

# Housing and Homelessness Policy and Accountability Committee Agenda

**Tuesday 3 February 2026 at 7.00 pm**

**145 King Street (Ground Floor), Hammersmith, W6 9XY**

**Watch the meeting live: [youtube.com/hammersmithandfulham](https://youtube.com/hammersmithandfulham)**

## **MEMBERSHIP**

<b>Administration</b>	<b>Opposition</b>
Councillor Jacelyn Daly (Chair) Councillor Asif Siddique Councillor Sally Taylor Councillor Laura Janes	Councillor Adronie Alford

**CONTACT OFFICER:** Liam Oliff  
Committee Coordinator  
E-mail: [Liam.Oliff@lbhf.gov.uk](mailto:Liam.Oliff@lbhf.gov.uk)  
Web: [www.lbhf.gov.uk/committees](http://www.lbhf.gov.uk/committees)

**This meeting is open to the public and press. The building has disabled access.**

**Residents with an interest in any of the items on the agenda are encouraged to attend and participate in the discussion. If you can't attend in person, you can join remotely. If you would like to attend, please contact: [Liam.Oliff@lbhf.gov.uk](mailto:Liam.Oliff@lbhf.gov.uk)**

# **Housing and Homelessness Policy and Accountability Committee Agenda**

**3 February 2026**

<u>Item</u>		<u>Pages</u>
1. <b>APOLOGIES FOR ABSENCE</b>		
2. <b>DECLARATIONS OF INTEREST</b>		
3. <b>MINUTES OF THE PREVIOUS MEETING</b>		4 - 10
	To approve the minutes of the previous meeting held on 5 <sup>th</sup> November 2025.	
4. <b>2026/27 REVENUE BUDGET AND MEDIUM-TERM FINANCIAL STRATEGY</b>		11 - 34
	This report provides an update on the overall preparation and proposals for the 2026/27 revenue budget, risks, financial resilience, and the impact of those proposals. In addition to the slides attached, a further presentation on the Housing General Fund will be delivered at the meeting.	
5. <b>HOUSING REVENUE ACCOUNT BUDGET 2026/27</b>		
	A slide presentation on the Housing Revenue Budget 2026/27 and its Business Plan will be delivered at the meeting.	
6. <b>DATE OF FUTURE MEETINGS</b>		
	Dates of future meetings:	
	• 20 <sup>th</sup> April 2026	



# Agenda Item 3

London Borough of Hammersmith & Fulham

## Housing and Homelessness Policy and Accountability Committee Minutes



**Wednesday 5 November 2025**

### **PRESENT**

**Committee members:** Councillors Jacolyn Daly (Chair), Sally Taylor, Asif Siddique and Adroine Alford

**Other Councillors:** Councillor Frances Umeh (Cabinet Member for Housing and Homelessness)

**Officers:** John Hayden (Assistant Director of Repairs) and Richard Shwe (Director of Housing)

### **1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Laura Janes  
Apologies for lateness were received from Councillor Asif Siddique

### **2. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **3. MINUTES OF THE PREVIOUS MEETING**

The minutes of the meeting held on 24<sup>th</sup> July 2025 were agreed to be accurate.

### **4. TENANT SATISFACTION MEASURES**

Richard Shwe (Director of Housing) gave a presentation on the Tenant Satisfaction Measures 2024/25 (TSMs). He showed slides that highlighted the following key aspects:

- The Council commissioned BMG to run their tenant satisfaction measurement survey.
- For Tenants this was predominantly face to face (73%).
- This shift in methodology, along with enhancements to services, had likely contributed to the improved results.

- *Response to 2023/24 results:*
  - The Council developed an action plan to improve resident's perception of the Housing Service and focus on areas of improvement.
- *TSM Management 2024/25 result outcomes:*
  - Maintained or improved performance on 13 of 14 indicators.
  - Where there had been limited improvement or a decline, improvement plans were in place (Complaints & Decent Homes)
- *TSM Perception 2024/25 result outcomes:*
  - Significant improvement in scores this year, with 11 out of 12 scores improving.
  - Improvements had been seen in listening to resident's views, a well-maintained home and treating residents fairly and with respect.
- *Reasons for satisfaction/dissatisfaction*
  - The main reasons for satisfaction were a generally good service, not having any problems and repairs or issues being dealt with quickly.
  - The management of outstanding repairs continued to be the main driver for dissatisfaction.

The Chair requested further clarification on the operational changes that had contributed to improvements in the perception measures. John Hayden (Assistant Director of Repairs) explained that this progress was mainly due to residents feeling that their homes were well maintained and that they were treated fairly and with respect. The Council had placed emphasis on the quality of repairs, which had resulted in higher levels of resident satisfaction and ensured that residents received follow-ups on completed repairs. However, satisfaction with the timeliness of multiple repairs had not improved as quickly as expected, and some areas of communication between contractors required further development. A resident working group had also been established, including contractor representatives to explore ways to enhance the service. Another key area identified was ensuring safety within the home. Addressing these issues would be a priority over the coming months.

Councillor Sally Taylor raised a query regarding the change in the proportion of homes not meeting the Decent Homes Standard in the results (RP01). John Hayden explained that over the past 14 months, stock condition surveys had been completed on more than 5,500 properties. Currently, data was available for approximately 70% of tenant stock and 92% of leasehold stock. This data was being modelled into the system to inform future planning. In addition, he noted that a kitchen and bathroom improvement programme had been developed as part of a five-year investment plan. The increase in homes not meeting the standard did not indicate poor conditions but reflected the identification of areas requiring planned investment and upgrades to specific elements within the properties.

Councillor Adroine Alford noted that she was pleased to see some improvements. However, she expressed concerns regarding the measures for complaints handling (TP09B) and requested further information on this. John Hayden noted that this area was being reviewed. He explained that significant

work had been undertaken with residents to improve the service. Some of the dissatisfaction seemed to stem from differing expectations compared with how the service previously operated. The Council now had clearer policies and procedures in place, which were being followed. Further work would be undertaken to clearly outline the actual scope and delivery of the repairs service.

Councillor Frances Umeh (Cabinet Member for Housing and Homelessness) noted that the service was now using complaints data to identify positive insights and areas for improvements, through closer engagement with residents. For example, improvements were being made to enhance communication and manage expectations more effectively through the complaints process. The team was also focusing on ongoing training to ensure complaints were handled with compassion, clear communication and more rigour to achieve the best possible outcome.

Councillor Asif Siddique asked whether there was a feedback form or an online platform available for residents to share their views, particularly in relation to dissatisfaction. John Hayden explained that a select number of residents received a text-based survey following the completion of repair jobs logged in the system. This survey allowed residents to indicate whether they were satisfied with the service received. All feedback collected was reviewed weekly by the team and formally assessed monthly, to identify areas for improvement.

In response to a question from Councillor Asif Siddique regarding how residents could have their issues resolved without making a formal complaint. John Hayden explained that if a resident preferred not to lodge a complaint but simply wanted an issue addressed, the contact centre call agent would escalate the matter directly to the repairs team. This was logged as a service request, and within 48 hours, the team would contact the resident to follow up on the issue raised. This process was carried out daily. John Hayden emphasised that operational delivery and resolving resident queries remained a top priority for officers.

The Chair noted that the TSM perception results were published on 4th November 2025 and asked how the data would be used to set future targets, and when members would be able to view those targets. Richard Shwe reported that out of the 12 perception surveys, the Council ranked in the top quartile for approximately 7 of them. In particular:

- *A well-maintained home- 3rd best in London*
- *Treating residents fairly and with respect - 3rd best in London*
- *Handling antisocial behaviour - 2nd best in London*

He also noted that the Council was performing above average in West London in terms of overall resident satisfaction with the landlord's service. Richard Shwe highlighted that the Service Improvement Plan, located on page 16 of the agenda pack, would support the Council in continuing its improvement journey. He emphasised that engaging with residents, understanding their needs, and prioritising their experiences remained central to the Council's approach.

The Chair asked a follow-up question regarding which satisfaction measures, based on benchmarking data, Officers would prioritise to improve service delivery going forward. Richard Shwe responded that a key focus would be on data analysis and forecasting, particularly identifying recurring themes of dissatisfaction from the past two years. This would involve comparing feedback across different channels, including complaints and surveys, and conducting detailed analysis of the responses. He also emphasised the importance of ensuring that contractors delivered a good repair service to tenants. Officers would continue to review individual cases to identify lessons learned and opportunities for improvement, especially around communication and service transparency.

Councillor Sally Taylor asked how residents knew what repairs were covered under their tenancy agreement. Councillor Frances Umeh noted that this was explained when the tenancy agreement was signed. Tenants received information about responsibilities of both tenant and landlord, including a repairs and maintenance booklet. The same details were also available on the Council's website.

Councillor Sally Taylor asked if this information was refreshed for long-term residents who may have different expectations compared to newer tenants. Councillor Frances Umeh acknowledged this as a good point and confirmed that Officers would review methods for continued communication and refreshing of repairs and maintenance information for long-term tenants.

**Action – Richard Shwe**

The Chair requested further information on when the results from the latest round of TSM were received. What aspects most disappointed Officers, and where the biggest gap existed between resident perception, and the service provided. Richard Shwe explained that resident satisfaction remained a key priority for Officers. He noted that it was disappointing to see the Council ranked 13th across London, although its position within West London was comparatively better. He explained that the ambition was to reach the top quartile, as this reflected the level of service residents deserved. Continued improvement would focus on developing a comprehensive service plan with clear actions, which Officers would develop going forward.

Councillor Asif Siddique asked what plans were in place to improve services and enhance communication with residents during the upcoming Winter months. John Hayden explained that a Winter Plan would be implemented by the Mechanical and Electrical Team. This plan included shorter response times for urgent issues such as loss of heating, with emergency repairs for vulnerable residents being completed within 24 hours instead of the usual seven days. A follow-up call would also be made to ensure that the issue had been resolved.

Councillor Frances Umeh added that some of the appendices in the agenda pack outlined the communication channels already in use by the Council. These included newsletters, tenant and resident associations, the wider

housing residents' forum, the sheltered housing forum, and leaseholder surgeries.

**RESOLVED:**

That the Committee noted the report.

**5. FAMILY HOUSING STRATEGY**

Richard Shwe (Director of Housing) gave a presentation on the Family Housing Strategy. He showed slides that highlighted the following key aspects:

- There was an ongoing demand for family sized housing, particularly affordable or social family housing.
- There was evidence to suggest that birth rates were declining the borough.
- This combined with movement of people was having an impact on school rolls, local economic development, social mobility and community cohesion.
- The Council planned to overcome these challenges by updating the housing strategy and planning policy, making best use of existing homes and building and buying new homes.
- By implementing this strategy, the Council aimed to increase the number of family-sized homes available, ensuring that families could settle, grow, and thrive in the borough.

The Chair noted that the Strategy had been presented at Cabinet in July 2025 and enquired whether it was now in place. Richard Shwe confirmed that implementation was underway, and work had commenced. He explained that Officers were working closely with the Regeneration Team to explore opportunities for development within a broader context. Given the borough's high population density, he emphasised the importance of identifying effective approaches to advance the family housing strategy, to ensure it delivered benefits for local communities.

Councillor Adroine Alford expressed her support for increasing the number of family-sized homes and asked how this would align with the London Mayor's plan and, whether the Council retained autonomy in its decisions. Richard Shwe explained that there were opportunities for the Council to review its housing stock and estates to identify what could be delivered. He noted that garage sites could also be considered for development and highlighted that modern construction methods allowed homes to be built offsite and brought in, offering flexibility. Councillor Alford acknowledged that managing gap sites remained a challenge within the borough.

Councillor Frances Umeh (Cabinet Member for Housing and Homelessness) added that the mayor's plan was broadly aligned with the Council's objectives to provide more affordable family-sized accommodation, helping residents remain within the community. She emphasised that the family Housing Strategy reflected this priority. She further noted that the Council faced a significant housing crisis, with high demand and a large waiting list for homes, making this area a key focus. A new consultation had commenced to ensure

the borough's needs were incorporated into future housing development plans.

Councillor Adroine Alford emphasised the importance of ensuring that any offer provided to residents was of a good standard, maintaining local connections, meeting their needs and representing a clear improvement when downsizing.

Councillor Sally Taylor highlighted that in her ward, West Kensington, there were several larger properties occupied by older residents living alone. She asked about the process for downsizing. Richard Shwe explained that when a resident expressed interest in downsizing, Officers aimed to arrange a face-to-face meeting to outline available options. He also noted the need to address perceptions of sheltered housing, which was designed as an independent living arrangement with a programme of activities. John Hayden (Assistant Director of Repairs) added that Officers had visibility of under-occupied properties and were actively working to support residents who wished to downsize.

The Chair asked for further clarification to be provided on the proposal for a Council-owned Housing Company and asked about the timescales for the business plan and the associated risks. Richard Shwe explained that, due to a conflict of interest as a social landlord, he was not involved in the Housing Company and therefore could not comment directly. However, he outlined the governance structure based on his previous experience with a Housing Company. Noting the importance of starting on a small scale and having a clear business plan to deliver outcomes. He further confirmed that there would be no risk to the Housing Revenue Account, as the company would operate entirely independently.

The Chair asked about the plan and timescales for bringing larger homes back into use and whether the Council was prioritising these over one-bedroom properties. John Hayden reported that the Council currently had 114 voids across its stock, including multiple one, two, and three-bedroom properties, which were classified as day-to-day voids. He confirmed that 82% of all day-to-day voids were within the national key performance measure, which tracked the time from end of tenancy to re-letting. Unless structural issues were identified, all voids were treated within the same timeframe. John Hayden added that he would circulate further information on the age profile of the housing stock, which had significantly reduced over recent years, following the meeting.

#### **Action – John Hayden**

The Chair asked how the process could be accelerated from identifying suitable properties to successfully rehousing families. John Hayden explained that, as part of the action plan, benchmarking had been carried out against other local authorities. This was to understand average timescales for downsizing, noting that the process could be complex depending on individual circumstances. Richard Shwe added that housing services needed to adopt a more innovative approach, including reviewing patch sizes and working collaboratively with the Regeneration Team to determine what the Council could achieve.

Councillor Frances Umeh noted that home swaps and mutual exchanges did take place within the Council's housing stock under an existing policy. She stressed the importance of gathering feedback from residents on what could improve the downsizing process, suggesting this insight should inform future planning.

The Chair noted that it would be beneficial to bring this policy back to a future meeting for further review.

Councillor Asif Siddique highlighted the importance of independent living for older residents and asked how the Council planned to support this within the action plan. Richard Shwe responded that this was a workstream requiring further review and development. He stressed the need for effective communication to ensure individuals understood the opportunities available in sheltered housing, which offered a strong platform for independent living.

**6. DATE OF FUTURE MEETINGS**

The next meeting will take place on 3<sup>rd</sup> February 2025

The Chair requested an agenda item to explore the lived experiences of residents in recently developed estates.

Meeting started: 7:00pm

Meeting ended: 9:10pm

Chair:

**Contact officer** Amrita White  
Governance and Scrutiny  
E-mail: Amrita.White@lbfh.gov.uk

# Agenda Item 4

## London Borough of Hammersmith & Fulham

**Report to:** Housing and Homelessness Policy & Accountability Committee

**Date:** 03/02/2026

**Subject:** 2026/27 Revenue Budget and Medium-Term Financial Strategy (MTFS)

**Report author:** James Newman, Assistant Director – Finance (Deputy s151)  
Danny Rochford – Head of Finance (Housing)

**Responsible Director:** Sukvinder Kalsi, Executive Director of Finance and  
Corporate Services  
Richard Shwe, Director of Housing

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### SUMMARY

Cabinet will present their revenue budget and Council Tax proposals to Budget Council on 25 February 2026. This report provides an update on the overall preparation and proposals for the 2026/27 revenue budget, risks, financial resilience, and the impact of those proposals.

This report also sets out the budget proposals for the services covered by this Policy and Accountability Committee, and the committee is invited to comment on the budget proposals set out in detail in the appendices. Risk schedules and Equalities Impact Assessments of any budget changes are provided in the appendices alongside an update on any proposed changes in fees and charges in the budget where applicable.

This report sets out the Council's Revenue Budget for 2026/27 (including the key assumptions, details of new additional investment proposals and the efficiencies that are expected to be delivered by services). The report also provides an update on the Council's Medium Term Financial Strategy (MTFS) including the adequacy of the balances and reserves to ensure that the Council can maintain long term sustainability and maintain the strong financial governance of the resources.

The strategic operating environment for public services (including local government) remains challenging. While inflationary pressures have eased and interest rates are reducing, there are demand-led pressures in Adult Social Care, Children's Services and Homelessness. Combined with the impact of Fair Funding Review 2.0 and the reset of the Business Rates Retention System from April 2026, this Council will continue to face financial challenges in the years to come.

For the first time in many years, the government has confirmed a multi-year settlement from 2026/27 to 2028/29 alongside the funding formula reform. Hammersmith and Fulham is eligible for transitional funding relief over the three years to 2028/29.

The overall objectives of the revenue budget proposals for 2026/27 are intended to:

- continue to protect the delivery of core services valued by residents, businesses and visitors
- ensure the safety of our borough
- support prosperity across Hammersmith and Fulham
- promote an exceptional, innovative and efficient Council
- maintain strong financial governance and resilience across the Council

A balanced budget for 2026/27 is proposed (whilst protecting our reserves) including £9.5m of efficiencies. The budget will allow the continued delivery of the best services to our residents, businesses and visitors. This builds on the administration's record of prudential financial management, and delivering a modest budget surplus in the last three full financial years (from 2022/23 to 2024/25) and increasing reserves at a time when many other councils are utilising them to balance the annual budgets

The proposed increase of Council Tax by 2.99% and the additional social care precept (which equates to an increase of 92p per week for Band D properties) will generate an additional £4.4m (or 2% of the council's net budget) per annum to fund Council services. This is essential funding for the Council to ensure continuing financial resilience, protect its funding position over the medium term, meet the challenges posed by increasing demand and inflation, whilst balancing the impact on local council taxpayers.

## RECOMMENDATIONS

1. That the Policy and Accountability Committee considers the budget proposals and makes recommendations to Cabinet as appropriate.
2. That the Committee considers the proposed changes to fees and charges and makes recommendations as appropriate.

**Wards Affected:** All

<b>Our values</b>	<b>Summary of how this report aligns to the H&amp;F values</b>
Being ruthlessly financially efficient	The council has a proud record of maintaining low Council Tax to its residents. The revenue budget for 2026/27 proposes savings and efficiencies across services and corporate functions that rationalise its estate and reduce its operating costs, whilst also delivering value for money from external contractors.
Creating a compassionate council	The proposals in the revenue budget for 2026/27 supports the ongoing investment in services that directly support residents in living, healthy and independent lives. This includes continuing to provide free homecare for older residents, continuing to provide comprehensive Council Tax support to

	those eligible and increasing investment to tackle homelessness and rough sleeping.
Building shared prosperity	The budget proposals support the launch of the next phase of the industrial strategy (Upstream London) which sets a clear strategy to grow a localised economic ecosystem, with a focus on the sectors that are set to grow and that are deemed right for the local area.
Doing things with residents, not to them	The budget for 26/27 will continue investment in our Family Hubs, ensuring that every child, young person, and family is able to access the right support at the right time. The Hubs will also be developed by collaborating with children and young people and their families, family groups, the local third sector, the NHS and the council's children's services in genuine partnership.
Taking pride in H&F	The council's revenue budget will invest over £50m in public realm services. These services will provide access to safe clean, green spaces for all to enjoy, visit and live in. It will deliver improvements to highways, whilst continuing to invest in the Law Enforcement Team and regulatory services to crack down on anti-social behaviour and rogue traders.
Rising to the challenge of the climate and ecological emergency	The council has an ambitious target to become a net zero borough. To help achieve this, the budget will support work to increase engagement and investment in green energy and technologies, increase investment in its waste services, continue to keep our streets and parks clean, and take a tough stance against anyone dropping litter, creating graffiti, or dumping rubbish.

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## Background Papers Used in Preparing This Report

Not Applicable

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### THE REVENUE BUDGET 2026/27

1. The proposals for balancing the budget for 2026/27 are included in table 1 below.

**Table 1: 2026/27 Budget Summary**

	(£m)
<b>Base Budget 2025/26 (Balanced Budget)</b>	-
Provision for Price Inflation (3.2%)	6.9
Provision for Pay Inflation (2.5%)	4.0
Essential pressures	3.2
Other Changes (concessionary fares/interest on balances/ other)	(4.9)

Reduction in LGPS employers pension contribution	(2.1)
Savings and Efficiencies	(9.5)
<b>Resources</b>	
<b>Government</b>	
Increase Central Govt Grants	(13.2)
Decrease in Business rates	30.7
Increase in Council Tax resources	(7.7)
<b>Local</b>	
Collection Fund – year on year reduction in surplus	3.3
Collection fund	(4.0)
CIL	(0.7)
Fair Funding - Transitional Relief	(6.0)
<b>Budget Gap 26/27</b>	-

## Savings

2. The total proposed savings for 2026/27 are set out in Table 2.

**Table : 2026/27 savings proposals**

<b>Department</b>	<b>£m</b>
People	(4.2)
Place	(2.8)
Housing Solutions	(1.2)
Finance and Corporate Services	(0.6)
Centrally Managed Budgets	(0.7)
<b>Subtotal Service Savings</b>	<b>(9.5)</b>
Collection Fund Savings	(8.4)
<b>Total</b>	<b>(17.9)</b>

3. The savings relevant to this committee are summarised in table 3 below. The details set out in Appendix 1 to this report and as part of the Director's comments section below.

**Table 3: Summary of savings relevant to this committee**

<b>Proposal</b>	<b>£m</b>
Transfer of leases to housing company – increased charges	(1.1)
Additional income from licences	(0.1)
<b>Total savings</b>	<b>(1.1)</b>

## Fees and Charges

4. Charges governed by statute are set in accordance with those requirements and not varied in accordance with inflation. For non-statutory fees and charges, levied by Hammersmith & Fulham, it is recommended that:

- they are frozen for Adult Social Care and Children's Services in line with administration policy.
- commercial services that are charged will be reviewed on an ongoing basis in response to market conditions and varied up and down as appropriate, with appropriate authorisations according to the council Constitution.
- parking charges and fines are set in line with transport policy objectives and not considered as part of the budget process.
- a standard uplift of 3.8% (in line with September CPI) is applied for other non-commercial and non-parking fees.

5. Exceptions to these assumptions are set out in Appendix 4.

### **Equalities Implications**

6. Each budget proposal has been subject to an Equalities Impact Assessment (EQIA) review. These are attached in Appendix 3. A consolidated EQIA report will be presented to Budget Council in February 2026.

### **Comments of the Director of Housing on the 2026/27 Budget Proposals**

7. The Housing Solutions service provides a diverse range of services to the residents of Hammersmith & Fulham including Homelessness Prevention and Assessment, Temporary Accommodation, Housing Standards and the Housing Strategy including Rough Sleeping reduction.
8. This report focuses on the Housing General Fund. There is a separate presentation to this Policy and Accountability Committee covering the Housing Revenue Account. The services funded from the HRA are not included in the list above.

### **Homelessness in Hammersmith & Fulham – Trends and Historical Context**

9. Across London, councils now spend over £5m a day on homelessness prevention. The revised budget will support the Council in tackling the national homelessness crisis within the borough and the existing financial pressures, the key drivers of which are set out below:
  - Increasing Demand for Homelessness Services
  - Lack of Available Supply (New Social/Affordable Housing Build)
  - Deregulated Private Rented Sector (Property Standards)
  - Legislative Matters (Section 21 Evictions, Renters Rights Act)
  - Cost of Living (Spiralling Private Sector Rents)
  - Inflation and Interest Rates – Repossessions / Unaffordable Mortgages
  - Pressure on Household Incomes (Wages/Unemployment)
  - Withdrawal of Resources from Social Housing (Rent Reduction 2016/20, Local Housing Allowance Limits)

## **Strategy to Manage Homelessness**

10. The Housing Solutions division actively addresses homelessness by providing a range of housing options to enable an informed decision, to ensure that services and budgets are effective and efficient, and to reflect the council's priorities.
11. The service focuses on homelessness prevention, providing housing advice and discharge pathways, supporting residents facing financial pressures and evictions, and strengthening work with landlords to increase access to suitable homes.
12. The service actively procures its temporary accommodation portfolio to meet the range of needs of homeless households and is successful in avoiding the placement of families into bed and breakfast accommodation, reducing reliance on costly nightly-paid options, and continually seeks opportunities to secure better-value placements.
13. The service priorities include reducing rough sleeping through specialist outreach, tailored accommodation pathways, and partnership working with health, social care and voluntary organisations.
14. The service provides safe housing, resettlement support and community integration services for refugees, reinforcing our commitment as a borough of sanctuary.
15. The service is strengthening enforcement against non-compliant landlords, raising private sector housing standards through targeted inspections and data-led interventions, and expanding licensing compliance activity.
16. Some notable examples of our work are:
  - To reduce the new flow into Temporary Accommodation (TA) when households first approach and stringent application of the s188 duty to place in TA.
  - Working to contain rising costs and numbers of households in more expensive temporary accommodation by moving to less expensive provision through effective procurement and negotiation with suppliers to ensure supply of affordable and suitable properties.
  - To progress housing options for residents into settled housing through allocations and offers of a permanent home from both private rented and council supply.
  - Continuing to prevent and relieve homelessness by implementing innovative resident-focused support and systemic action planning at the right time. To date this financial year, homelessness has been prevented or relieved for 331 households. These households were supported to remain in their home or assisted with finding a new home and placement into temporary accommodation was avoided.
  - Continuing to work toward reducing rough sleeping by providing supported accommodation and associated services.
  - H&F is seen as a flagship within London for Afghan and Ukrainian refugee support.

## Financial Performance

17. There is a strong track record of financial efficiency to deliver savings and a balanced budget within Housing Solutions. However, the national homelessness crisis has meant that Housing Solutions continues to face financial challenges in temporary accommodation provision relating to the cost-of-living (particularly relating to high inflation on external contracts), increased demand for homelessness services and a lack of available supply. The position for 2025/26 is reported separately in the regular financial performance reports to Cabinet. It is expected that the homelessness crisis will continue to have a major impact on both the demand for the department's services and its budget in 2026/27.

## Budget 2026/27

18. The Housing General Fund revenue budget for 2026/27 is summarised at directorate level in the table below.

**Table 4 – Housing General Fund budget 2026/27**

	<b>Budget 25/26 £000s</b>	<b>Changes £000s</b>	<b>Budget 26/27 £000s</b>
Gross Expenditure	47,248	4,094	51,342
Gross Income	(30,359)	485	(29,874)
<b>Net Expenditure</b>	<b>16,889</b>	<b>4,579</b>	<b>21,468</b>

**Table 5 – Housing General Fund Budget Main Changes 25/26 – 26/27**

	<b>£000s</b>
<b>Net Expenditure Budget 25/26</b>	<b>16,889</b>
Inflation (3.2%)	965
Savings	(1,200)
Depreciation (see paragraph 13 below)	4,814
<b>Net Expenditure Budget 26/27</b>	<b>21,468</b>

19. The net budget is £21.5m and will ensure the continued investment of resources in key services for residents. In particular, the following matters should be noted:

- The Housing Solutions service has seen market changes since 2022/23 resulting in significant increases in the costs of procuring temporary accommodation. Rents for these properties are rising as the cost-of-living crisis impacts landlords – evidence within the London rental market points to increases of c.4.3% during the last 12 months. The average private rent in London is £2,265, while the average private rent in Hammersmith and Fulham is £2,731. The service is

managing inflationary pressures on temporary accommodation through effective suppliers to procure more affordable properties and pursuing effective inter-borough accommodation agreements. However, an inflationary uplift in the temporary accommodation budget of £1.0m is required for 2026/27. This assumes that mitigating actions will enable the management of inflationary pressures on temporary accommodation.

- Revenue savings of £1.2m will be made to enable the Council to contain the increasing net cost of temporary accommodation. The Council is exploring the establishment of a wholly owned housing company as part of its strategy to reduce the financial pressure on the General Fund associated with temporary accommodation. The proposal involves transferring the management of leased temporary accommodation properties to the housing company. This approach would enable the company to operate outside the current Housing Benefit subsidy framework, allowing households to claim Universal Credit rather than Housing Benefit. This change would align rental levels with current Local Housing Allowance (LHA) rates, ensuring fuller recovery of costs through Universal Credit and reducing the subsidy shortfall that currently impacts the Council's budget. Tenants will continue to occupy properties under licence arrangements, and statutory homelessness duties, including suitability and safeguarding requirements, will remain fully in place. The proposal is designed to maintain service standards while improving financial sustainability.
- The remaining £4.8m relates to other budget adjustments including a technical accounting adjustment for depreciation on private sector leased temporary accommodation, inflation and corporate support service recharges.

20. The main risks affecting Housing Solutions relate to managing the impact of the national homelessness crisis (rising demand, high costs, constraints in supply, Welfare Reform, legislative requirements). A schedule of risks is set out at Appendix 2.

### **List of Appendices:**

Appendix 1 – Savings proposals

Appendix 2 – Service Risks

Appendix 3 – Equality Impact Assessments

Appendix 4 – Fees and Charges

## Housing Solutions

<b>Service</b>	<b>Summary</b>	<b>2026-27 Budget Change Cumulative (£000's)</b>	<b>2027-28 Budget Change Cumulative (£000's)</b>	<b>2028-29 Budget Change Cumulative (£000's)</b>	<b>2029-30 Budget Change Cumulative (£000's)</b>
Housing Solutions	Transfer PSL leases to housing company - increased charges	(1,050)	(1,050)	(1,050)	(1,050)
Private Housing Standards	Additional income from Licences	(150)	(150)	(150)	(150)
		<b>(1,200)</b>	<b>(1,200)</b>	<b>(1,200)</b>	<b>(1,200)</b>

## Housing Solutions Department Risk/Challenges

Division	Short Description of Risk	Mitigation
Housing Solutions	Overall Benefit Cap (OBC) and Discretionary Housing Payments (DHP)	Support and enable residents to gain exemption from the Benefit Cap or meet the shortfall through: <ul style="list-style-type: none"> <li>- Training and qualifying employment</li> <li>- Disability/Carers benefit where possible</li> <li>- Resettlement into affordable housing</li> <li>- Introduce hardship funds from Crisis Resilience Fund</li> </ul>
Housing Solutions	Risk of Tenancy Terminations following Renters' Rights Act	Help new TA tenants (PRS evictees) manage rent shortfalls from tapered income (non-BenCap) through: <ul style="list-style-type: none"> <li>- Provision of tenancy sustainment and landlord support</li> <li>- Welfare benefit advice</li> <li>- Introduce hardship funds from Crisis Resilience Fund</li> </ul>
Housing Solutions	Increase in bad debt provision on Temporary Accommodation (Bed & Breakfast and Private Sector Leasing) rent arrears because of reductions in personal income due to Cost of Living Crisis	Robust but sensitive TA Income collection processes post CoL
Housing Solutions	There is a risk of a further increase in the number of households in Temporary Accommodation - based on an additional 250 households this year above the current forecast	Increase access to private rented accommodation as outlined and agreed in recent changes to Council's Housing Allocation Scheme.
Housing Solutions	Inflationary pressures on Temporary Accommodation landlord costs, based on an extra 5% rental inflation above the current forecast	Reducing expensive Temporary Accommodation is likely to mean procuring additional units outside of this borough.
Housing Solutions	There is a risk of large families being accommodated in B&B due to unsuitable accommodation available	Procure Temporary Accommodation for larger families.
Housing Solutions	Housing Company Implementation	

**EQUALITIES IMPACT ASSESSMENT (EIA) 2026/27**  
**SAVINGS PROPOSALS RELEVANT TO THIS COMMITTEE**

**Savings Proposals:**

**Transfer PSL leases to housing company - increased charges - £1,050,000**

The proposal concerns transferring existing Private Sector Leases (PSL) from the Council to the Council's housing company. The company will charge higher rents aligned with the Local Housing Allowance (LHA) as tenants will be able to claim Universal Credit rather than Housing Benefit, which is capped for council-managed temporary accommodation. This approach aims to close the subsidy gap caused by outdated Housing Benefit reimbursement rates and reduce the council's net temporary accommodation (TA) costs.

The proposal is expected to have a neutral impact on groups that share protected characteristics because homeless households will continue to be placed based on statutory criteria, not company status. Higher rents are covered by Universal Credit housing costs, so tenants should not face additional personal financial burden. The council retains responsibility for ensuring accommodation meets needs related to disability, health, and other protected characteristics. The Council will provide support for UC claims, Alternative Payment Arrangements, and ongoing monitoring through equality impact reviews. Any single person households under the age of 35 years residing in PSL properties at the time of transfer to the Housing Company will be rehoused into alternative temporary accommodation or permanently rehoused if a main housing duty has been accepted. Affordability assessments will be carried out for working households and discretionary housing payments will be made where necessary to ensure the accommodation remains affordable for the household.

**Additional Income from Licences - £150,000**

Income has risen because of the rising number of licence renewals in line with the 5-year licensing scheme cycle. In addition, the Housing Standards team have identified non-compliance within the Selective Licensing Zone which has resulted in more applications being submitted.

This proposal has a neutral impact on groups that share protected characteristics for the following reasons. Licensing schemes are designed to raise housing standards and protect tenants, especially those at higher risk of exploitation or harm. Licensing schemes protect groups including those with protected characteristics by enforcing compliance with safety standards, ensuring landlords are suitable, ensuring repairs are carried out and amenities are adequate, prevention of overcrowding. People with protected characteristics are statistically more likely to experience poverty and poor housing conditions. Licensing income enables the Council to intervene early, preventing exploitation, and maintaining safe, decent homes. It is recognized that residents with "protected characteristics" find it more difficult to access the job market and consequently find themselves in shared dwellings including households in multiple occupation (HMOs). The licensing and inspections of such properties

leads to the identification of risk and the conditioning of such properties will improve the quality of life and living conditions of these vulnerable residents.

# **HOUSING Department Fees & Charges**

Exceptions to the standard uplift

**2026/27**

## Housing Solutions Fees and Charges 2026/27

Fee Description	2025/26 Charge (£)	2026/27 Charge (£)	Proposed Variation (£)
<b>Private Sector Leasing</b>			
Private Sector Leasing Water Charges	Varies	Varies	
Private Sector Leasing Rent (average per week)	£261.07	£266.39	£5.32
	£261.07 as at 19th November 2024	£266.39 as at 17th November 2025	
<b>Bed and Breakfast Temporary Accommodation</b>			
B & B Rent Single/Family (Average per week)	£231.70	£233.00	£1.30
	£231.70 as at 19th November 2024	£233.00 as at 17th November 2025	

## Housing Standards Fees & Charges Proposals 2026/27

Fee Description	2025/26 Charge (£)	2026-27 Charge (£)	Proposed Variation (£)
<b>HOUSING STANDARDS - Private Housing &amp; Health</b>			
<b>House of Multiple Occupancy (HMO) Licences</b>			
Mandatory HMO Licence			
HMO Licence Fee (Standard 5 year licence)	£1,627.00	£1,656.00	£29.00
Additional Charge per Habitable Room	£180.00	£183.00	£3.00
HMO Licence Fee (Reduced 2 year licence)	£1,627.00	£1,656.00	£29.00
Non-mandatory HMO Licence			
Additional Licence	£742.00	£755.00	£13.00
Selective Licence	£742.00	£755.00	£13.00
Note - Discounts are applied to HMO Licences as follows: • £80 discount where the licence holder and/or the manager is a member of an accredited landlord body such as NLA, RLA or LLAS • £50 discount where the licence holder has signed up to the Hammersmith & Fulham Landlords Charter (You can sign up to the landlord's rental charter as part of the application process) N.B. Only one discount is applied per licence - the greater in value is applied			
Additional Costs			
Financial Penalties for housing offences and non-compliance housing notices	Maximum permitted	Maximum permitted	N/A

# Budget 2026/27

# Overview

- Strategic Context (including Chancellor's Budget Statement)
- Policy Statement (Fair Funding Reforms 2.0)
- Budget 2026/27
  - Strategy and Objectives
  - Budget Plans
- Timelines and Plans

# Strategic Context

- Chancellor's Budget
- Local Demographic/Resident/Legislative Expectations
- Greater Regulation (Housing Inspection/SEND)
- Local Regeneration Schemes (Civic Campus, Housing, Bridge)
- Data Security and IT Issues

# Policy Statement - Fair Funding Review

- Policy Statement Released 20 November (PLGFS on 17 December)
- Changes Made – IMD, Housing, Children Service Costs
- 3 Year Settlement and Consolidation of Grant Regimes
- Significant Pressures in 2027/28+
- Lobbying ongoing

# Revenue Budget Strategy 2026/27

- Ensure Sustainable, Legal and Balanced Budget
- Protect Key Policy and Resident Priorities
- Continued Long Term Financial Resilience
- Essential Pressures Only in 2026/27
- Service Demand Pressures Will Need To Be Mitigated
- Review of Capital Strategy To Minimise Revenue Pressures
- Focused Strategic Savings Proposals (Not A Long List)

# Budget 2026/27

	£m
Pay Inflation (2.5%)	4.0
Price Inflation (3.2%)	6.9
Essential Pressures (see later)	3.0
Impact of FFR	8.9
Collection Fund (Prior Years)	3.3
LGPS Employers % Reduction	(2.1)
Savings Proposed (see later)	(17.9)
Corporate Changes (contributions to programmes)	(1.7)
Damping Payment for FFR	(1.7)
Policy Contingency Reductions	(2.7)
<b>Net Position (after Council Tax)</b>	<b>-</b>

# Essential Pressures 2026/27

	Dec £m
Reduction in Interest Receivable due to interest rate cuts	2.4
Concessionary Fares	0.8
Collection Fund Resources	0.5
Council Tax Discretionary Reliefs (Carers/War Pensions)	0.2
Governance changes	0.3
Contribution to Reserves & One-Off Items	(0.9)
Prior Year Growth (Upstream London)	(0.3)
<b>Total</b>	<b>3.0</b>

# Savings Proposals 2026/27

		£'m
Housing	Homeless Reduction Strategy	(1.2)
People	Adult Social Care Transformation (Care Packages/New Residential Care – 4%)	(3.2)
FCS	Improving collection of Housing Benefits/Recovery of Summons Costs	(0.4)
FCS	Funding of Local Support Payments by Crisis & Resilience Fund	(0.5)
FCS	Credit Card Transactions Fees	(0.5)
Place	Commercial Income	(1.3)
All	Redesign Service Staff Teams (Agency/Vacancy Management – 1.5%)	(2.2)
Place	Waste Disposal (Increasing Recycling – 50% in street properties)	(0.2)
<b>Total Service Savings</b>		<b>(9.5)</b>
Resources	Council Tax (Collection Rates/Reducing Arrears/Second Homes Premium - £0.9m / CTB1 Tax Base)	(4.6)
Resources	Business Rates (Collection Rates/Arrears)	(3.8)
<b>Total</b>		<b>(17.9)</b>

# Next Steps

- PACS - End of January/Early February
- Cabinet – 9<sup>th</sup> February
- Budget Council - 25<sup>th</sup> February