

Health and Adult Social Care Policy and Accountability Committee Minutes

Tuesday 8 July 2025

PRESENT

Committee members: Councillors Natalia Perez (Chair), Genevieve Nwaogbe and Jose Afonso

Co-opted members: Lucia Boddington

Other Councillors: Councillors Alex Sanderson (Deputy Leader, acting Cabinet Member for Adult Social Care and Health, and Rowan Ree (Cabinet Member for Finance and Reform)

Officers:

Jacqui McShannon (Executive Director – People)

Joe Gunning (Head of Programmes – Commissioning)

Katie Estdale (Strategic Head Performance and Quality – Adult Social Care)

Helen Byrne (Head of Public Health Commissioning)

Sarah Bright (Director, Commissioning Transformation and Health Partnerships)

Liam Oliff (Committee Coordinator)

1. APPOINTMENT OF CO-OPTED MEMBERS

APPROVED

That Victoria Brignell, Lucia Boddington and Jim Grealley be appointed as non-voting co-opted members for the 2025/26 Municipal Year.

2. APOLOGIES FOR ABSENCE

Apologies were submitted by Councillor Lydia Paynter, Councillor Ann Rosenberg, Victoria Brignell and Jim Grealley.

3. DECLARATIONS OF INTEREST

The were no declarations of interest.

4. MINUTES OF THE PREVIOUS MEETING

RESOLVED

That the minutes of the meeting held on 28 April 2025 were agreed as an accurate record.

5. ADULT SOCIAL CARE UPDATE

Jacqui McShannon (Executive Director – People) introduced the item which highlighted that in May 2024, Children’s Services, Adult Social Care and Public Health were brought together through the creation of the People’s Directorate. During this time, a professional assessment of the service was undertaken, alongside a CQC Assessment and extensive engagement and listening to key partners and stakeholders across health, the voluntary and community sector, providers and residents. The assessments and engagement recognised Adult Social Care required improvement. A summary of the priorities from the engagement and assessments and the transformation roadmap was provided.

Councillor Jose Afonso asked what key performance indicators (KPIs) would be used to measure efficiency gains, and what the expected timeframe would be to measure these gains. Jacqui McShannon responded that this would vary across different workstreams. She noted the importance of retaining agency workers where appropriate and ensuring the right governance structures were in place. Work was ongoing to engage with partners and establish a partnership board to oversee the strategy. In five years’ time, the aim was to have the appropriate local provision in place.

The Chair raised the importance of performance and asked what constituted a good quality service in terms of expectations. Jacqui McShannon explained that there needed to be clarity around the service offer, which should maximise opportunities within the community and be delivered in partnership. Councillor Alex Sanderson (Deputy Leader) highlighted the significant demographic growth in the population with care needs, she added that the newest generation of older people had different needs. Jacqui McShannon added that there was a need to link with research to explore how new technologies could be utilised.

Lucia Boddington (Co-Opted Member) noted that there were a large number of agency workers being used and asked whether this would continue to be the model. Jacqui McShannon clarified that this would not continue to be the case. While some agency workers were highly valued and the intention was to retain them permanently, the overarching goal was to build a stable, permanent workforce that was well-trained and well-supported. Sarah Bright (Director, Commissioning Transformation and Health Partnerships) emphasised the importance of having the right people in the right roles.

RESOLVED

That the Health and Adult Social Care Policy and Accountability Committee noted the report.

6. ADULT SOCIAL CARE CO-PRODUCTION

Sarah Bright introduced the report which set out an overview of co-production work in Adult Social Care and set out the new approach, which aimed to build on previous engagement activity whilst bringing together a wider forum of stakeholders to ensure sufficient scope of influence in line with delivering the transformation agenda at the scale and pace required. Feedback from coproduction groups, internal stakeholders, the recent CQC assessment and a professional assessment of ASC services had informed the new direction. Previous examples of co-production in the directorate included the dementia strategy which was co-produced with the transitions team and the new direct payments system with the disability team.

Councillor Jose Afonso enquired about the types of tests that would demonstrate whether co-production was functioning effectively, rather than being a consultative layer. Sarah Bright responded that it was essential to ensure that local needs were being met. Councillor Alex Sanderson shared an example concerning young people, where they were being allocated housing, but with the available budget being used for flooring and white goods. A co-produced solution was subsequently developed, which increased the funding, secured sponsorship for white goods, and introduced a requirement for flooring to meet a defined standard. This solution had emerged directly through engagement with young people.

Lucia Boddington asked for further examples of co-production, particularly involving parents and carers. Sarah Bright explained that the transformation programme would involve co-production across all areas of Adult Social Care.

Lucia Boddington queried the membership of the partnership board and emphasised the importance of including carers and parents of children with special needs. Sarah Bright stated that the intention was to include public representation on the partnership board. Jacqui McShannon acknowledged that it would not be possible to include everyone on the board but assured that there would be opportunities for wider input. She confirmed that co-production would be embedded within work programmes. Joe Gunning (Head of Programmes – Commissioning) clarified that the working groups would be the primary forums for substantive work, while the partnership board would provide strategic oversight.

The Chair asked whether individuals would be invited to participate in the working groups. Jacqui McShannon responded that the structure had not yet been determined. Joe Gunning added that once the strategy had been finalised, the necessary working groups would be established accordingly.

RESOLVED

That the Health and Adult Social Care Policy and Accountability Committee noted the report.

7. HAMMERSMITH AND FULHAM FOOD PLAN

Helen Byrne (Head of Public Health Commissioning) introduced the report which set out the LBHF 5-year Food Plan, building on the H&F Food Matters: Action Plan 2019- 2024. The collaborative approach addressed immediate food needs while aiming to reduce long-term causes of food insecurity, created a sustainable local food culture and lessened reliance on crisis support. The plan was co-produced with residents who were experiencing food poverty. In 2023, funding was secured for a partnership coordinator to work on the plan. In March 2025, H&F received a leadership and most improved Council Award at the Good Food Local report launch at London City Hall.

Councillor Jose Afonso inquired about the projected or net cost of the plan. Helen Byrne responded that this information could be provided following the meeting. She noted that many of the initiatives were aspirational in nature, and that the Food for All partnership would seek external funding to support those initiatives.

Councillor Afonso requested information on metrics to measure success of the plan. Helen Byrne explained that food banks ideally should not need to exist. Within Hammersmith & Fulham, the aim was to maintain low levels of childhood obesity, ensure food security for families, and support infant feeding. She also highlighted the promotion of Rose Vouchers. She added that social isolation was a concern, and that outcomes would be assessed in terms of reducing isolation and preventable illnesses.

Jacqui McShannon noted that the Greater London Authority (GLA) assessed the performance of the plan, and that the borough was ranked among the top six in London.

The Chair asked about the methods and partners involved in community engagement. Helen Byrne stated that the coordinator role funded by the GLA had been performing effectively. Mapping of community connections had already been undertaken.

Lucia Boddington mentioned that there had been healthy fresh food packages at food banks, which had been successful but ultimately unsustainable due to cost. She queried what healthy options were currently available at food banks.

Helen Byrne confirmed that food banks were not providing fresh options, but were providing other healthy options, but that Rose Vouchers were being used to enable access to fresh fruit and vegetables.

Lucia Boddington asked whether fresh food was being provided in schools and whether it was prepared on-site or bought in. Joe Gunning responded

that it was a mixed approach and that standards for school meals were set by central government.

Lucia Boddington raised the issue of communal spaces and the availability of allotments, she asked where the allotments were in the Borough. Helen Byrne stated that the main allotment site was located at Wormwood Scrubs and that there were plans to promote it more widely.

RESOLVED

That the Health and Adult Social Care Policy and Accountability Committee noted the report.

8. DATES OF FUTURE MEETINGS

The following dates of future meetings were noted:

- 17 November 2025
- 27 January 2026
- 22 April 2026

Meeting started: 7:05pm
Meeting ended: 8:00pm

Chair

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