

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

**Report to:** Cabinet

**Date:** 05/09/2022

**Subject:** H&F Business Objectives 2022/23

**Report of:** Councillor Rowan Ree, Cabinet Member for Finance and Reform

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**Responsible Director:** Sukvinder Kalsi, Director of Finance

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### SUMMARY

This report introduces the Hammersmith & Fulham (H&F) Council's Business Objectives for 2022/23 (see Appendix 1). The document responds to the Administration's manifesto pledges following the local election in May 2022 (see Appendix 2). The manifesto states that, 'we will continue to bring people together, create new alliances for change so we can rise to the challenges of our time and build a stronger, safer and kinder borough for everyone'.

The document sets out a range of business objectives that will be delivered or progressed in 2022/23, focused on improving H&F as a place and a council, for the benefit of those we serve – the people of H&F. These shorter-term ambitions, many of which are already underway, are part of a much wider programme of work. In 2023, we will publish a plan for 2023-26, to realise the longer-term commitments in the manifesto and wider organisational responsibilities. The longer-term commitments are anticipated to be brought forward in tandem with the Council's budget setting process.

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### RECOMMENDATION

That the Cabinet approves the Hammersmith & Fulham Council Business Objectives document for 2022/23.

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**Wards Affected:** All

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<b>Our Values</b>	<b>Summary of how this report aligns to the H&amp;F Values</b>
Building shared prosperity	The 2022/23 Business Objectives document is structured around the council's six values and explains how we will deliver in each of those areas for the remainder of this year.
Creating a compassionate council	
Doing things with local residents, not to them	
Being ruthlessly financially efficient	
Taking pride in H&F	
Rising to the challenge of the climate and ecological emergency	

## **Financial Implications**

The financial implications of delivering each of the priorities within the Business Objectives document will be assessed as each new decision comes forward. Appropriate funding will need to be identified within the Council's General Fund Revenue Budget, Housing Revenue Account and/or Capital Programme over the periods covered. One of the overarching values of the business objectives is to be ruthlessly financially efficient. For 2022/23, the Council's budget has been set, and commitments will need to be made within this framework. Longer-term commitments for 2023 and beyond will need to be costed and agreed through the Council's 2023/24 budget setting process.

*Implications verified by Sukvinder Kalsi, Director of Finance, 12/07/2022*  
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## **Legal Implications**

As each individual element of the business objectives document is considered, and a decision is to be made, then legal advice will be given to the decision maker as to the Authority's statutory duties and powers, including the need to give due regard to the Public-Sector Equality Duty.

*Implications verified by Angela Hogan, Chief Solicitor (Contracts and Procurement) 29/06/2022, [angela.hogan@lbhf.gov.uk](mailto:angela.hogan@lbhf.gov.uk)*

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## **Background Papers Used in Preparing This Report**

None

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## **DETAILED ANALYSIS**

### **Proposals and Analysis of Options**

1. The Business Objectives document (Appendix 1) has been developed at pace in collaboration with officers from across the council, drawing on the Administrations manifesto. It sets out high-level objectives under each of the Council's values:

- Building shared prosperity
  - Creating a compassionate council
  - Doing things with residents, not to them
  - Being ruthlessly financially efficient
  - Taking pride in Hammersmith & Fulham
  - Rising to the challenge of the climate and ecological emergency.
2. The business objectives will be actively managed both at member and officer level. The Strategic Leadership Team will lead the monitoring of performance against the plan and ensure managers and teams ensure value for money and effective delivery.
  3. In responding to the Administration's priorities, the options considered were to produce a business objectives document or not. The production of a business objectives document for 2022/23 was the preferred option as it offers an auditable trail of what the Council has committed to and enables all stakeholders to understand the ambitions for the year. It also provides a timely refresh of priorities following the May 2022 local election.

### **Reasons for Decision**

4. The Business Objectives for 2022/23 seek to respond at pace to the Administration's manifesto pledges by setting out a set of high-level key objectives that we intend to deliver on in 2022/23, as H&F embarks on an ambitious programme to reform and service improvement. The document provides transparency and visibility for residents on these plans.
5. In some areas, this builds on H&F's successful track record of delivering the Administration's commitments to residents; such as being on the side of residents in responding to the Covid-19 pandemic, the launch of the first of its kind Law Enforcement Team and Industrial Strategy, the delivery of new affordable homes for local residents and key workers and the comprehensive support provided, with local residents and our third sector organisations, to the hundreds of Ukrainian and Afghan refugees hosted in the borough. The document builds on these areas, but also pushes the organisation forward in new areas, to respond to the challenges residents face today, such as the cost-of-living crisis.

### **Equality Implications**

6. It is not anticipated that there will be any negative impacts on groups that share protected characteristics, under the Equality Act 2010. Aspects of the business objectives document that require additional funding or signal a major policy change will be the subject to scrutiny of the equality implications of those proposals.
7. Some of the objectives respond to the identified needs of groups who share protected characteristics and thus should have a positive impact. New policies and activities will be developed with an assessment of equality implications. Proposed decisions will set out equality implications and include Equality Impact Assessments where these are required.

*Implications verified by Yvonne Okiyo, Strategic Lead for EDI, 30/06/2022*

## **Risk Management Implications**

8. The business objectives document contributes positively to the overarching requirements for achieving good governance and in delivering quality services which meet residents' needs. The objectives demonstrate how the Council acts in the Public Interest by setting out clear priorities for delivery by defining intended outcomes in terms of sustainable economic, social and environmental benefits.
9. As the delivery plan and processes for monitoring and evaluating progress are set up, we can understand exactly what goals are being worked towards, assess progress towards them and manage risks and performance through robust internal control and strong financial management in accordance with the best principles for good governance in the Public Sector. The risk implications of delivering priorities will be assessed as each new decision is recommended.

*Implications verified by David Hughes, Director of Audit, Fraud, Risk and Insurance, 28/06/2022*

## **Climate and Ecological Emergency Implications**

10. The business objectives restate the Council's commitment to tackling the climate and ecological emergency and commits positively towards progressing action in a range of areas, including setting high organisational standards and supporting businesses and residents to reduce their environmental impacts. Any Cabinet level decision will have the climate and ecological implications assessed on a case-by-case basis.

*Implications verified by Hinesh Mehta, Head of Climate Change, 28/06/2022*

## **LIST OF APPENDICES**

Appendix 1: Hammersmith & Fulham Council Business Objectives 2022/23.  
Appendix 2: Hammersmith & Fulham Labour party manifesto, '*Rising to the challenges of our time, together*', 2022.