

***Please note: This was a fully remote meeting held using Microsoft Teams software and 'livestreamed' via a weblink publicised on the Council website in accordance with The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020.***

## **PRESENT**

### **Leadership Team Members in remote attendance**

Cllr. Elizabeth Campbell (Chair) – Leader of the Council  
Cllr. Sarah Addenbrooke – Adult Social Care & Public Health  
Cllr. Anne Cyron – Communities  
Cllr. Cem Kemahli – Environment  
Cllr. Josh Rendall – Family & Children's Services  
Cllr. Kim Taylor-Smith – Grenfell, Housing & Social Investment  
Cllr. Johnny Thalassites – Planning & Transport  
Cllr. Mary Weale – Finance & Customer Delivery  
Cllr. Emma Will – Community Safety, Culture & Leisure

### **Other Councillors in remote attendance**

Cllr. Judith Blakeman  
Cllr. Janet Evans  
Cllr. Pat Mason  
Cllr. Dori Schmetterling  
Cllr. Marie-Therese Rossi (Chair, Overview and Scrutiny Committee)  
Cllr. Linda Wade

### **Officers in remote attendance**

Mike Curtis (Executive Director of Resources)  
Bernie Flaherty (Executive Director of Adult Social Care & Public Health)  
Sue Harris (Executive Director of Environment and Communities)  
LeVerne Parker (Chief Solicitor & Monitoring Officer)  
Barry Quirk (Chief Executive)  
Stacie Smith (Senior Community Safety Officer)  
Stuart Priestley (Chief Community Safety Officer)  
Zulfiqar Mulak (Director for Housing Need)  
Tom McColgan (Governance Services)  
Esme Sharry (Governance Services)

## **PART A (PUBLIC) MINUTES**

### **CHAIR'S INTRODUCTION**

Cllr. Elizabeth Campbell welcomed everyone to the meeting and summarised the way she would manage this remote meeting.

## **72 SECONDS SILENCE**

The Leadership Team and all others present observed 72 seconds silence to remember those who lost their lives in the Grenfell tragedy.

### **A1. APOLOGIES FOR ABSENCE**

Cllr. Faulks sent her apologies for absence.

### **A2. MEMBERS' DECLARATIONS OF INTEREST**

No declarations of interest were made.

### **A3. MINUTES OF THE LEADERSHIP TEAM MEETING HELD ON 8 OCTOBER 2020**

The public and private minutes of the meeting held on 8 October were confirmed as a correct record.

### **A4. MEDIUM TERM FINANCIAL STRATEGY UPDATE (KD05734)**

Cllr. Weale and the Chair introduced the report emphasising that there would be a continuing economic impact from Covid-19 in the coming financial year even as restrictions began to ease, with an additional 6,000 unemployed people in the borough. It was important to ensure that the Council maintained a balanced budget while protecting frontline services and investing in the future.

Cllr. Weale confirmed that the Council had received £16.3m in Section 31 grants from the Government along with more targeted support for services like test and trace and the hardship fund. The Government had also funded grants to businesses that the Council had administered. The Council anticipated receiving up to £8 million overall to cover lost income. Mike Curtis, Executive Director for Resources, confirmed that the Council expected to close the in-year budget gap by April 2021 and that a further deficit would not be taken forward.

In response to a question from Cllr. Mason about staff savings and any implications for health and safety, Cllr. Weale stressed that there were robust processes in place to assess what the impact of any staff reduction would be. The Council would deliver savings by ensuring that there was a more appropriate ratio of managers to staff. Cllr. Thalassites highlighted the investment of £290,000 in Building Control so that the Council could meet and then exceed the requirements of the new Building Safety Regime.

Cllr. Mason flagged-up the significant capital investment proposed and asked how this could be balanced against the increasing demands on revenue spending. Cllr. Weale responded that the cost of borrowing was factored into future budget considerations.

In response to Cllr. Evans, Cllr. Weale stated that she was looking to carry out an operational review to assess what office space would be needed going forward as part of the Covid-19 recovery process. She suggested that there was a unique opportunity to change the pattern of working and potentially to reduce the footprint of the estate.

The Leadership Team RESOLVED, for the reasons set out at paragraph 3.1 and elsewhere within the report, that recommendations 2.1 to 2.7 be adopted.

*Action by: Executive Director of Resources*

## **A5. DEMENTIA STRATEGY (KD05492)**

Cllr. Addenbrooke introduced the Dementia Plan 2020-2025 which had been developed in partnership with people living with dementia, their families and carers.

Cllr. Addenbrooke confirmed that there were around 1,400 residents living with dementia and the number was expected to increase significantly over the coming years. Bernie Flaherty, Executive Director of Adult Social Care & Public Health, stated that key feedback from residents living with dementia was how difficult it was to navigate through the health and adult social care system. The aim of the Dementia Plan was to map out a clearer journey focused on a user or carer.

The Leadership Team RESOLVED, for the reasons set out at paragraph 3.1 and elsewhere within the report, that recommendations 2.1 be adopted.

*Action by: Executive Director of Adult Social Care & Public Health*

## **A6. CCTV CAPITAL PROGRAMME (KD05723)**

Cllr. Will introduced the report. She indicated that a balance had been struck between deployable and fixed cameras. Fixed cameras had a high upfront cost but lower maintenance costs and provided 24-hour cover whereas deployable cameras were cheaper upfront with high upkeep cost but would allow the Council to be flexible and respond to emerging issues.

Stuart Priestley, Chief Community Safety Officer explained that the Advisory Group was made up of a self-selected group of residents with a particular interest in CCTV. Through an iterative process the Group had considered the purpose of CCTV, where it was most effective, and responded to analysis from the Police. The residents took a strategic borough wide view rather than focusing on their own neighbourhoods and communities.

Cllr. Taylor-Smith noted that a written question had been submitted in advance of the meeting by Cllr. Blakeman asking whether residents in Hammersmith and Fulham (LBHF) paid for CCTV coverage of estates. He confirmed that the Housing Revenue Account funded CCTV operation on estates in LBHF, but CCTV was not included in service charges.

In response to a query from Cllr. Mason, Stacie Smith, Senior Community Safety Officer confirmed that the cameras could operate in very low light and some of the existing stock of cameras had been upgraded.

The Leadership Team RESOLVED, for the reasons set out at paragraph 3.1 and elsewhere within the report, that recommendations 2.1 and 2.2 be adopted.

*Action by: Executive Director for Environment & Communities*

## **A7. LICENSING POLICY REVIEW (KD05753)**

Cllr. Kemahli introduced the report paying tribute to the hard work of the Licensing Team for bringing forward the Policy while also managing an exceptionally busy summer. He accepted that the timing was not ideal and that it was unfortunate that the statutory review period could not have been extended to allow for a comprehensive review. However the Council could undertake another review sooner than the statutory review required in 2026.

The Leadership Team RESOLVED, for the reasons set out at paragraph 3.1 and elsewhere within the report, that recommendation 2.1 be adopted.

*Action by: Executive Director for Environment & Communities*

**A8. DISCRETIONARY PROPERTY LICENSING CONSULTATION (KD05649)**

Cllr. Kemahli introduced the report. He indicated that a team of Housing Inspectors would be introduced to support the licensing scheme which would give the Council the tools to enforce against short term lets.

Cllr. Taylor-Smith welcomed the consultation and highlighted the link to the Council's Five Year Housing Strategy. He emphasised that the scheme needed to support good landlords as well as punish rogue landlords.

The Leadership Team RESOLVED, for the reasons set out at paragraph 3.1 and elsewhere within the report, that recommendations 2.1 be adopted.

*Action by: Executive Director for Environment and Communities*

**A9. AWARD OF WEST LONDON CONTRACT TO MANAGE HMOS AND DELIVER SUPPORT FOR SINGLE HOMELESS UNDER 35 (KD05762)**

Cllr. Taylor-Smith introduced the paper which had been brought to the Leadership Team under the Urgency Procedures. The Council had supported over 150 rough sleepers through the pandemic by providing temporary accommodation.

Zulfiqar Mulak, Director for Housing Need, confirmed that the units of accommodation being procured could be used by any of the seven boroughs that made up the West London Partnership. He would provide the Chair in writing with the total amount of accommodation to which the Partnership had access. He further indicated that as the commissioning borough the Council would have control over where the accommodation was located and would be sensitive to local concerns. He stated that the accommodation would likely be located out of borough in areas with lower property prices.

The Leadership Team RESOLVED, for the reasons set out at paragraph 3.1 and elsewhere within the report, that recommendations 2.1 be adopted.

*Action by: Executive Director for Housing and Social Investment*

**A10. ANY OTHER ORAL OR WRITTEN PUBLIC ITEMS WHICH THE CHAIRMAN CONSIDERS URGENT**

The Chair noted that Cllr. Addenbrooke would step down from the Leadership Team on Monday 16 November. She thanked Cllr. Addenbrooke for her hard work as Lead Member for Adult Social Care & Public Health helping steer the Council through a difficult period responding to the Grenfell Tragedy and Covid-19.

The meeting ended at 8:05

Chair