



H&F Older People's Commission Interim Report

March 2018





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Executive Summary

The Older People's Commission was formed in November 2017 to improve the quality of life for all older residents in the borough and make Hammersmith & Fulham (H&F) the best borough in which to grow older.

The chair and the eight commissioners have engaged with residents all across the borough to hear about the problems they encounter and what they think should be improved. They have also met with council officers and third sector organisations to look at services already available and think about how to make them more efficient.

Commissioners in the first instance, have concentrated on the issue of isolation and loneliness, as they recognised that this is a widespread concern for older residents in the borough. This interim report focuses on what contributes currently to isolation and loneliness in the borough and provides a set of recommendations to make sure that older people in H&F feel like more active members of their community.

Recommendations

Issue 1: Transport

- TfL should improve and, where necessary, create better transport links.
- TfL staff need better training that takes into account the needs of older customers.
- Public transport should be better integrated including, bus, tube, dial-a-ride, Taxicard and community transport services.
- The Council should consider providing, in partnership with businesses, electrical charging points for mobility scooter users.
- A volunteer car service should be reintroduced.
- Hospital transport services should be improved urgently to benefit both patients and clinicians.

Issue 2: Parking restrictions

 The Council should consider different ways of allowing families and carers visiting older residents to be given limited exemption from parking restrictions, where needed to reduce loneliness and isolation.

Issue 3: Information

- Organisations and agencies across the borough should continue to develop basic IT skills for those who wish it and use paper-based systems in parallel to improve the take-up of currently available resources.
- The Council should continue to develop, sponsor and support digital inclusion among older people and fund classes that provide older people with digital skills at a minimal cost in suitable locations across the borough.

Issue 4: Poverty and deprivation

- Organisations, agencies, and groups across the borough should hold activities and classes for older residents that are either free or truly affordable.
- The Council and other funders should not only prioritise clinical and teaching activities but also social ones.
- The Council should keep on promoting and funding services like Healthier Homes which help vulnerable residents manage their expenses and maximise their income.
- The tradition of short-term funding for successful projects and services needs to be reviewed.

Issue 5: GP Services

- The H&F CCG and GP Federation should press local GPs to spend more time with older residents and keep informed of different services that are available across the borough to improve signposting and referrals.
- When they identify socially isolated and lonely residents, GPs should be encouraged and supported to alert other services if there are social or safeguarding needs.

Issue 6: Professional carers

- Companies providing paid carers should better monitor the performance of the carers they employ.
- The Council should closely manage and monitor the performance of the companies in order to improve and maintain the quality standards that this type of work requires.
- As a London Living Wage Council, H&F should take all steps to ensure that agencies are paying carers the London Living Wage.

Issue 7: Unpaid carers

 The Council should ensure that unpaid carers are supported to maintain or make new social networks. This would include respite care, creating the time to socialise, and ensuring networks are established and supported.

Issue 8: Diversity

- The offer of local activities across the borough should be culturally reflective of H&F's diverse older residents and encourage inclusion.
- The Council and established community groups should consider options for bespoke befriending services that address the needs of different groups across the borough. However, one-toone befriending is only part of the solution and there is a need to ensure that older residents can maintain, re-create or make new links with the community they identify with.
- Service providers should demonstrate awareness of the needs of residents with poor mental health.
- They should also focus on the particular needs of different BAME groups and LGBTQ+ people.

Issue 9: Belonging

 Inter-generational activities, e.g. bringing together 50+ residents and younger residents, should be an integral part of any programme intended to reduce loneliness among older residents.



Our vision

The Older People's Commission first met in November 2017. We have worked since to improve the quality of life for all older residents in the borough, no matter their race, gender, sexual orientation, religion, ability, country of origin, or economic and social class. Our prime objective is to make Hammersmith & Fulham (H&F) the best borough in which to grow older.

There are more than 19,000 residents aged 65 and over in the borough. Whilst this is only about 10 per cent of H&F population, we are the group that will grow the most over the next years. We are a very diverse group: 22 per cent of us are from non-white ethnic backgrounds.

As older residents, we face a number of issues and challenges:

- A quarter of us are living in poverty and almost a third are receiving pension credit. Both these figures are higher than London's average. Across the borough, there are clear links between life expectancy and deprivation and mortality rates are very unequal: from 300 per 100,000 in Palace Riverside and Munster to 800 in Shepherds Bush Green and Askew.
- 43 per cent of us live alone, which is the fourth highest proportion in the country.
- Almost a fifth of us have poor or very poor health and more than half live with a long-term health problem or disability. Many of us have multiple health problems.

As commissioners, we started from these figures and identified a number of priorities to work on, ranging from poverty and deprivation to access to services and social isolation and loneliness. We have engaged directly with older residents and sought to create an environment for everyone to share ideas, problems and solutions. Our work has just started and this interim report shows our first findings and recommendations. We will continue to put forward opportunities for older residents to contribute to living active, enriching, and healthy lives.







Bryan Naylor

About the commission and the commissioners

The Older People's Commission is the newest of H&F Council's resident-led commissions. The aim of these commissions is to put local residents at the heart of decision-making.

We believe that residents' satisfaction should be the number one criterion to assess the quality of services delivered in the borough. Co-production is needed at all stages of the development of services and older residents are well placed to find solutions to the problems they encounter.

The Older People's Commission is independent from the Council and we have been setting the commission's agenda and priorities without interference.

Our chair is Bryan Naylor, who has been living in the borough for over 30 years. Bryan was the chairman of the Older People's Consultative Forum for more than 17 years before his election as president of the forum in 2017. Bryan is also a Trustee of H&F Age UK and a volunteer speaker for the Macular Society and Blind Veterans.

Alongside Bryan, we are eight commissioners working together. Most of us are local older residents:

- Rosalind Duhs has lived in H&F for 12 years and was previously a Commissioner on H&F Poverty and Worklessness Commission. She is a UCL academic and educationalist and an advocate of lifelong learning.
- Lyn Hally has volunteered with Fulham Good Neighbours for over twelve years, since her return from France, where she practised as an architect. Her last job in London was as principal architect at Shepherd's Bush Housing Association. Prior to working in social housing, Lyn was a hospital planner.
- Marilyn Mackie is a retired Residential
 Care Manager, who is currently working as a volunteer in the borough. She chairs many forums and participates in workshops and panels. She is the current Chair of the H&F Older Peoples' Consultative Forum.

- Keith Mallinson has worked for HFMind for the past five years as a Primary Care Mental Health Advisor. Keith has also been a trustee of Healthwatch Central West London since July 2015 and sits on the Hammersmith & Fulham Health and Wellbeing Board. Keith has an extensive background in teaching.
- Anne McAlpine-Leny is the founder and director of Soup4Lunch Ltd, a local communitybased social enterprise fighting isolation by bringing kitchen gardens and community cafes to sheltered housing across the borough. Anne is an advocate for mental health and positive, active ageing with more than 40 years of national and international experience.

A few of us represent charities that offer services to local older residents:

- Jazz Browne is the Chief Executive of Nubian Life Resource Centre Ltd, a culturally specific day opportunities service for older people with complex health and social care needs. A former resident of the borough, Jazz grew up on the White City Estate and has worked in the borough for over 20 years.
- Helen Leech has been Director of Open Age for 13 years, focusing on the provision of learning, leisure, health and employment opportunities for older people. Prior to this she worked in leadership positions in the homeless and disability sectors in both the UK and the USA.
- **Liban Muse** is the Chief Executive of the Lido Foundation, a charity founded in 2014 that empowers the Somali community in the borough. It aims to overcome disadvantage through education, training, and guidance services. Liban came to the UK from Kenya as a refugee in 1999.

Our Commission is sponsored by Councillor **Ben Coleman**, who is the Cabinet Member for Health and Adult Social Care and the Chair of the Health and Wellbeing Board, and by Councillor **Sue Fennimore**, who is Deputy Leader of the Council and champions social inclusion in H&F.



The journey so far

The Commission's first meeting took place in early November 2017. Since then, we have met every second or third week. We have visited and listened to the concerns of older people at a number of locations and events, including:

- Askew Road Library
- St Andrew's Project
- Sheltered Housing Representatives Forum
- H&F Consultative Forum
- Lido Foundation
- Fulham Good Neighbours
- Grove Neighbourhood Centre
- An Open Age 'Steady and Stable' session
- An Extra Time session at QPR
- Pensioners Forum

This important part of our work is scheduled to develop and continue through the life and work of the commission.

Additionally, we have met with senior council officers. We have questioned them closely about the current services for older residents and their plans for the future.

We are now planning to talk to representatives of the Clinical Commissioning Group, Imperial College Healthcare NHS Trust and professional service provider companies and voluntary organisations.

Commissioners regularly attend meetings of the H&F Health and Wellbeing Board, where we have been able to discuss how to tackle isolation and loneliness. We have also taken an active part in a meeting of the POPS (Providers of Older People's Services) Forum, an initiative to get the voluntary sector in H&F working in collaboration to address older people's issues.

Our chairman is also a member of the Health, Adult Social Care and Social Inclusion Policy and Accountability Committee, where issues of concern to older residents form an important part of every agenda. All these meetings and events have given us the opportunity to hear first hand about the concerns and priorities of older residents.

It is vital that we hear the voice of as many older people as possible from every corner of the borough and from every background. Only by this means can we ensure that our recommendations make a real and lasting difference to the lives of older people in the borough.

For the first few months we have worked together, we have decided to concentrate on the issue of isolation and loneliness, as we have felt that this is a widespread concern for older residents in the borough.

In the next sections of this interim report, we will look at what older residents have told us about this issue and what changes and improvements they have suggested to make sure that older people in H&F feel more part of their community.



Isolation and Ioneliness

At national level

Becoming socially isolated or feeling lonely can be triggered by various events and experiences such as failing health, bereavement, and unemployment. It can occur at any stage in life but older people are more at risk.

In the UK, according to a recent Age UK study, as many as half a million people over 60 usually spend each day in complete solitude. Nearly half a million more tend not to see or speak to anyone for at least five days in any given week. Half of all people aged 75 or over live alone, 70 per cent of them women¹.

Being lonely can be as damaging to someone's health as having a long-term illness. Lonely people are 50 per cent more likely to die prematurely, making loneliness as big a mortality risk as diabetes². The consequence is a substantial reduction in the quality of life for the individual, increased stress for families and carers and greater costs for the public purse as well as society at large.

Social isolation and loneliness is a national problem and various campaigns and commissions have tried to tackle it, including the Campaign to end *loneliness* in 2011 and the *Jo Cox Commission on* Loneliness in 2017. In early 2018, the Government appointed Tracey Crouch MP to be the first "Minister for loneliness"³.

In H&F

Social isolation and loneliness is also a challenge for many of H&F's older residents. Evidence we have collected so far suggests that older residents in the borough are at similar risk of isolation or feeling lonely as the national figures show. However, our borough has a higher than average percentage of cultural diversity when compared to the country as a whole, which adds a degree of complexity to the planning of effective solutions.

Some of the factors contributing to isolation and loneliness among 65+ residents in H&F specifically

- 43 per cent of us live alone the fourth highest proportion in the United Kingdom.
- 18 per cent of us have bad or very bad health.
- 51 per cent of us live with a long-term health problem or disability.
- One in ten of us provide informal care.
- Over a quarter of us live in poverty.
- We have the second highest number of older people living in fuel poverty in London.

Whilst these statistics are useful in identifying the extent and nature of the problem, we have been keen to listen to the concerns of older residents about what it is like to feel lonely or to be socially isolated.

As we began this work we discovered that there is a significant cohort of older residents who report "feeling invisible". Many of those reporting those feelings live in the more deprived areas of the borough and a majority live in blocks of flats where the lack of social connection with neighbours is a common experience.

One older lady from White City commented: "Residents in the block of flats at the back put up a fence on my wall, without even consulting me, as if I am invisible. I am not a ghost".

There are, of course, examples of good neighbourliness. An older resident from Wormholt told us: "A blind lady lives in the next street. I walk her guide dog once a week and have gained so much from my friendship with her. We head off for a meal in the local pub once in a fortnight – when we can both afford it."

J. Harris, "We need to talk about ageing — and it's about far more than the

NHS", The Guardian, 4 February 2018.

D. Campbell, "Loneliness as bad for health as long-term illness, says GPs' chief", The Guardian, 12 October 2017.

[&]quot;Minister for loneliness appointed to continue Jo Cox's work", BBC News, 17 January 2018.



Men's lunch, Open Age.

Alongside the discussions and conversations, we have had with older residents in different parts of the borough, we are also collecting evidence from a survey that has been available online (https://lbhf.citizenspace.com/), by post and in different locations across the borough. At the time of this interim report, the survey is still ongoing and the 200 responses we have had so far have already given us a strong feel of the issues older residents are facing. These responses have also helped us to develop our ideas to fight loneliness and isolation.

Thirty-one per cent of the older residents who responded felt "a little lonely" in the week before and just above 9 per cent felt "very lonely". This figure might underrepresent the whole scale of the problem as, by definition, we have only been able to reach those who are in contact with the Council and the organisations we are collaborating with. However, it is comparable to the 10 per cent of the over 65 in the UK that are estimated to be chronically lonely⁴.

In the next pages, we have identified a series of factors that make older residents in the borough feel lonely or isolated and have put together some suggestions from older people themselves to combat the problem. As one female older resident in Ravenscourt Park puts it, "To feel less lonely isn't just about lunch clubs and tea dances for pensioners."

At this stage, we need to continue promoting the survey and to continue with further face to face discussions. We also want to develop the possible solutions with the councillors, officers and organisations who will be responsible for delivering the proposals.

From our findings, it is clear that we must find a range of local solutions that are tailored to the needs of the borough's older population. There is no one solution which will fit the needs of a population as diverse as that in H&F.

Case Study⁵: Claire was always an active member of her community, participating in many social clubs and associations connected with theatre. By the time Claire turned 90, her declining mobility and independence greatly affected her social life. She became unable to manage the stairs leading to and from her flat without help from friends and neighbours. She could only attend clubs if transport was available. As her mobility continued to deteriorate, she became increasingly depressed and spent many periods in hospital with respiratory and heart problems. Eventually a place was found for Claire in residential care, where she was able to make a partial recovery: she was surrounded by people and engaging more in activities. She believed that if it was not for moving into a more accessible environment, she would have gone into deep depression and would not have wished to live.

Loneliness and isolation can have significant effects on a person's physical and mental health. Claire's case exemplifies the need to support older residents with their changing needs, such as supporting them to move into more appropriate accommodation.

⁴ C. Victor, "Loneliness in old age: the UK perspective. Safeguarding the Convoy: a call to action from the Campaign to End Loneliness", Age UK Oxfordshire, 2011.



Discussion group, Open Age.

Issue 1: Many older residents need better transport options to attend social activities

Many residents have told us that H&F is already a great place to live in, with a great sense of community. Many activities take place across the borough where older residents can meet and get together. However, while some parts of the borough seem to have a lot going on, other parts seem to lack any activity.

Many older residents cannot attend local social activities because of transport issues. These include:

- Many older people, and particularly those with mobility impairment, feel unable to move outside their immediate neighbourhood without assistance, particularly after dark, when they can feel unsafe.
- Many older residents say that they are prepared to travel on a local bus but find access to the tube system difficult.
- Some older residents feel that whilst one bus journey is acceptable, needing to change to another route, particularly one they are not familiar with, is discouraging.
- Many older residents feel that bus drivers are not always mindful of older residents who have a slower pace and limited mobility.

To tackle these transport issues, commissioners believe the following should be done:

- TfL should improve and, where necessary, create better transport links.
- TfL staff need better training that takes into account the needs of older customers.
- Public transport should be better integrated including, bus, tube, dial-a-ride, Taxicard and community transport services.
- The Council should consider providing, in partnership with businesses, electrical charging points for mobility scooter users.
- A volunteer car service should be reintroduced.
- Hospital transport services should be improved urgently to benefit both patients and clinicians.

Case Study: Sue is 72 and Mike is 75. They have been together for 30 years. Mike has recently been in hospital as one of his legs has been amputated due to his diabetes. Mike also has multiple health issues, including a heart condition and vascular dementia, and so requires residential care as Sue can no longer care for him at home. Mike has been offered residential care in Southall, in a community where he does not know anyone and which would be a two-hour round trip for Sue.

This shows a very common issue that older residents face today. Due to a lack of residential care homes in the borough, many older residents are forced to move far away from their homes and family. This causes much stress for family and friends, who may be of poor health themselves and unable to travel such distances to make visits. It also isolates the individual.



Men's chair exercise, Open Age.

Issue 2: Many older residents feel that parking has impractical hour restrictions

Because of parking restrictions, visits to older residents are restricted. One female older resident from Fulham Broadway told us that she would like to be able to "receive people" and would like them to be "able to stay", but at the moment she cannot have "people to dinner at a reasonable hour as they can't park between 6 and 8 pm".

 The Council should consider different ways of allowing families and carers visiting older residents to be given limited exemption from parking restrictions, where needed to reduce loneliness and isolation.

Issue 3: Many older residents need better information

Whilst there is a lot going on in the borough, many do not know how to find out information about activities. Much of the information is available online and many older residents are unable to access it. Even those who have the required equipment may not be able to look up the information they need.

- Organisations and agencies across the borough should continue to develop basic IT skills for those who wish it and use paper-based systems in parallel to improve the take-up of currently available resources.
- The Council should continue to develop, sponsor and support digital inclusion among older people and fund classes that provide older people with digital skills at a minimal cost in suitable locations across the borough.

Case Study: Charles has twisted vertebrae which cause him chronic pain. He is inoperable. He became very isolated and lonely after having trust issues with friends following his diagnosis. After becoming a member of Open Age, a charity that delivers group activities for older people, he now attends a Relaxation & Mindfulness class which he loves. The people there are very friendly and welcoming, encouraging him to stay on afterwards for tea and a chat. This has given him the confidence to join other activities such as IT classes that are provided at Open Age's Second Half Centre.

The benefits that social activities can provide for older people are endless. They grant an individual with confidence, a purpose to their day, as well as the opportunity to make friends and communicate with their community. Many older residents are not aware of what is going on and find receiving newsletters and activity schedules through the post very useful.

Issue 4: Poverty and deprivation has an adverse effect on social life

Many older residents feel that the price of activities available to them is too high. A female older resident in Hammersmith told us that she would like to do adult education classes but as she does not receive pension credit but "just the basic pension", she does not benefit from a discount and the classes are too expensive as she still has to be "very careful with money." The issue for those who organise these activities is that they need to find funding from statutory and charitable sources and cannot be expected to run activities more cheaply than they cost.

- Organisations, agencies, and groups across the borough should hold activities and classes for older residents that are either free or truly affordable.
- The Council and other funders should not only prioritise clinical and teaching activities but also social ones.

Other older residents have told us that, because they cannot pay for their fuel, they do not want to have guests or visitors at home, as the cold would make them feel embarrassed.

- The Council should keep on promoting and funding services like Healthier Homes which help vulnerable residents manage their expenses and maximise their income.
- The tradition of short-term funding for successful projects and services needs to be reviewed.

Issue 5: Many older residents have concerns about GP services

GP's act as the front door to health services for many older residents. Older residents who feel lonely and isolated sometimes visit their GP only to talk to someone. However, many feel that they are limited to a very short session, only allowed to discuss one issue, and that they are 'processed' as quickly as possible. Many older people feel that a 20-minute consultation should be a bookable minimum appointment when they wish to discuss multiple needs.

- The H&F CCG and GP Federation should press local GPs to spend more time with older residents and keep informed of different services that are available across the borough to improve signposting and referrals.
- When they identify socially isolated and lonely residents, GPs should be encouraged and supported to alert other services if there are social or safeguarding needs.

Issue 6: Older residents raise numerous issues around professional carers

Older residents report that their employed carers sometimes "do not care", are not matched appropriately or are changed frequently. Older residents want to be able to build relationships with their carers particularly when they are providing intimate personal care.

- Companies providing paid carers should better monitor the performance of the carers they employ.
- The Council should closely manage and monitor the performance of the companies in order to improve and maintain the quality standards that this type of work requires.

 As a London Living Wage Council, H&F should take all steps to ensure that agencies are paying carers the London Living Wage.

Issue 7: Unpaid carers are particularly at risk of loneliness and isolation

Whilst many older residents are the recipients of care, a significant number are also carers. This dual role provides a valuable contribution to the community but can be very challenging. Support for these older people both in their caring and as members of the older community is therefore important. The example they set and the experience they have is an important asset.

One male older resident in Sands Ends told us that he felt lonely "mainly at meal times" because his "wife is unable to speak because of dementia." Another resident from Fulham told us: "My wife has physical and mental health problems and I find it very difficult to cope. She gets very verbally abusive to me (... and...) carers that come in. They do not come back and I am left to put up with it. I have a physical disability and am an old age pensioner. I suffer with anxiety and depression and am told by carers network that I do not have to care, but I do not feel that is an option... What would happen to my wife?"

As one older resident from Hammersmith explained, "all the attention is on the person with the problem and there's no help for the person who has to live with them."

 The Council should ensure that unpaid carers are even more supported to maintain or make new social networks. This would include respite care, creating the time to socialise, and ensuring networks are established and supported.

Issue 8: Diversity is not always fully understood nor addressed

Many older residents, from BAME groups, LGBTQ+ groups or with mental health problems have said that they do not find activities or places where they can enjoy the company of people who understand them.

This is the case for an older resident from Imperial Wharf who told us that "there are not many black people where I live so I don't have company to do the things I like". Some BAME older residents told us that they could not find a place where their culture is understood. We were also told of cases of overt racism in care homes.

There are similar challenges for LGBT+ older residents, such as a man from Shepherd's Bush who feels that "too little is done for either gay men or blind gay men like me."

We believe that isolation and loneliness should be looked at from the point of view of different cultures, religion, genders, and sexual orientations:

- The offer of local activities across the borough should be culturally reflective of H&F's diverse older residents and encourage inclusion.
- The Council and established community groups should consider options for bespoke befriending services that address the needs of different groups across the borough. However, one-to-one befriending is only part of the solution and there is a need to ensure that older residents can maintain, re-create or make new links with the community they identify with.
- Service providers should demonstrate awareness of the needs of residents with poor mental health.
- They should also focus on the particular needs of different BAME groups and LGBTQ+ people.

Case Study: Augustus is an 81-year-old African-Caribbean man who is registered blind. After the death of his partner, he began drinking heavily, which became a great concern to many agencies yet was never explored, leading to overall health deterioration. After he moved out of sheltered housing and into residential care after a long spell in hospital, Augustus' experience of isolation and loneliness deepened. Placed in an environment where he was the only African-Caribbean resident on his floor, he was also surrounded by residents with advanced stages of dementia. This meant that there was no one to communicate with beyond staff and visits from the Nubian Life Centre. Augustus' cultural needs were not met with activities or food. Within the last year, Augustus' mobile phone has been accidentally washed by the laundry service six times. This means he is unable to communicate with friends and family. Each time the phone is replaced, he receives a new SIM card and number. Because of this, he has permanently lost contact with friends and family, deepening his isolation and feeling of loneliness.

Cultural needs are not met in many services such as residential care. In many cases this can be down to a lack of training and awareness for staff in such environments. Better training would give staff the right information and resources to provide culturally appropriate activities for all residents.



Group exercise class, Open Age.

Issue 9: Older residents want to feel part of the community they live in

The most effective programmes to combat isolation and loneliness have developed the community to be an essential part of the solution. Even at this early stage of our work, it is clear that the resources inherent in older residents themselves is underused and undervalued.

Assets within the community need to be galvanised and we propose to work with as many individual residents as possible to engage the knowledge, experience, and skills in the community. We will meet with community champions to consider ways of developing the strengths that already exist in our community.

Many of the activities across the borough are intended for older residents but there is a need to increase opportunities to meet with people of different age groups. As one older Brackenbury resident suggested, "I want to meet 'younger people'". She continued, "It is horrible to be lumped in with other pensioners all the time." Another Hammersmith older resident told us, "it would be good if older people's knowledge, skills and talent could be used."

 Inter-generational activities, e.g. bringing together 50+ residents and younger residents, should be an integral part of any programme intended to reduce loneliness among older residents.



The way forward

The Older People's Commission will continue to develop contacts with individual older residents and the professional and voluntary groups working with them. So far, we have concentrated on isolation and loneliness and we will continue to gather evidence and suggestions from all stakeholders in order to recommend effective measures to enhance the quality of life of those older residents suffering its effects.

However, there are many other issues which affect the quality of life for older residents and we want now to look at the other issues and priorities older residents have told us about.

This an interim report. We expect to prepare a more in-depth report with full recommendations for publication by the end of the year. Until then, we will continue listening to older residents to take forward the issues that are important to them. We will organise new meetings and discussions with experts, residents, and groups across H&F. We will continue to adopt an inclusive, accessible, approachable, open, and independent-minded approach to our work.



Older residents' opportunity to contribute

We have already met and worked with many different people and organisations across the borough and we really thank everyone for their precious help.

But we also need you to join us in being part of the solution. Would you be happy to meet with us to share your views and find solutions together? Would you know of a group of older residents that we could meet? Would you volunteer to be part of our change programme?

Please get in touch with Bryan Naylor and the commissioners by sending us an email at Julien.Danero-Iglesias@lbhf.gov.uk or a letter addressed to 'Freepost LONDON BOROUGH OF HAMMERSMITH & FULHAM'. No stamp is needed, nor is a postcode or street.

Together, we can build a better future for all older residents and a stronger and more resilient community overall. The challenge is exciting and we have only just begun!

