

Annual Report of the Policy and Oversight Board and Policy and Accountability Committees 2022/23

Policy and Accountability Committees (PACs) were an innovation introduced by the Council's new administration following the election in May 2014. The PACs have the following key responsibilities:

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

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

In 2022/23 there were six PACs:

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

The Policy and Oversight Board and the PACs have continued to deliver engaging work programmes and have given residents the opportunity to be heard on the issues that matter to them. The following pages give an overview of the work of the Board and the PACs in 2022/23.

Policy and Oversight Board

Members

Councillor Lisa Homan (Chair)
Councillor Jacolyn Daly
Councillor Natalia Perez
Councillor Helen Rowbottom
Councillor Nikos Souslous
Councillor Nicole Trehy
Councillor Rory Vaughan
Councillor Victoria Brocklebank-Fowler

The Committee was supported throughout the year by Councillor Rowan Ree (Cabinet Member for Finance and Reform), Councillor Rebecca Harvey (Cabinet Member for Social Inclusion and Community Safety), Councillor Bora Kwon (Cabinet Member for Civic Renewal), Matthew Sales (Assistant Director, Programmes and Assurance), and officers from across the Council.

The Board is responsible for the creation and monitoring of new policy development via the PACs and task and finish groups. It is also responsible for scrutinising the corporate budget, finance and resources, human resources and performance management, shared services, communications, elections, IT, research and innovation, customer care and complaints, corporate programmes and assurance, and other major cross-cutting functions of the Council. Below are the key issues that the Board looked at in the 2022/23 municipal year.

Development of the Council's Digital Inclusion Strategy

In September 2022, the Board considered and supported the co-production of the Council's emerging digital inclusion strategy, with contributions from experts in the field. The Board provided valuable feedback on the direction of the strategy and reinforced the areas identified as a key focus in co-production.

The Board made a number of suggestions and recommendations to improve digital inclusion in the borough including:

- Exploring the possibility of offering free, or more accessible, Wi-Fi in libraries. And using libraries as digital community hubs with digital champions available to support residents.
- Tasking Health and Adult Social Care PAC with exploring ways to improve digital inclusion and access to primary and acute care services.
- Considering improvements to the Council's website and online services incorporating single account credentials, clearer signposting, and easier navigation.
- Exploring options to co-locate Citizen's Advice services in the new Civic Campus.

- Asking internet provider Hyperoptic to highlight their social tariffs offer in their leaflets and to further explore the option of free Wi-Fi offer for community centres.

Since then, work has continued with the Digital Accessibility Group and the draft strategy is currently being developed. The strategy will go back to the Digital Accessibility Group in May 2023 for their approval and will be presented to the Council's Strategic Leadership Team and a future meeting of the Board.

The Council's response to the cost of living crisis

In December 2022, the Board scrutinised the Council's response to the cost of living crisis, with guests from local advice and partner organisations involved in supporting residents and businesses through the crisis.

Members discussed the wide range of activities being undertaken to support Residents. They discussed the conferences that had taken place with businesses and third sector organisations that had led to a plan to establish an alliance partnership. They discussed the importance of effective community engagement and co-producing services with residents. The Board also considered how the Council could address data sharing issues across different organisations to provide more agile, targeted support to residents. Other key issues raised include staffing and recruitment, increased demand for mental health services, and practical steps like making low-cost ceramic heaters more widely available.

The Board received a further update on the Council's cost of living response in April 2023.

Scrutiny of Revenue Budget for 2023/24

In January 2023, the Board scrutinised the Council's revenue budget and council tax levels for 2023/24. Members discussed and endorsed the need for a three-year settlement plan going forward. The Board made requests for briefings on the 2021 Census, the projected 1,600 new households assumed in the budget, and the Council's workforce figures. The Board also recommended that business rates revenue be included as a risk factor in future budget proposals.

The revenue budget for 2023/24 was approved at Full Council on 23 February 2023. Following the final Local Government Finance Settlement an additional £100k was added to the cost of living fund to provide further support during the financial year.

Recruitment and retention and the 2021 census

Finally, in March 2023 the Board looked at the following:

- The Council's commitment to inclusive recruitment, internal development and retention of key skills
- A look back at the work of the Board in 2022/23
- A briefing on the 2021 census

The Board's consideration of items has benefitted from the contributions of invited external experts and partners, from the resident Digital Accessibility Group, national and local advice agencies, the community and voluntary sector and business. There have been nine external speakers for the digital inclusion and cost of living items, providing wider perspectives and challenge on these important policy initiatives. Under the guidance of the Chair of the Board, this has strengthened the Council's approaches and will continue to be a key feature of how the Board will operate going forward.

Children and Education Policy and Accountability Committee

Members

Councillor Helen Rowbottom (Chair)
Councillor Daryl Brown
Councillor Mercy Umeh
Councillor Lucy Richardson
Councillor Aliya Afzal-Khan
Eleanor Allen (Co-optee)
Nandini Ganesh (Co-optee)
Nadia Taylor (Co-optee)

The Committee was supported by Councillor Alex Sanderson (Cabinet Member for Children and Education), Jacqui McShannon (Director for Children's Services), and officers from across Children's Services.

The Committee covers a wide range of services aimed at children and families in the borough including education, children's social services, safeguarding, child protection, children in care, and services for children and young people with special educational needs. Below are the key issues that the Committee looked at in the 2022/23 municipal year.

Youth Voice, Ofsted Focused Visit, Summer in the City

The Committee considered the following topics at its first meeting on 19 July 2022:

- Youth Voice Update – July 2022
- Ofsted Focused Visit – January 2022
- Summer in the City – Summer Activities for Children and Young People

The Committee asked to be kept up to date on the development of the Youth Council's manifesto and implementation plan. While discussing the Ofsted visit, the Committee recommended that officers worked with the Business Intelligence team to develop predictive modelling to support recruitment and caseload management. The Summer in the City programme was commended and there was a recommendation that officers sought corporate sponsorship so that some of the activities could be offered throughout the year.

Youth Justice Inspection, Corporate Parenting Board, Learning Partnership, and Summer in the City

The Committee considered the following topics at its meeting on 21 November 2022:

- Youth Justice Service Inspection Outcome
- Corporate Parenting Board Review
- The Learning Partnership
- Summer in the City Delivery Report

The Committee commended the Youth Justice Service for achieving an overall 'Outstanding' rating in their most recent inspection by HM Inspectorate of Probation in June 2022. Members asked officers to think about how the good news and the good work the service did could be spread through community leaders and resident meetings. Members also made suggestions to improve the Learning Partnership's offer by reaching out to the borough's big businesses and private schools. Finally, the Committee discussed the Summer in the City programme and recommended putting together a more formal offer for older young people with special educational needs and disabilities in future years.

The Budget, Mental Health Provision, and School Performance

The Committee considered the following items at its meetings on 30 January 2023 and 27 March 2023:

- 2023 Medium Term Financial Strategy
- Co-production in Mental Health Provision for Young People
- School Performance Report for Academic Year 2021/22

At the January meeting the Committee discussed the financial pressures on schools, the rising numbers of children and young people with Special Educational Needs and Disabilities and Education Health and Care Plans, safeguarding numbers, and the new Family Hubs. They also discussed how the Council's finance and Business Intelligence teams approached financial forecasting and modelling over the long term.

At the March meeting, members discussed how partners worked with the NHS to provide mental health services, better use of data and how to measure effective service delivery, if services were inclusive, and how the Council could support providers with co-production expertise. Finally, the Committee congratulated the Council's schools and education team on another year of excellent performance and recommended thinking about how to spread the good practice and learning further afield.

Climate Change and Ecology Policy and Accountability Committee

Members

Councillor Nichole Trehy (Chair)
Councillor Laura Janes
Councillor Ross Melton
Councillor Stala Antoniadis
Councillor Jose Afonso

The Committee was supported throughout the year by Councillor Wesley Harcourt (Cabinet Member for Climate Change and Ecology), Bram Kainth (Strategic Director of Environment), Hinesh Mehta (Head of Climate Change), and other officers from across the Council.

The Committee is tasked to monitor the administration and spending in services within its scope, including climate change and the response to Climate Emergency, transport, parking and traffic management, planning policy, recycling and environmental sustainability, waste management and ecology & biodiversity. Below are some of the key issues that the Committee looked at in the 2022/23 municipal year.

H&F 2030: Climate and Ecology Strategy and Priorities

In September the Committee considered the Council's Climate Ecology strategy and 2022-23 priorities and noted that in achieving the net zero target by 2030, the Council had earmarked £1 to £2 billion to decarbonise the borough, and £600 million to build new energy efficient homes and retrofit existing Council properties. Members also discussed the increase of electrical charging points across the borough, implementation of clean air neighbourhoods, use of heat pumps in better insulated buildings, installation of solar panels, development of green space and rooves like "greening the grey" scheme under the highways, and the promotion of the "Library of Things". Officers highlighted the monitoring role of the Climate Emergency Unit which sought to scrutinise internally and prepare progress updates for individual challenges on a regular basis.

Clean Air Neighbourhoods

The November meeting was postponed to 3 January at which the Committee discussed the impacts of the Clean Air Neighbourhoods on traffic and the amount of carbon dioxide in the air. Residents generally welcomed the scheme, but some wanted the Council to take more radical action. The Committee asked officers for information on the timeframe of implementing rewilding in the borough and the optimal use of land for greening. They also recommended putting clear signage in place to guide traffic through the scheme areas.

Corporate and Departmental Budget

At the 31 January meeting, the Committee discussed the Council's budget proposals. Members and officers exchanged views on food waste collections, the risk associated with the works on the Hammersmith Bridge, and the anticipated reduction in waste tonnages.

Climate Education in H&F 2023

At the same January meeting, the Committee had an update on Climate Education in the borough. Members discussed how to overcome barriers and improve school engagement further. They also discussed the new Climate Education and Wellbeing Centre. The Committee requested a report on participants' feedback and school case studies and the business case of the Centre.

Wood Burning and Climate Change Communications

In March the Committee welcomed Dr Gary Fuller of Imperial College London to talk about the effects of wood burning on air quality. Members discussed the numbers of households using different fuels for wood burning, the positive impacts of ultra-low emissions zoning, the impact of air pollution on respiratory diseases like asthma, and the role of stakeholders in tackling air quality and climate change together. The Committee also discussed communications and recommended an educational and informative campaign about the danger of using solid fuels for wood burning.

Health and Adult Social Care Policy and Accountability Committee

Members

Councillor Natalia Perez (Chair)
Councillor Genevieve Nwaogbe
Councillor Patricia Quigley
Councillor Ann Rosenberg
Councillor Amanda Lloyd-Harris
Victoria Brignell (Co-optee)
Lucia Boddington (Co-optee)
Jim Grealy (Co-optee)
Keith Mallinson (Co-optee)

The Committee was supported throughout the year by Councillor Ben Coleman (Deputy Leader with responsibility for Health and Adult Social Care), Lisa Redfern (Strategic Director of Social Care), Linda Jackson (Strategic Director of Independent Living), Jo Baty (Assistant Director – Specialist Support and Independent Living), and other officers from across the Council.

The Committee is responsible for scrutinising the health of both children and adults, the provision and improvement of primary and acute NHS services, the provision of mental health services, and adult social care services in the borough. Below are the key issues that the Committee looked at in the 2022/23 municipal year.

Public Health, Palliative Care, Safeguarding Adults Board Annual Report, and Healthwatch Annual Report

The Committee considered the following items at its meeting on 20 July 2022:

- Public Health Update
- Community-based Specialist Palliative Care Services Improvement Programme
- Safeguarding Adults Board Annual Report 2020-21
- Healthwatch Annual Report 2020-21

Council activities on both monkey pox and Covid 19 recognised the need for swift and responsive mobilisation of support services. In this context, the committee will be exploring how the heatwave has affected the borough, what has been done to mitigate, and invite the emergency planning team to explore how residents can prepare themselves better to deal with extreme heatwaves in future. End of life and specialist care service provision in North West London is currently being reviewed and early engagement with local communities had allowed the NHS borough team to work closely with lay partners and stakeholders such as HaFSON to help design engagement materials. The committee are keen to both support the engagement and contribute to any future consultation.

Western Eye Hospital, Plans for North West London Elective Orthopaedic Surgical Hubs, and West London NHS Trust Update

The committee considered the following items at its meeting on 16 November 2022:

- Western Eye Hospital and Ophthalmology Services
- Plans for North West London Elective Orthopaedic Surgical Hubs
- West London NHS Trust Update

Western Eye Hospital and the proposals to improve this provision were very much welcomed. The committee explored the concerns of The Macular Society and the National Federation of the Blind UK and our residents who highlighted concerns about future provision, increasing rates of impairment that were preventable and access to local ophthalmology services. A proposal for Elective Orthopaedic Hubs was welcomed by all, but it was recognised that it was important to ensure that patients retained a choice in terms of treatment and were able to travel to the hubs. The improvement plans for West London NHS Trust and how this was progressing was considered and the impact of the loss of mental health beds in Ealing. Members will continue to monitor both issues closely and welcomed ongoing opportunities for further engagement.

Palliative Care, the Budget, Emergency Planning Response to the 2022 Heatwave, West London NHS Trust Update

The Committee considered the following items at its meetings on 25 January 2023 and 22 March 2023:

- Palliative Care – Model of Care Working Group Update
- 2023 Medium Term Financial Strategy
- Emergency Planning – Response to the 2022 Heatwave
- West London NHS Trust Update

The Committee made recommendations on the Palliative Care item around improving the frequency of communication with residents and highlighting opportunities for residents to engage with the group.

During the budget discussion members made recommendations to explore the level of funding available for transitions and how delays may be alleviated. They also considered the accessibility of Careline and other support services. The Committee also discussed the emergency response to the heatwave and made suggestions to improve communication to residents.

Finally, the Committee raised a number of issues with the West London NHS Trust at its March meeting, including a range of actions from previous meetings, the planned closure of a number of Ealing mental health beds, and an engagement project with Healthwatch. Members made recommendations to improve reporting, improve transparency at Trust meetings, and carry out independent audits of Trust services.

Housing and Homelessness Policy and Accountability Committee

Members

Councillor Jacolyn Daly (Chair)
Councillor Paul Alexander
Councillor David Morton
Councillor Asif Siddique
Councillor Adronie Alford

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

The Committee is tasked to monitor the policy, administration and spending of all aspects of housing (including privately owned, council, housing association, sheltered and supported housing), provision of homes for local residents and tackling and reducing homelessness. Below are the priority areas that the Committee considered during the 2022/23 municipal year.

Briefings by the Interim Directors

In November the Committee met with the then Interim Director, Mark Lowthian who had appreciated partnership working which had achieved much for communities and residents' involvement in particular during the face of the cost-of-living crisis. He highlighted that increasing the digital offer and the visibility of the housing teams were two areas his department was working hard to deliver.

In his introductory remarks delivered at the March meeting, Richard Shwe (Interim Director of Housing) highlighted his priorities around improving overall management, taking a more strategic financial approach, improving repairs, improving void management, and decant and temporary accommodation services. Members discussed the need for investment in the housing stock.

Housing Repairs Briefing

During the briefing in July, the Committee requested a detailed report on the housing repairs service including an update on the capital programme, details of the housing pipeline, and plans to spend £600m to improve housing in the borough.

Rough Sleeping and Homelessness Prevention

The Committee met with the third sector in July and received an update in November. Rough sleeping in the borough had increased by 22% in Q2, 2022, and the Council had met the demand for temporary housing through its efficient property

procurement team, daily outreach programme to attract landlords, working in partnerships with the Housing Associations, and benefits team to assess people's affordability and entitlements. To put and affected people on a pathway out of homelessness, the Council also conducted health and wellbeing assessment for them and offered co-location services to address the digital gap.

To accommodate refugees, the Council had established a dedicated team to help eligible households on the waiting list to set up family homes in the borough. After exhausting all options for rough sleepers who were migrants and not in receipt of benefits, the third sector would advise what was available to them. The Committee requested a report on income maximation and financial inclusion and following a discussion on daytime activities for residents in St Mungo hostels, members requested a review of the first 6 months of the collaboration pilot began in November.

Developing Capital Works Programme

In November members were briefed on the capital works programme. The Stock Condition Survey ran in a 3-year cycle for all the residential portfolio and the current one was due for completion in Q4 2023. Capital works would be scheduled for buildings which had already undertaken the survey, or urgently done in compliance with the post-Grenfell requirements. The Asset Management Strategy reviewed the current asset data and dictated investment requirements for the next 12 years. It aimed at informing priority over a long period of time and depicted what would happen in the next few years without giving a concrete date of capital works.

Medium Term Financial Strategy & Housing Revenue Account Budget

In January, the Committee discussed the provisions set aside to support residents with cost-of-living pressures and to procure more affordable properties to meet the rising demand for temporary accommodation. Members expressed concerns for more supply of family-sized homes, more resources for dealing with damp and mould, and additional assistance to residents in meeting the rent increase and costs for potential default. They also noted about the Council's endeavour to help the tenants in resolving rent arrears, the principles and mechanism of imposing service charges, the target of void reduction, and measures taken to bring down the number of outstanding repairs.

Update on the Council's Development Programme

In March the Committee received an update on the Council's Development Programme which sought to build 3000 energy efficient homes over the next four years and met with BPTW and Calford Seaden on the redevelopment of Hartopp and Lannoy site. Members discussed the Council's plans over the next 18 months to look for further development opportunities.

Social Inclusion and Community Safety Policy and Accountability Committee

Members

Councillor Nikos Souslous (Chair)
Councillor Omid Miri
Councillor Trey Campbell-Simon
Councillor Sally Taylor
Councillor Andrew Dinsmore

The Committee was supported throughout the year by Rebecca Harvey (Cabinet Member for Social Inclusion and Community Safety), Bram Kainth (Strategic Director of Environment), Matthew Hooper (Chief Officer - Safer Neighbourhoods & Regulatory Services), and other officers from across the Council.

Chair's introduction

It has been a productive year for our PAC and I would like to thank all those that have supported our work, especially the charities, community organisations and members of the public that have contributed to our meetings. We have benefited from regular updates from the Law Enforcement Team at each session, enabling us to follow the service's progress and shape its future activities.

In addition, we have received briefings from the Metropolitan Police and had the opportunity to scrutinise their work across the borough and beyond. We have treated community safety and social inclusion as two intertwined issues, for example, by looking at what the council and its partners are doing to keep women safe and support survivors of abuse as well as the work of the Gangs, Violence and Exploitation Unit.

We will be exploring many of these issues in even greater detail over the next year and look forward to further contributing to the work of the council and other outside bodies.

- *Councillor Nikos Souslous - Chair of Social Inclusion and Community Safety Policy and Accountability Committee*

The Committee is responsible for improving social inclusion, community safety and anti-social behaviour, licensing and gambling, neighbourhood governance, community engagement, the Council's equalities and diversity programmes and support for vulnerable groups, the Council's Voluntary Sector strategy, and increasing access to opportunity in all aspects of social and economic life in the borough. Below are the key issues that the Committee looked at in the 2022/23 municipal year.

Refugee Update and Local Enforcement Team

The Committee considered the following items at its first meeting on 18 July 2022:

- Refugee Update
- Local Enforcement Team

The Committee welcomed that the council is seeking formal designation as a borough of sanctuary for refugees and asylum seekers, and that the council continues to lobby against the government's inhumane proposals to send asylum seekers to Rwanda, advocating for open, safe routes for asylum seekers. The Committee will have a themed standing item on Local Enforcement Team given the varied range of its remit and positive impact on resident wellbeing and safety.

Law Enforcement Team, Gangs Unit, and Domestic Violence and Violence Against Women and Girls

The Committee considered the following items at its first meeting on 22 November 2022:

- Law Enforcement Team update
- Gangs, Violence and Exploitation Unit
- Domestic Violence and Abuse, and Violence Against Women and Girls

The committee welcomed an update from the Law Enforcement Team on their ongoing work supporting residents, ensuring that there is high visibility and continued co-operation with the Metropolitan Police. The committee heard from The Harrow Club and Violence Intervention Project that early intervention work with young people is critical in identifying need, support positive outcomes and break the cycle of violence and abuse. The need for long-term planning and support was also emphasised and the Council is committed to treating this issue as a priority. The committee commended officers on their work to secure further funding from the Greater London Authority on support services for survivors of abuse, the ongoing consultation by the Women and Girls Network and the much-needed work of organisations such as Advance and Refuge.

The Budget, Law Enforcement Team Annual Report, Public Space Protection Orders, and Police Briefing

The Committee considered the following items at its meetings on 1 February 2023 and 21 March 2023:

- 2023 Medium Term Financial Strategy
- Annual Performance Report for the Law Enforcement Team
- Public Space Protection Orders
- Harmful Hexagons
- Police Briefing with Superintendent Craig Knight

The Committee discussed the way the Law Enforcement Team worked in the borough and asked for more data about their outreach work to support rough sleepers. They also made suggestions about which communities would benefit from

greater engagement with the team. Members also discussed Public Space Protection Orders and asked to be updated on their use.

Finally, members and community representatives spoke with Superintendent Craig Knight of the Metropolitan Police about neighbourhood policing in the borough. They discussed stop and search, diversity in the police force, the outcome of the Casey Review, police numbers, and the need for robust partnership working.

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

Members

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

The Committee was supported throughout the year by Councillors, Cabinet Member Sharon Holder Cabinet Member for Public Realm, and Andrew Jones, Cabinet Member for the Economy.

Chair's introduction

I would like to thank everyone who has contributed to the work of the Economy, Arts, Sports and Public Realm PAC during 2022-23. As you will see below, the PAC has been considering and inputting into a number of significant policy developments during the year, including: the emerging 10-year cultural strategy; the results of the wheeled bin and food waste collection prototype; and the developing sports and physical activity strategy. We were pleased to be able to provide our input into these and other important developments, such as the parks strategy and the updated industrial strategy, at an early stage. And also, we were keen to emphasise that co-production with residents should play an important part of shaping these developments. We look forward to seeing residents benefitting from these initiatives once they are rolled-out this year.

- *Councillor Rory Vaughan, Chair of the Economy, Arts, Sports and Public Realm Policy Accountability Committee*

On the following pages is a selection of the priority areas that the Committee considered during the 2022/23 municipal year.

Development of the Borough's New Ten-Year Cultural Strategy

This report provided an update on the development of the borough's new ten-year cultural strategy. The Committee heard from Thomas Dodd, Arts Officer and Paul James (Activist Group, a consultancy supporting work on the strategy). Melanie Nock (Executive Director of HF ArtsFest) was also in attendance.

The Committee raised a number of themes including: the importance of engaging with young people and how engagement needed to be balanced between Hammersmith and Fulham, especially given the stated focus on heritage. Further areas included: the cost-of-living crisis and its effect on the viability of some arts projects in the borough and whether the Council might explore other funding sources

to support them. It was noted that the Arts Commission's recommendations were the starting point for the strategy but there was still more engagement to do before an action plan could be produced.

The Committee commended the work which had been conducted so far and requested going forwards that disabled people's groups were fully engaged and further consideration was given to how the strategy might be promoted. Officers were also tasked to think about how the tourism offer linked to the Industrial Strategy – and, given the wealth of arts venues in the borough, how to promote local venues and activities to people visiting London.

Wheeled Bin and Food Waste Collection Prototype Survey Results

The report outlined the waste prototype collection scheme and recent survey work undertaken in the areas using the service.

The Committee explored several areas including the impact of the pandemic and a greater number of residents working from home and how this had affected waste collection and fly tipping. The Committee underlined the importance of community engagement and were pleased to learn that only 3% of residents had complained about the prototype service.

The Committee were encouraged there had been an increase in the amount of recycling and noted that bin design with separate compartments for different types of waste had been a successful innovation. This issue of bin theft was raised, and the Committee noted it was important bins were not padlocked as refuse operators needed to be able to move these freely and easily. Officers explained that if bins were stolen or damaged, they would be replaced by the Council.

The Committee explored the plans for collecting garden waste and were informed that the new waste contract included provision for garden waste as an additional option. Officers were currently looking at how to deliver a service that met residents' needs including the possibility of garden waste being collected on the same day as the recycling where possible.

Development of the Borough's New Five-Year Sport and Physical Activity Strategy

When considering the Update on the Development of the Borough's New Five-Year Sport & Physical Activity Strategy, the Committee agreed that the proposed themes of the strategy were the right ones and recommended that promoting physical activity to the less active in the community was important.

The Committee discussed existing sports networks and recommended that these needed to be expanded and developed further to include schools, the third sector, disabled groups and Public Health. Hearing about the progress which had been made, the Committee recommended that officers needed to ensure co-production was weaved into the strategy. In addition, the Committee agreed that the strategy needed to include an appendix containing a document which stated what sports and

physical activity provision currently looked like, so there was a position statement to measure future progress.

2023 Medium Term Financial Strategy

During the budget discussion members commended the work of the LET (Law Enforcement Team) to make neighbourhoods feel safer for residents and agreed this was money very well spent. The Committee were pleased there would be additional investment in waste management in the forthcoming year, and the Chair was keen to revisit the new contract in due course.

The Committee recommended there was scope to improve how the successful implementation of Section 106 Agreements was communicated to residents. The Committee also explored business and domestic rates and commended how the Council Tax Support Scheme protected the most vulnerable and the least able to pay (and there were no plans to dilute the scheme.) The Committee also discussed High Street Strategies and Management Plans and the importance of regenerating local high streets given their increased importance since Covid.

Hammersmith & Fulham's Industrial Strategy

The Leader provided a detailed overview of how the Industrial Strategy was progressing. The Committee noted the strategy was ambitious and far reaching and recommended there was scope to improve how the ramifications of the strategy was communicated to residents.

Commenting on the overall update report, the Committee recommended the individual themes would benefit from adding a narrative to substantiate some of the key points. The Committee identified several topics for further investigation. These included the difficulties faced by women returning to work after the pandemic and the need for more affordable childcare. In addition, the opportunities presented by the growth of artificial intelligence (AI) and the importance of any future updates incorporating some tangible examples of success (such as people, research and statistics on the number of residents that had attained success through a particular project).

Development of the Borough's Parks for the Future Strategy

Finally, the Committee raised a number of issues when it considered Development of the Borough's Parks For The Future Strategy including the need for more trees to be planted, the use of parks by schools, the need to return parks and green space to its original state quickly after events. Further areas included the importance of using the Parks Forum in conjunction with Friends Group to steer future policy and parks usage.

The Committee also considered the following items:

- Challenges and Priorities for The Economy
- Challenges and Priorities for The Public Realm
- Update on Development of a Cultural Strategy for Hammersmith & Fulham
- Civic Campus Programme Update