Terms of Reference that sets out the aims of the group, their ways of working and membership. Each group is co-chaired by a H&F resident and either a senior council officer or councillor.

12. The council's website has a series of pages dedicated to <u>co-production</u> that share the journey so far, what co-production means locally and crucially how residents can get involved.

Embedding Co-production

13. To reflect the need for a shift in culture and practise a corporate disability equity and co-production training programme for council officers has been developed together with the Head of Co-production and People & Talent and is being delivered by Inclusion London. Initial rollout focused on senior managers (more than 250 officers have completed the training) but is now being adapted and will be rolled out as mandatory for all council officers.

14. The co-production team has also been working with People & Talent on a Resident Co-production Re-imbursement (expenses) policy that sets out a process, that is HMRC compliant, to pay residents involved in co-production activities in recognition of their time and expertise. Alongside this a Resident Guide to the policy has been developed and in Easy Read to ensure it is accessible to all residents.

15. The council Intranet page on co-production has a number of practical resources for officers to use when undertaking co-production activities with residents and community organisations. Resources include a Checklist for officers to use when embarking on co-production activities, advice for making meetings/events accessible and a Barriers map template to assist officers when working with residents to identify the barriers they experience. The page also has several videos that explain what co-production is, why it is important and how officers can get involved.

16. The council's commitment to co-production can also be demonstrated in the work that it has done in terms of listening to its workforce. Everyone has a responsibility for co-producing best practice ways of working and there are support initiatives available for staff to help with this. In 2024 the council launched a Disabled staff led Disability Equity Network which is now modelling co-production within the council with Disabled staff. The Network has led learning events for council officers including a celebration event in recognition of UK Disability History Month (mid-November – mid-December) and Disability Pride in July each year.

17. Running alongside the corporate training programme there has been five rounds of community led training for Disabled residents delivered by Action on Disability. The milestone of 100 Disabled residents trained as co-producers was reached in early 2025. That number includes a group of young Disabled residents. Currently more than 70% of trainees are now actively participating in council and community led co-production activities.

18. The council co-production team support the community led training by delivering sessions and representatives from some of the existing service focused co-production groups attend the training to share their experience and encourage those being trained to get involved once the training is completed.

19. Action on Disability have now set up a co-production peer support group as a way for Disabled residents who have been trained to come together, to find out what opportunities there are to get involved in co-production and to top up their confidence and learning.

Key Successes to date

20. There is a growing number of good practice examples of co-production with residents including the Civic Campus development which has won two awards for inclusive design and resident engagement; the design and delivery of four Family Hubs co-produced with families and young people; a Youth Voice strategy, a Dementia Strategy, a Disabled People's Housing strategy, a Digital Inclusion strategy and a pioneering Vision for Independent Living based on Article 19 of the UN Convention on the Rights of Disabled People.

21. The recent CQC report highlighted the good work the council has done in co-production to create these and other related strategies with local residents including the Health and Wellbeing strategy 2024-29, the collaboration with a local Disabled people's organisation and a local college to deliver a Supported Internship programme for young adults with learning difficulties , a Direct Payments Steering group co-chaired with a Disabled resident and the co-design and funding of a Centre for Independent Living in the borough.

22. Set out below are five short case study summaries that give more detail in terms of what has been achieved in several service areas. Two of the case studies are focused specifically on Disabled residents and the remaining three are inclusive of a wider group of residents.

23. The Disabled People's Housing Strategy is a first for a London local authority and is something that Housing is proud to be working with Disabled residents to deliver on. The Disabled People's Housing Strategy Implementation Group (DPHSIG) is working in co-production with officers to deliver the thirty-one actions across four strategic themes. 70% of the actions have been delivered to date and the group has a plan in place to deliver on the remaining actions.

24. Co-production in Housing means that residents and officers learn together as equals around the table. The group works in partnership with the Director of Housing and Cabinet Member for Housing & Homelessness, who also co-chairs the group, to review service areas and make recommendations. Richard Shwe, Director of Housing, has stated: "*Working with residents is at the centre of what we are doing in*

Housing as part of our journey of continuous improvement by listening to feedback and acting on this to deliver better services. The Disabled People's Housing Strategy Implementation Group is unique in its aims of ensuring Disabled residents' voices are heard and their input can be demonstrated in our policies and processes and at the very heart of our culture in Housing. We are working to ensure that Disabled residents have the properties and services they deserve and that they are proud of."

25. This year, the group has been focussing on two very important draft policies on Supporting Our Residents and Aids and Adaptations. This work is seeking to deliver on the DPHS objective of creating a culture of co-production with Disabled residents and working to increase their influence in shaping housing services. As part of the co-production activities the group has focussed on making sure policies are addressed in the right areas.

26. The group has also been keen to be involved in the detail of how officers will deliver on the policies, that accessible communication around the policies and signposting to the relevant teams will be in place. Heads of Service from the Repairs Customer Service Centre and Housing Management worked closely with group members during meetings.   Claudia Domingues, Disabled resident and Co-Chair for the Group has stated: "*Our group is really important because it's about Disabled residents working together with decision makers; to actively identify, design, and evaluate policy decisions and service delivery that affect our lives and to seek to remove the barriers we face. Residents and officers on the group are starting to feel like a team working towards the same goals, and everyone regularly acknowledges how rewarding this is. In addition to this, Disabled resident group members have also become members of other Housing engagement groups as a result of their membership of the DPHSIG*".

27. The second case study focused on the council's wish to be ruthlessly inclusive in terms of the built environment. The Inclusive Design Review Panel (IDRP) was set up to help the council achieve its ambition to be the most accessible borough in England, using inclusive design principles.

28. The IDRP has raised awareness among developers and their design teams of the council's ambition to create accessible and inclusive developments that meet the needs of a wide range of Disabled people. It has encouraged them to embrace a wider and deeper understanding of accessibility and inclusion than basic compliance with Building Regulations and Equality Act 2010. The IDRP has encouraged developers and their design teams to use an inclusive access consultant to provide accessible and inclusive development and promoted PAS 6463:2022 Design for the Mind: Neurodiversity and the built environment.

29. The IDRP encourages developers and their design teams to be ruthlessly inclusive when they consider the practical requirements of future residents, occupants and visitors of all ages and abilities, to allow them to fully enjoy new development in Hammersmith & Fulham. IDRP member and Disabled resident Sue Iwai highlights that "*We have gained traction with developers, and the council led social housing*

builds in recommending using Design for the MindPAS 6463 as an essential reference guide when shaping their pre planning proposals. This was reflected in a recent presentation of 4 small council infill projects. It is particularly satisfying for me to witness as a neurodivergent person who helped review the MindPAS. Both Proudlock Associates and Andrew Lord Access consultants now use it as part of their inclusive design tool kit. This type of influence shows just how far reaching the work of our panel is. We are being quite daring in our approach to asking developers to consider taking that extra step towards 'being ruthlessly inclusive 'rather than base line inclusive. The respect and acknowledgment of our collective skill set we are gaining from every panel meeting is very rewarding. It is a refreshing way for everyone to listen and learn from each other about what makes a design truly inclusive and an end user friendly space."

30. Natasha Trotman, Disabled resident and co-chair of the IDRP states *"Being an active Inclusive Design Review Panel member has shown me that the key ingredient for making a valuable contribution is the willingness to share and learn. The only qualification you need is you! The Inclusive Design Review panel proves we can be the change by using our lived experience to make a fairer, inclusive and more accessible borough (and beyond) for all. The friendships and rich exchanges are a bonus!   The Inclusive Design Review Panel's (IDRP) input on the recent housing development in Hammersmith and Fulham also positively impacts residents beyond the borough and has been featured as having best practice in the Chartered Institution of Highways and Transportation (CIHT) report: 'Creating a Public Realm for All' which led to a deepening of the IDRP's influence and making a strong case for access and inclusion in these areas; resulting in a solid contribution to shifting culture and fostering positive outcomes for residents of H&F and beyond (concerning areas such as step-free access, adaptable living spaces and ensuring that dynamic and changing needs of residents with mobility challenges inform methods, approaches and outputs). I'm sure other members also have examples - there are many. Our recommendations for better practice, in particular training for officers, have resulted in a robust and improved suite of training/s, namely by Proudlock Associates, ensuring that Continuing Professional Development (CPD) is placed at the heart of an Inclusive, accessible culture and community is fostered among the officers and through the fabric of H&F, in place of inclusive and accessible 'moments' in all methods and approaches."*

31. In terms of the council working in co-production with children, young people and families, the co-production done with a wide range of families and young people to co-produce the new Family Hubs across the borough is worthy is a good practice model and is therefore included in this report as the third case study. The Family Hubs programme had a dedicated co-production resource. Funding was provided to community organisations to work across the programme with identified members of the community to fully incorporate co-production into the design and delivery of Family Hubs.

32. Alongside our co-production partners, Young Hammersmith & Fulham Foundation, Action on Disability, ParentsActive, and Mencap we hosted sessions with families, parents, and young people to understand what Family Hubs meant to them and what they thought Family Hubs should look like.

33. In March 2024, we carried out sessions with young people to coproduce the design of a mural at Tudor Rose Family Hub and Old Oak Family Hub. For Tudor Rose, Mia Harris, a local artist, combined designs from H&F Youth Council. Mia did the same at Old Oak from young people who were part of Harrow Youth Club, reflecting the Old Oak tree and how they felt about their local community.

34. In February 2024, we held a user research workshop with children with SEND and young people to help design the website. During the workshop, there were specific focus groups and one-on-one usability testing. This included the participants to draw and note down what is important to them when it comes to the Family Hub site. The day was a great success, providing valuable insights to what children with SEND and young people need from the Family Hub site. The success of this work has recently resulted in H&F winning the Best Local Offer Award from the National Association of Family Information Services in November 2024.

35. Alongside our co-production partners, we have hosted numerous sessions with families, parents, and young people to understand what Family Hubs mean to them, what support they would most benefit from, how they would best engage with the offer available, and how the Family Hubs should look and feel as a safe community space. Additionally, we hosted two welcome events at the north and south localities where we invited residents to the buildings for food and drinks and provided an open space for them to discuss what a Family Hub is and their ideas of what it could look like in each location.

36. Once the Family Hubs were implemented, our partners compiled a co-production evaluation report, outlining the process, what went well, and the challenges they believed there to be throughout the process. The co-production work continues through Family Voices, a co-production group set up to constantly review the practice, offer and success of the hubs.

37. The council's very active Youth Council is the fourth case study and is the hub of our co-production activity as the focus of our Youth Voice Strategy H&F Youth Voice | London Borough of Hammersmith & Fulham. The council also have an inclusive youth voice network of key partners including schools, youth projects and providers and specialist and targeted services, through which we capture the wider voices of our young people. Identified priority areas for the young people are:
   - Mental Health & Emotional Well-Being
   - Staying Safe
   - Life skills and
   - Work Experience and Readiness

38. Youth Council members have focused on empowerment of young people through training, to facilitate an inclusive, multi-method, evidenced based research project, engaging over 3000 young people, enabling them to identify young people's priorities in relation to the above areas. They subsequently worked with identified strategic leads from across Council departments including Children's Services, the Economy, People in Talent and Community Safety and key partners, over a series of focus groups.

39. Throughout the course of the 4 sessions, the young people presented their priorities, heard about current and proposed work on these areas and option appraised key actions to work on together in co-production, leading to clear and tangible outcomes for young people. We agreed SMART actions with Key Performance Indicators (*owned by the named strategic leads- with reporting and governance arrangements*) in relation to the young peoples identified priorities.

40. Key actions the council is currently working on in co-production include:
    - Co-producing a virtual Youth Hub of core information for young people on their priority areas   - easily accessible in one place.
    - Producing and sharing a series of podcasts on healthy relationships and sexual health- with key messages for young people
    - Coproducing a youth focused section of live employment opportunities and support in relation to accessing opportunities and skills development on the H&F Works Website
    - Increasing work experience opportunities and 'taster' days at the council for young people to gain an insight into all we do.

41. The fifth case study focuses on digital inclusion. The Digital Accessibility group (DAG) was set up in late 2023 and is the first of the council's co-production groups to include Disabled and nondisabled residents. This is because there are many barriers to digital inclusion not just those experienced by Disabled people.

42. Last year the DAG were approached by the "Cost of Living" team to work in co-production, to procure design and implement a signposting tool for the West London Alliance (3rd sector charity organisations and the council).

43. Firstly, the procuring company's systems were evaluated and tested for accessibility and ease of use. "Pros and Cons" of each system were listed, and recommendations were made. Once the Alliance and DAG members had decided on a system the work began on the look and feel of the signposting system. *"It's been great this last year or so in having a voice and being part of shaping how my local council communicates with its residents. I know my small input will be part of something bigger in improving H&F now and in the future".* Jonathan H, (H&F resident & DAG member)

44. *"It has been a very rewarding experience to be involved with the aims are important, the process has been professionally administrated and moderated. It is especially enlightening to hear and learn from the opinions and ideas of other residents, and to participate in sharing these with the Signposting forum".* Mark B, (H&F resident & DAG member)

45. In December 2023 a Youth Inclusion Charter was launched and signed by political leadership, the youth mayor and senior council officers. The Youth Inclusion Charter was co-produced with a group of young Disabled people who attend the youth service at Action on Disability, and it sets out the ways that young Disabled people want to be included in decision making about their lives. More recently the AOD

Youth Board have made a short film setting out their priorities for the future which includes being part of co-production activities and support for Independent Living.

46. Following the development of a co-produced vision for Independent Living, Adult Social Care has enhanced the existing role of Director for Adult Social Services (DASS) to incorporate Independent Living. The Independent Living Delivery Group (ILDG) has been set up to work alongside ASC officers to develop an Independent Living strategy with the aim of turning the council's vision for Independent Living into reality. This is exciting and challenging work, but the outcome has the potential to transform how the council supports local residents to have choice and control over the care and support they receive.

47. Working in partnership with community organisations, Co-production Matters H&F have hosted annual in-person public events in celebration of National Co-production Week with close to 100 residents attending each event. These events are an opportunity for the council to share evidence of the work it is doing alongside residents to realise its strategic priority of 'doing things with residents not to them'.

48. As part of its commitment to co-production with Disabled residents the council also continues to support an annual community led event in celebration of International Day of Disabled People. Alongside these opportunities the council's co-production team continue to attend several public events including the annual CommUNITY Day and other events across the borough.

Impact on LBHF culture and practice

49. The modelling co-production good practice is leading to a shift in the way the council does things (as evidenced above).

50. The development of co-production resources has increased officer awareness of this new way of working with residents and is encouraging officers to get involved in co-production.

51. Increased recruitment to resident led co-production groups has led to an expansion of co-production across departments.

52. The community led co-production capacity building / training has resulted in more residents getting involved in co-production opportunities.

53. The council's work on co-production has also had an impact at a European level. In April 2024 H&F council were identified as best practice model on co-production and Independent Living in the European Network on Independent Living proposal for a Framework of Excellence in Social Services in Europe (April 2024)

54. Nationally the council position on not charging for homecare was highlighted as a best practice model in the Disability Law Service research report on the impact of charging on Disabled people (June 2024).

55. There has also been a financial impact in terms of the council's commitment to co-production. In the last couple of years, the council has successfully secured almost £2m of external funding for initiatives where co-production is part of the delivery approach.

56. Lastly in May 2024 the 10 members of the Disabled People's Commission were awarded Freedom of the Borough of Hammersmith & Fulham for the pioneering work they have done to set in motion a new way of working with residents and the wider community.

Analysis of department reports to Policy and Accountability committees

57. Four department reports have been submitted to their relevant Policy and Accountability Committee (PAC) covering Finance & Corporate Services, Children's Services, Adult Social Care, and the Inclusive Environment Disabled Residents Team (Place directorate).
   - Finance and Corporate
   - Adult Social Care
   - Children
   - IEDRT

58. Measurable Outcomes identified in the reports include:

Category	Outcomes
National Recognition	H&F Local Offer voted country's best local offer in 2024 NAFIS award (attributed to Family Voices co-production)
Quality Assurance	Young Inspectors programme producing reports and recommendations to providers Total Respect training programme led by care-experienced young people
Service Design & Delivery	Multiple Family Hubs opened across borough Care Leavers Hub opened October 2023 (with music room, study spaces, life skills areas) New Transitions Team established and fully recruited (2023) Dedicated Care Leavers Housing Officer created 4 new Disabled Shopper Bays implemented
Budget & Financial Impact	Setting Up Home Allowance increased to £3,000 2,790 residents used Warm Welcome sessions 1,854 residents installed energy-saving measures through Winter Ready Homes Youth Voice priorities included in third sector investment grant criteria £2.5m allocated to WKGG estate improvements co-designed with residents

Infrastructure & Design	King Street access audit completed, trial step and railings at Wood Lane crossing StreetSmart highways guidance in development with accessibility embedded Cycle bays at Stamford Brook Station to clear pavement obstacles Civic Campus described as "pioneering" co-production approach by architects
Policy & System Change	Joint Housing Protocol for care leavers developed Flooring and white goods now provided for young people in council tenancies Care experience flag on housing system SEND Outcomes Framework with scorecard measuring key metrics Digital Inclusion Strategy developed Multiple critical web pages improved (Council Tax, Permits, Waste, Accessible Transport) Direct Payments usage successfully increased

Good Co-Production Indicators

59. The following indicators, highlighted in the reports separate genuine co-production from tokenistic consultation:

- **Resident Co-chairs** - Equal power sharing in Digital Accessibility Group, Direct Payments Steering Group, Inclusive Environment DRT
- **Real Decision-Making Power** - Young people on interview panels, tender evaluations; parents and Disabled adults on recruitment panels
- **Multi-Year partnership** - Family Hubs (3 years), White City (4 years), WKGG (5 years) from inception Civic Campus (6 ½ years)
- **Budget Influence** - Youth priorities in grant criteria, dedicated co-production funding
- **Partner Evaluation Reports -** Community organisation partners compile evaluation reports; council may disagree but can lead to honest discussion
- **Mutual Training** - Transport for All training officers AND residents together; "everyone on the same page"

60. The department co-production reports submitted have been thoughtful in terms of identifying learning from the co-production work undertaken in the last couple of years. Some of that learning includes:

What helps:

- Strategic positioning of co-production in Corporate Services enables cross-council reach
- Co-chairs from resident community increase legitimacy
- Clear Terms of Reference and governance structures help

Barriers:

- Pace of the work can sometimes work against co-production

- Ensuring information and meeting formats are accessible remains a challenge
- Statutory duties and resource constraints can sometimes limit scope

61. There was some consensus across the reports about insights officers have identified when seeking to work in co-production with residents and community organisations. These include:
    - Co-production is about reciprocity - all parties must benefit and be clear about the work and outcomes
    - Need clear expectations about decision-making limits from the start
    - Listening without action damages trust
    - Diversity of representation requires active recruitment

62. The reports submitted to PACs so far are a clear indicator that the council is developing some good co-production infrastructure and genuine commitment, although there are some differences in implementation quality across directorates. The self-assessment in reporting is candid in terms of what is working well, and the challenges to embedding co-production suggest genuine commitment to improvement rather than settling for co-production as a tick box activity.

63. We know from the last 6 years that implementing co-production can be challenging and complex, but the reports submitted to the PACs show progress and commitment. They mark the beginnings of a shift in culture and practice that cannot be achieved overnight or without a shared vision for what success looks like. The DPC report recommendations set out a framework for change which continues to be the driver for realising this pioneering cross-council commitment to co-production.

64. This report takes the opportunity, based on an analysis of the four reports submitted to date; to encourage departments and officers to consider what improvements we can make as a council to further embed and consider broadening our commitment to 'doing things with residents not to them'.

65. Firstly, we need to be clearer about what we mean when we talk about co-production and that it is different from but can be complimentary to our statutory duties to consult. Training and practical resources are key to that clarity of understanding both for officers and for residents so there is a clear and shared understanding of co-production. Officers have access to a suite of resources to help with this and the rollout of the corporate disability equity and co-production training for all council staff will ensure there is a more consistent approach in terms of the work. In addition, council officers will be able to access additional training to support them practically to deliver co-production. It is hoped this will come online in the spring of 2026.

66. Secondly, we know that local voluntary and community sector organisations are keen to get involved in co-production as can be evidenced in the case studies above. Much of the council's work on providing 'cost of Living' support has been co-

produced with local VSC organisations. This interest reflects the widespread acknowledgement that citizens have a vital role in achieving positive outcomes from public services and that more can be achieved when working together. This interest offers an opportunity to work more closely with community organisations to encourage their support for co-production and to work together to broaden our co-production opportunities and involved a wider group of residents.

67. Thirdly we need to find to strengthen the council's approach to engaging with the community – everything from sharing regular service and policy updates with residents to longer term co-production focused work. Not every resident has the time or capacity to get involved in co-production with the council, but our ambition should be that those that do, need to be offered ways for this to happen. The challenge for the council is how to realise that ambition at a time of significant budget constraints.

68. A broadening out of co-production opportunities will require additional officer capacity and financial resources. Building this into a corporate project management process will help because co-production then becomes a 'business as usual' requirement, and so additional resources will need to be identified if our commitment to 'doing things with residents not to them' in an inclusive and accessible offer for all residents. Embedding co-production into the council's project management process will also encourage officers to better evaluate impact of co-production with residents both in terms of resident satisfaction and service improvement.

69. Without these changes, the council risks undermining resident trust through tokenistic engagement that promises power-sharing but delivers traditional consultation.

Appendices

Appendix 1 - List of Co-production Groups

1. **Civic Campus Disabled Residents Team**

2. **Co-production Matters H&F**

3. **Digital Accessibility Group**

4. **Direct Payments Steering Group**

5. **Disabled People's Housing Strategy Implementation Group**

6. **Inclusive Design Review Panel**

7. **Inclusive Environment Disabled Residents Team**

8. **Independent Living Delivery Group**

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Policy and Oversight Board

Date: 24/11/2025

Subject: Policy and Accountability Committees' Work Programmes

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 work programmes of the Council's six Policy and Accountability Committees.

RECOMMENDATIONS

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

Wards Affected: All

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

Background Papers Used in Preparing This Report
None.

POLICY AND ACCOUNTABILITY COMMITTEE WORK PROGRAMMES

Children and Education Policy and Accountability Committee

3 November 2025:
- H&F Local Safeguarding Children Partnership Annual Report 2024-25
- Update on the National Children's Social Care Reforms and Transformation Agenda
- Local Offer Annual Report 2024-25
- Summer in the city 2025

27 January 2026 (Draft):
- MTFS / Budget Report

Climate Change and Ecology Policy and Accountability Committee

24 September 2025:
- Public Realm Works Procurement
- H&F Clean Energy Transition

2 February 2026 (Draft):
- MTFS / Budget Report
- TBC

Health and Adult Social Care Policy and Accountability Committee

17 November 2025:
- Hammersmith and Fulham Health and Care Partnership Update
- H&F Safeguarding Adults Board Report 2024/25
- Charing Cross Hospital Co-Production
- Drug Strategy

27 January 2026 (Draft):
- MTFS / Budget Report

Housing and Homelessness Policy and Accountability Committee

5 November 2025:
- Tenant Satisfaction Measures
- Family Housing Strategy

3 February 2026 (Draft):
- MTFS / Budget Report
- Housing Revenue Account Budget 2026/27
- Anti-Social Behaviour in Neighbourhoods

Social Inclusion and Community Safety Policy and Accountability Committee

18 November 2025:
- Update report on Policing in Hammersmith and Fulham
- Briefing note on co-production in VAWG commissioning and designing of projects

2 February 2026 (Draft):
- MTFS / Budget Report
- TBC

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

19 November 2025:
- Active Wellbeing Strategy
- Play Transformation Programme 2025-28

3 February 2026 (Draft):
- MTFS / Budget Report
- Culture Update (TBC)
- Local Plan Review Update (TBC)

Agenda Item 7

Policy and Oversight Board – Work Programme 2025/26

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

16 July 2025
- Cost of Living Progress Report
- Finance Peer Challenge Findings

17 Sept 2025
- Transformation Programme Overview
- Disability Confident Leader report
- PAC updates and work programmes

24 Nov 2025
- Update on AI Governance and Adoption
- Embedding the LBHF commitment to co-production with residents
- PAC 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
- Strategy monitoring
- Transformation programme deep dives
- Corporate Performance