

Policy and Oversight Board Agenda

Wednesday 4 February 2026 at 7.00 pm

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

Watch live on YouTube: youtube.com/hammersmithandfulham

MEMBERSHIP

Administration	Opposition
Councillor Lisa Homan (Chair) Councillor Jacolyn Daly Councillor Natalia Perez Councillor Nicole Trehy Councillor Rory Vaughan	Councillor Jose Afonso

CONTACT OFFICER: David Abbott
Governance and Scrutiny
Email: David.Abbott@lbhf.gov.uk
Web: www.lbhf.gov.uk/committees

Members of the public are welcome to attend but spaces are limited. To register for a place please contact David.Abbott@lbhf.gov.uk. The building has disabled access.

Policy and Oversight Board Agenda

If you would like to ask a question about any of the items on the agenda please email David.Abbott@lbfh.gov.uk by: 3 February 2026

<u>Item</u>	<u>Pages</u>
1. APOLOGIES FOR ABSENCE	
2. DECLARATIONS OF INTERESTS	
If a Councillor has a disclosable pecuniary interest in a particular item, whether or not it is entered in the Authority's register of interests, or any other significant interest which they consider should be declared in the public interest, they should declare the existence and, unless it is a sensitive interest as defined in the Member Code of Conduct, the nature of the interest at the commencement of the consideration of that item or as soon as it becomes apparent.	
At meetings where members of the public are allowed to be in attendance and speak, any Councillor with a disclosable pecuniary interest or other significant interest may also make representations, give evidence or answer questions about the matter. The Councillor must then withdraw immediately from the meeting before the matter is discussed and any vote taken.	
Where Members of the public are not allowed to be in attendance and speak, then the Councillor with a disclosable pecuniary interest should withdraw from the meeting whilst the matter is under consideration. Councillors who have declared other significant interests should also withdraw from the meeting if they consider their continued participation in the matter would not be reasonable in the circumstances and may give rise to a perception of a conflict of interest.	
Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Standards Committee.	
3. MINUTES OF THE PREVIOUS MEETING	4 - 15
To approve the minutes of the previous meeting as an accurate record and note any outstanding actions.	
4. 2026/27 REVENUE BUDGET AND MEDIUM-TERM FINANCIAL STRATEGY (MTFS)	16 - 85
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. The report also sets out the budget proposals for the services covered by this committee.	

5.	POLICY AND ACCOUNTABILITY COMMITTEES' UPDATE REPORT	86 - 99
	This report provides an update on the meetings of the Council's six Policy and Accountability Committees in September and November 2025.	
6.	WORK PROGRAMME	100
	For the Board to discuss future items for inclusion in the work programme.	
7.	DATES OF FUTURE MEETINGS	
	To note the following dates of future meetings:	
	• 29 April 2026	

Agenda Item 3

London Borough of Hammersmith & Fulham

Policy and Oversight Board Minutes



Monday 24 November 2025

PRESENT

Committee members: Councillors Lisa Homan (Chair), Jacolyn Daly, Natalia Perez, Nicole Trehy and Rory Vaughan

Other Councillors: Councillor Rowan Ree (Cabinet Member for Finance and Reform)

Guests:

Eddie Copeland (Director of LOTI)
Sarbjit Bakhshi (Digital Best Practice Manager at LOTI)

Officers:

Jo McCormick (Director of Procurement, Commercial, and Digital)
Umit Jani (Strategic Relationship Manager – Procurement and Commercial)
Tara Flood (Head of Co-production)
Geoff Cowart (Strategic Lead for Communications and Communities)
Liam Oliff (Committee Coordinator)
Rana Aria (Co-Production Officer)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Jose Afonso.

2. DECLARATIONS OF INTERESTS

There were no declarations of interest.

3. MINUTES AND ACTIONS

The minutes of the meeting held on 17 September 2025 were agreed as an accurate record.

4. UPDATE ON AI GOVERNANCE AND ADOPTION

Minutes are subject to confirmation at the next meeting as a correct record of the proceedings and any amendments arising will be recorded in the minutes of that subsequent meeting.

Jo McCormick (Director of Procurement, Commercial, and Digital) introduced the item which was an update on the Council's governance and adoption of Artificial Intelligence solutions. London Borough of Hammersmith and Fulham (LBHF) was moving away from isolated AI pilots towards embedding AI into Council processes. An Ethics Board had been put into place to ensure that any AI that was being used by LBHF had been deemed ethical. LBHF was learning from other Councils in London and across the UK regarding scaling, and LBHF was receiving help from the London Office of Technology and Innovation (LOTI). Eddie Copeland (Director of LOTI) and Sarbjit Bakhshi (Digital Best Practice Manager at LOTI) attended the meeting on behalf of LOTI to answer Member questions. Sarbjit Bakshi explained that LBHF was taking a cautious approach to the adoption of AI which included business cases for all procurement, and all cases were done on evidence. He added that this was the best and most well rounded approach.

Councillor Natalia Perez noted that it was good to hear examples of good practice and asked how innovative approaches were being co-produced, how models were being tested, and how residents were being involved in shaping projects. Jo McCormick explained that the Resident Experience Access Programme had led to detailed work with residents, which was feeding into changes being made, alongside wider changes arising from the Digital Inclusion Strategy. Jo McCormick confirmed that pilots referenced in the report were being used to identify necessary changes before considering how technology could enhance services.

The Chair asked about AI being tested in the housing department and how residents were involved in the testing. Jo McCormick stated that the housing trial was currently an internal project focused on streamlining internal processes. The Chair queried what structures existed within housing to allow service user testing, and Jo McCormick confirmed that tenant groups would assist with this. Tara Flood (Head of Co-Production) added that in the new year, the team had been supported in recruiting a wider co-production group, which would be broader and not limited to just disabled residents.

Councillor Rory Vaughan raised questions regarding Co-Pilot, noting that there were many business cases for the full version and asking who within H&F could approve access. Councillor Rory Vaughan also asked what training would be provided for staff using AI and technology. The Chair queried who the 1,200 members of staff who had access to Co-Pilot, referenced in the report, were. Jo McCormick clarified that Co-Pilot was available across the whole organisation for all staff, with business cases required for enhanced versions for more in-depth work, and that expansion of its use was being considered. Umit Jani (Strategic Relationship Manager – Procurement and Commercial) explained that strong business cases would be triaged and, if justified, progressed to the next stage with support to demonstrate efficiency. He confirmed that M365 Co-Pilot was the universal version and that staff were directed there first. He stated that training was provided on prompts and ethical use, ensuring data remained within LBHF. Councillor Rory Vaughan asked about structured training, and Umit Jani confirmed that initial training was given and that ethical guidance was included.

Councillor Rory Vaughan referred to the current suite of tools AI tools that were available and asked whether at the moment LBHF were currently mostly Co-Pilot-based. Jo McCormick confirmed that Co-Pilot was being used as much as possible as part of the Microsoft package, while a range of other tools were being trialled to assess where they might help.

Councillor Rory Vaughan asked how rollouts were monitored to check for errors in AI outputs, citing concerns about fraud recovery and ensuring genuine savings. Jo McCormick explained that fraud recovery work had identified areas for efficiency, noting that not all efficiencies were cash savings. Jo McCormick confirmed that governance processes ensured initiatives were robust, with sensitive proposals referred to the Ethics Board and others to the usual working group. Councillor Rowan Ree (Cabinet Member for Finance and Reform) added that Fraud, Recovery and Error Detection (FRED) detection software helped identify potential issues, which were then reviewed by the team, and noted £1m in recovery.

Councillor Rowan Ree asked whether benchmarking beyond local authorities had been undertaken to learn lessons. Sarbjit Bakhshi highlighted that other councils often focused on cost-cutting, citing Westminster's use of Google Street View to identify discrepancies in business rates for bus stops.

Councillor Jacolyn Daly asked LOTI to elaborate on LBHF taking a slower and more grounded approach to the implementation of AI. Sarbjit Bakhshi explained that while there was enthusiasm around AI, procurement decisions were critical, and some boroughs had invested heavily in licences without validating use cases. LBHF had instead rolled out some licences and then paused to validate business cases.

Councillor Jacolyn Daly asked how many AI proposals had been reviewed by the Ethics Board and how many had been changed or rejected. Jo McCormick confirmed that most AI tools had not required Ethics Board review due to low sensitivity, but Smart Box AI and CCTV changes had been referred.

Councillor Jacolyn Daly asked whether the Ethics policy and thresholds to be referred to the Ethics Board had been published. Jo McCormick confirmed these were set out in a paper presented to the Committee last year.

Councillor Jacolyn Daly queried the number of working groups at LBHF that were looking at AI, and Umit Jani confirmed that the AI working group met monthly, though less frequently now as best practice had been developed, and that other groups such as the People Digital Transformation Group and the Smart City working group also discussed AI. Councillor Jacolyn Daly asked whether these groups could be scrutinised, and Jo McCormick confirmed that updates were provided to POB.

Councillor Jacolyn Daly asked what success would look like. Jo McCormick stated that success meant delivering an inclusive vision of services for residents aligned with borough values.

Councillor Nicole Trehy asked about feedback loops from LOTI to LBHF. Eddie Copeland confirmed that opportunities were regularly created for colleagues to meet peers and that LBHF was ahead of the curve on ethics. LOTI published free

resources and guidance on designing use cases in areas such as housing and social care. Umit Jani noted that LOTI acted as a central hub.

Councillor Nicole Trehy asked about Microsoft's responsiveness to feedback. Eddie Copeland stated that collective action from London boroughs was needed to influence Microsoft. Sarbjit Bakhshi emphasised neutrality on technology and noted that Microsoft expected greater licence usage. Jo McCormick stressed the need for a UK-wide local authority approach, ensuring tools met local needs and supported data ownership. Umit Jani confirmed that similar scrutiny applied to Agent AI and other tools. Jo McCormick added that discussions were ongoing with waste providers about AI use.

The Chair asked for examples of poor council practice, and Eddie Copeland noted that some boroughs mistakenly assumed procuring AI would automatically deliver savings, without considering staff training and resource redeployment. The Chair acknowledged that this was an easy path for financially struggling councils.

The Chair raised concerns about residents resisting technology, citing examples of CCTV obstruction and opposition to 5G, and asked what reassurances they should be giving to residents. Jo McCormick confirmed that LBHF aimed to provide accessible, modern services and pointed to its ethical framework.

Councillor Natalia Perez asked about mitigation measures for AI risks. Jo McCormick confirmed that detailed risk assessments were undertaken before use, with high-sensitivity cases referred to the Ethics Board.

Councillor Natalia Perez asked whether LBHF was learning from other local authorities. Jo McCormick confirmed that lessons were being drawn from both councils and the commercial sector, noting that some US initiatives had been rolled back after failing to demonstrate value.

The Chair concluded by requesting future updates on the effectiveness of the Ethics Board, including what decisions had been made by the board and how its governance was working in practice.

RESOLVED

1. That the Policy and Oversight Board noted and commented on the report.

5. UPDATE REPORT ON EMBEDDING THE LBHF COMMITMENT TO CO-PRODUCTION WITH RESIDENTS

Tara Flood (Head of Co-Production) and Geoff Cowart (Strategic Lead for Communications and Communities) introduced the report which gave an update on Co-Production work that was taking place at LBHF. LBHF's commitment to working in co-production with residents was driven by the aspiration to create a more inclusive, accessible, and equitable borough for all residents. LBHF was always looking at new ways to work with residents to transform local decision making by co-

producing policies and services with the community. The council started to embed its commitment to working in co-production by focusing first on Disabled residents, as the Disabled People's Commission (DPC) found that Disabled people, when considering multiple intersectional barriers, were the furthest away from decision-making. However, the DPC were very clear in their report that whilst the work on co-production should start with Disabled residents, the commitment to 'doing things with residents not to them' through co-production should be about all H&F residents.

Councillor Natalia Perez said that it was great to see the wide range of working groups throughout co-production. She noted that the changes being seen were positive and that impact was being made.

Councillor Nicole Trehy stated that engaging 150 residents was a significant achievement, as it was very difficult to talk to residents. She added that residents were hard to engage on good news and asked what learnings had been taken from that and how focus and engagement could be improved. Tara Flood explained that many residents joined groups as an opportunity to tell their story, which marked the start of their co-production journey and led to how their story could shape progress. She noted that the Civic Campus group had been running for seven years, describing it as a great result despite a bumpy journey, and confirmed that conversations were taking place around the next iteration of the group. She added that residents would see the change and how their needs had been reflected.

Councillor Nicole Trehy thanked Tara Flood and commented that she used the work of the co-production team as inspiration when women were not being reflected positively.

Councillor Jacolyn Daly highlighted the difference between co-production and consultation, noting the move from listening to shared power. She asked for an example where residents and officers had disagreed, and residents had prevailed. Tara Flood cited the residents' panel, which had identified the need for planning applications to be available in different formats. Initially, officers had said this was not possible, but training providers were found who could produce accessible application formats, and training opportunities were shared. Tara Flood offered to share more information on this. Councillor Jacolyn Daly said that examples would be useful to show residents the impact.

Councillor Jacolyn Daly noted that the Digital Accessibility Group had challenged on digital inclusion and slowed processes down to be more reflective. Rana Aria (Co-Production Officer) stated that residents looked forward to co-production meetings as they could see the difference compared to consultation and felt like equal partners. She added that even the most cynical residents attended every meeting because they felt valued and eventually became critical friends.

Councillor Jacolyn Daly asked what the process was to get co-production involved in a project. Tara Flood explained that officers could contact her team directly, or if they heard about a project, they would get in touch and offer support. She said that officers discussed the work and timeframe, and the team helped them understand what was possible with co-production. She noted that on the Cost of Living project, they had been able to start a steering group.

Councillor Jacolyn Daly stated that budget influence had been referred to in the report and asked what residents' influence on the budget through co-production, looked like. Tara Flood explained that Youth Voices priorities had been included in grant criteria, working with the youth council to incorporate those priorities.

Councillor Jacolyn Daly referred to page 39 and 40 of the agenda, which had a table of indicators for successful co-production, she asked whether these indicators would be used as the criteria for identifying whether co-production can work for specific groups. Tara Flood said that they encouraged officers to look at external pots of money to add resources to departments through including co-production, as they recognised co-production wasn't free. She added that advice and training were given out free of charge at the moment as they hadn't worked out how to charge for it at this point. Councillor Rowan Ree stated that services designed around what people wanted were a better use of money than producing services that no one would use.

Councillor Rory Vaughan referred to paragraph 62 and said that there needed to be a pool of residents who were trained and able to get involved in co-production so that officers could draw on them. He also asked about costs as designing services in this way takes more resource. Tara Flood responded that at some point there could be too many service-focused groups on co-production, making it difficult to manage, and that consideration should be given to moving from multiple service groups to a larger pool of people who could be accessed for specific tasks. Councillor Rory Vaughan asked how the benefits of co-production were evaluated and whether resources were available to produce case studies showing how the model had improved service design and delivery. Tara Flood confirmed that longer versions of case studies were included in the report and that another tool being created was a co-production evaluation tool. Councillor Rory Vaughan noted that benefits were difficult to quantify and suggested bringing them out qualitatively.

Councillor Natalia Perez referred to Health and Adult Social Care Policy and Accountability Committee (HASPAC) and said that an update had been received on Charing Cross Hospital Co-Production, which was great to see.

Councillor Natalia Perez asked about there had previously been mention of a partnership board and whether other residents would be involved. Tara Flood replied that they did not think that route was being pursued now.

Councillor Jacolyn Daly raised challenges around communications for co-production. Geoff Cowart stated that challenges came from officers, as residents liked to have their opinion heard, and officers needed to build co-production into their work streams. The Chair commented that if officers had a project and wanted to co-produce, training was part of the culture change. The Chair noted that reports presented to PACs showed that some departments were much further ahead in culture change.

The Chair cited the Defending Council Homes policy as an example of co-production and noted that many historical policies had also been co-produced.

The Chair highlighted the line between consultation and co-production. Tara Flood stated that leadership was important to drive culture change and that more of a

culture shift was needed to make co-production usual business. She said that it was a big task to shift culture and expressed a desire for co-production to be part of the appraisal process to help officers consider co-production at the start of processes. Rana Aria added that initial training had been provided to senior officers and webinars for other officers, noting that culture was easier to change from the top down.

Councillor Jacolyn Daly concluded that co-production should be part of the appraisal process and included in objectives. Tara Flood added that she was happy to work with the People department to look at how this could be implemented.

RESOLVED

1. That the Policy and Oversight Board noted and commented on the report.
2. That the appraisal process change to add a mandatory co-production objective during each appraisal.

6. POLICY AND ACCOUNTABILITY COMMITTEES' WORK PROGRAMMES

The Chair introduced the report which provided the draft work programmes for November 2025 to February 2026.

Councillor Daly mentioned that she had requested an item for Housing and Homelessness PAC on community life and residents safety in the neighbourhood and that this needed to be added to the work programme.

Action: Liam Oliff

RESOLVED

1. That the Policy and Oversight Board noted and commented on the report.

7. WORK PROGRAMME

The Board's draft work programme was presented for discussion and noting.

RESOLVED

1. The Board noted the draft work programme.

8. DATES OF FUTURE MEETINGS

The dates of future meetings were noted:

- 4 February 2026
- 29 April 2026

Meeting started: 7:01pm
Meeting ended: 9:09pm

Chair

Contact officer: David Abbott
Governance and Scrutiny
E-mail: David.Abbott@lbhf.gov.uk

Policy and Oversight Board Action Sheet 2025/26

16 July 2025

No.	Item	Item / Action	Response / Update	Officer	Status
1.	4. Cost of Living Progress Report	Members encouraged officers to look at providing grants to help people move from gas cookers to electric cookers, both for energy efficiency benefits and improvement to air quality.	<p>The Council is actively working toward phasing out gas systems in its housing stock, with a target to complete the transition by 2030. While cooking is not the main contributor to gas use - heating and hot water account for the majority - we recognise the importance of transitioning all systems over time. Removing gas cookers is not currently a routine process, but it is being considered as part of broader electrification efforts.</p> <p>In the private rented sector, the Government's proposed Renters' Rights Bill includes a Decent Homes Standard, ensuring residents benefit from electrification and improved energy efficiency.</p> <p>Additionally, the Council's Climate Change team is also exploring energy efficiency grants from the Carbon Offset Fund, specifically to</p>	Christine Chung	Complete

No.	Item	Item / Action	Response / Update	Officer	Status
			support residents replace gas stoves with electric alternatives as well as other energy efficient improvements. This would be offered through an application process open to eligible households.		
2.	4. Cost of Living Progress Report	Cllr Daly suggested looking at providing small cash transfers or supermarket vouchers (£30–£50) to avoid referrals to the foodbank.	<p>The Cost of Living Programme has a number of schemes that provide cash or voucher financial assistance to eligible residents in need.</p> <p>The Hardship Prevention Fund has been extended for 2025 and offers non-repayable cash awards to residents in financial hardship who do not have enough money for basics like food, gas or electricity. Up to £900 is available on a one-off basis. The fund also makes smaller cash awards, for example to residents on low income that need help to replace a child's school uniform, shoes or winter coat.</p> <p>As part of our comprehensive response, we also offer financial payments or vouchers to key</p>	Matthew Sales / Bathsheba Mall	Complete

No.	Item	Item / Action	Response / Update	Officer	Status
			<p>groups most impacted by the rise in everyday living costs, with more planned for 2025. Low-value cash and voucher awards are also offered to residents as part of our Children's Relief Fund, homelessness prevention and welfare assistance.</p> <p>The H&F Foodbank is an important partner of the Council's Cost of Living response programme, and a member of the Cost of Living Alliance Steering Group formed to help us target our help to those that most need it. We will continue to engage with the Foodbank on the best ways to offer cash and voucher support.</p>		
3.	4. Cost of Living Progress Report	The Board and PACs to look at the Council's strategies at future meetings.	On the agenda for POB in November	David Abbott / PAC Chairs	Complete
4.	5. Finance Peer Challenge Findings	<ul style="list-style-type: none"> Members suggested arranging budget training for scrutiny members ahead of the budget meetings. Members recommended including scrutiny training as part of the Council's member induction programme. 	Both recommendations were agreed and officers are in the process of organising dates, which will be sent to members once confirmed.	David Abbott	Complete

17 September 2025

No.	Item	Item / Action	Response / Update	Officer	Status
5.	6. Policy and Accountability Committees' Update Report	The Chair asked officers to provide a list of strategies and whether they had been considered by scrutiny committees recently.	List circulated to members ahead of November meeting.	David Abbott	Complete

24 November 2025

No.	Item	Item / Action	Response / Update	Officer	Status
6.	4. Update on AI Governance and Adoption	The Chair concluded by requesting future updates on the effectiveness of the Ethics Board, including what decisions had been made by the board and how its governance was working in practice.	Added to work programme.	Liam Oliiff	Complete
7.	5. Update Report on Embedding The LBHF Commitment to Co-Production with Residents	Recommendation that co-production should be part of the appraisal process and included in objectives. Tara Flood to work with the People department to look at how this could be implemented.	Awaiting update from Tara.	Tara Flood	Pending
8.	6. Policy and Accountability Committees' Work Programme	Councillor Daly requested an item for Housing and Homelessness PAC on community life and resident safety.	Added to PAC work programme.	Liam Oliiff	Complete

Agenda Item 4

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Policy and Oversight Board

Date: 04/02/2026

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

Report author: James Newman, Director of Finance (Deputy s151)
Alex Pygram – Head of Finance (Finance and Corporate Services)

Responsible Director: Sukvinder Kalsi, Executive Director of Finance and Corporate Services

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 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 prudent 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 Oversight Board considers the budget proposals and makes recommendations to Cabinet as appropriate.
2. That the Board considers the proposed changes to fees and charges and makes recommendations as appropriate.

Wards Affected: All

Our values	Summary of how this report aligns to the H&F values
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

Our values	Summary of how this report aligns to the H&F values
	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.

Background Papers Used in Preparing This Report

Not Applicable.

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)
Base Budget 2025/26 (Balanced Budget)	-
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)
Resources	
Government	
Increase Central Govt Grants	(13.2)
Decrease in Business rates	30.7
Increase in Council Tax resources	(7.7)
Local	
Collection Fund – year on year reduction in surplus	3.3
Collection fund	(4.0)
CIL	(0.7)
Fair Funding - Transitional Relief	(6.0)
Budget Gap 26/27	-

Savings

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

Table 2: 2026/27 savings proposals

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

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

Proposal	£m
Reform Local Support Payment Scheme	(0.4)
To increase NNDR and council tax summons costs by £20 per summons	(0.2)
Total savings	(0.6)

Fees and Charges

4. The Council provides an extensive range of services to local businesses and residents that are chargeable. Within this Policy and Accountability Committee, examples are environmental health licensing, food hygiene, pest control and building control.

5. Charges governed by statute are set in accordance with those requirements and not varied in accordance with inflation. Where proposed changes require consultation under statute (such as markets and street trading), this will be undertaken as necessary.

6. For non-statutory fees and charges, levied by Hammersmith & Fulham, it is recommended that for 2026/27:

- 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.

7. For fees and charges within this Policy and Accountability Committee, it is proposed to apply the standard inflationary uplift of 3.8% on all fees and charges from April 2026, with the exception of those set out in Appendix 4.

Equalities Implications

8. Each budget proposal has been subject to an Equalities Impact Assessment (EQIA) Review. Those relevant to this Committee are attached in Appendix 3. A consolidated EQIA report will be presented to Budget Council in February 2026.

Comments of the Executive Director for Finance and Corporate Services on the 2026/27 Budget Proposals

Departmental Overview

9. Following on from the creation of the Finance and Corporate Services Department in May 2024, December 2025 saw the start of the FCS Redesign implementation. The corporate redesign considered how our services were aligned to ensure that we can better integrate and deliver more effective alignment of services to support transformation.
10. The department is responsible for a range of back-office and customer facing functions that support the strategic aims of the Council. Functions include:
 - Customer Services
 - Revenues and Benefits
 - Communications and Community Engagement
 - Registrars & Coroner's Services
 - Governance and Scrutiny
 - Electoral services
 - Legal Services
 - People and Talent
 - Finance (including Treasury Management)
 - Business Intelligence
 - Project management office
 - Chief Executives office
 - Audit, Fraud, Risk and Insurance
 - Digital Services – provision and maintenance of our IT, storage and security of our data, and transforming the way we work.
 - Procurement and Commercial

The budget information for the department in 2026-27 is set out in table 7 (section 26)

Our Vision and Strategy

11. Along with delivery of services provided directly to residents the Department's primary focus is to ensure the strong financial governance of resources to deliver the Council's key priorities and to support front line services in the delivery of exceptional services. The department will therefore continue to focus on:
 - Exceptional front-line services and back-office functions
 - Effective and efficient governance
 - Ensuring statutory duties discharged
 - The delivery of our transformation programmes
 - Ensuring we have resident focused workforce that is motivated to deliver exceptional services
 - Ensuring the protection of our data and systems from external threats

Service Objectives

12. The objectives below aim to give a sense of the range of services delivered within Finance and Corporate Services:

- Establishing a clear Medium Term Financial Strategy to ensure the Council resources are well managed, completing statutory obligations, year-end accounts and ensuring the Council's financial resilience.
- Leading the Council's transformation agenda to improve services and reduce costs including the delivery of the Council's Resident Experience and Access Programme.
- Increasing the use of data and analytics to target resources and maximise effectiveness.
- Complying with procurement rules and regulations and ensuring economic and social value through the Council's commissioning activities.
- Detecting and prosecuting instances of fraud to ensure Council Services are provided to those who need them.
- Tracking delivery of commercial activity and ensuring effective mechanisms for securing new opportunities.
- Billing, collection and recovery of Council Tax, Business Rates, Housing Benefit overpayments and sundry debts.
- Assessment and payment of Housing Benefit, Council Tax Support, free school meals, uniform grants and discretionary housing payments. Provision of accessible transport solutions e.g. Blue Badge, Freedom Pass etc.
- Provision of face-to-face resident services and the Council's corporate contact centre and Housing Repairs contact centre and the administration of parking permits.
- Coordinating and managing resident's complaints, requests for information and Ombudsman cases, and ensuring that the Council learns from these to enable service improvement.
- Delivering our Registrars, Mortuary and Coroners' Service.
- Providing governance and democratic services support to the Council and delivering Electoral Services.
- Supporting our services and workforce through People and Talent delivering HR support, recruitment, training and development, including supporting our apprenticeship and graduate schemes.
- Delivering the Communication function for the Council, ensuring our residents are well informed and the positive promotion of the Council and its work.
- Supporting Coproduction across the Council through the corporate team.
- Providing the necessary digital hardware, systems and support to all areas of the Council, leading on digital change and projects, and keeping our data safe.
- Support assurance on delivery of the Council's H&F Plan, Third Sector Investment Strategy and major projects and programmes.
- Provision of the Council's Legal Services function to make sure the authority acts lawfully, securely, and in its best interests.

Key Achievements

13. The department continues to review and challenge current service delivery models and budgets, to ensure that services are effective and efficient, and reflect the council's priorities. Some notable examples and recent successes are:

- A successful LGA Finance Peer Review in April 2025 which highlighted the council's strong financial management.
- The Council's 2024/25 final accounts have been approved with an unqualified opinion. Bucking the trend of Local Government audit backlogs spanning multiple years, LBHF has all its recent accounts signed off, completing 4 sets of accounts in the past 20 months.
- Benefits Service was awarded Most Improved team of the Year 2025 in the Institute of Revenues Rating Valuation National Performance Awards.
- Launched refreshed REAP Programme taking advantage of AI and the latest technology.
- Continued investment in digitalisation, automation technologies and cyber security.
- Establishment of AI Ethics Board and governance framework for use of artificial intelligence and leadership on AI adoption
- Successful delivery of Tech-tonic 2 programme and ongoing delivery of the Civic Campus IT programme.
- Introduction of national legislation changes to procurement services and contracts from February 2025.
- Successful delivery of the council tax support scheme supporting almost 11,000 households.

Social Inclusion Achievements

14. Through the Third Sector Investment Programme (3SIF), the Council has invested over £3.5m per year in community-based services and infrastructure, even during a sustained period of financial pressure on local government budgets. At any one time, this covers over 40 organisations delivering more than 50 services and underpins the Council's ambition to be a compassionate, inclusive authority, while also delivering financially efficient, community-led solutions to complex social challenges.
15. Since April 2022, the Council has operated a coordinated Cost-of-Living (CoL) Programme, bringing together council services, public health, housing, community safety and voluntary-sector partners to provide both immediate hardship relief and longer-term resilience support. Utilising the government's Household Support Fund and £1m of the Council's own funding, measures have helped prevent homelessness, reduce debt escalation, and support households that fell outside national eligibility thresholds but were still experiencing severe financial pressure. A notable example was the identification of, and financial support to, pensioners entitled to pension credit after the Winter Fuel Allowance was cut by government. In 2026/27 a new government Crisis and Resilience Fund will be administered by the Council to utilise £2.9m of funding to support residents.
16. As part of the Cost-of-Living strategy, the Council's own funding has been used to develop a new Financial Inclusion Strategy to address financial exclusion, poverty, problem debt and low financial resilience across the borough. This work will continue in 2026/27 with external expertise used to co-design and produce the strategy and implementation plan, with resident input shaping priorities and interventions.
17. In 2025/26 the Council has progressed its Digital Inclusion Strategy, co-produced with residents and the voluntary and community sector to make Hammersmith & Fulham a

digitally inclusive borough, where all residents can access the skills, devices, connectivity and support needed to participate fully in modern life, including work, education, healthcare and public services. Ongoing revenue budget has been allocated to ensure these outcomes are met.

Transformation Programmes

18. As well as maximising efficiency from current service budgets, the Finance and Corporate Services department is helping to mitigate the significant medium-term financial challenges faced by the council through cross cutting workstreams focused on use of property, workforce, digital and automation, and commercialisation.
 - Property workstream - Reforming how the Council manages and secures community benefit from corporate property assets. The programme aims to achieve corporate savings through comprehensive property review and transformation of assets and operating models. A key objective is to ensure the corporate (non-domestic) property portfolio is maximised in terms of its operational effectiveness, reduced operating costs and commercial return on assets.
 - Workforce - Reshaping the workforce to better meet changes in our operating environment with improved efficiency and enhanced operations across recruitment, workforce planning, and learning and development. A key component of the programme will be the proposed establishment of a Joint Venture for the delivery of agency and interim staffing services across all council departments.
 - Digital and Automation - Distinguishing H&F as a digitally progressive and inclusive Council through the digitisation of services. Specific examples include the Resident Experience & Access Programme (REAP), the Digital Inclusion Strategy, a Power Platform Automation Hub and the Council's Fraud, Recovery and Error Data Hub (FRED) programme.
 - Commercialisation - Making H&F a more commercially astute, ruthlessly financially efficient (RFE) and financially resilient Council. The workstream aims to increase income generation in existing current commercial activities, explore new income generation opportunities across directorates and provide training and development in making better commercial decisions.

Financial Performance 2024/25 and 2025/26

19. Spend across both the Finance and Corporate Services departments was kept within budget in 2024/25. It is currently projected that the outturn for 2025/26 will be within budget for the Department, although there are some pressures that will need to be resolved during 2026/27.
20. The council has been affected by a cyber security incident in a neighbouring council with shared legacy systems. We were able to successfully isolate and safeguard our network. However, it is likely there will be short and medium cost implications to be reported in the future.

Budget 2026/27

21. Finance and Corporate services are proposing a net budget before capital and corporately managed budgets of £41.2m. Within the departments there are many services which support frontline Council business. As such £29.294m of the budget is expected to be recovered as corporately controlled income (Table 7).

Table 4 – Corporate budgets 2026/27

Directorate	Expenditure £000's	Income £000's	Net £000's	Employees FTE
Digital Services	14,679	-391	14,289	100
Finance	4,736	-726	4,010	58
Revenues and Benefits	5,661	-2,292	3,370	88
Customer Services	4,608	-1,478	3,131	65
Democratic, Registrars & Coroner's Services	6,162	-3,124	3,038	39
People & Talent	2,779	-25	2,754	33
Community Investment Third Sector	3,739	-1,026	2,714	1
Legal Services	4,017	-1,424	2,594	36
Managed Services	2,258	0	2,258	0
Business Intelligence	2,263	-1,067	1,196	38
Audit, Fraud, Risk and Insurance	1,189	-36	1,153	14
Comms and Communities	1,249	-323	927	17
Corporate Services	829	0	829	6
Corporate Procurement	1,052	-350	702	13
Policy and PMO	645	-79	566	8
Members Support	375	0	375	4
Commercial Advertising	70	-2,748	-2,678	0
Total budget before capital and Corporately Managed budgets	56,311	-15,087	41,224	520

Table 5 - Subjective budgets breakdown

Directorate	2025/26 Budget (£000's)				
	Employee Spend	Contracts, Supplies & Services	Total Expenditure	Income	Total Net Budget
Digital Services	7,110	7,569	14,679	-391	14,289
Finance	4,664	72	4,736	-726	4,010
Revenues and Benefits	4,991	671	5,661	-2,292	3,370
Customer Services	3,591	1,017	4,608	-1,478	3,131
Democratic, Registrars & Coroner's Services	4,454	1,708	6,162	-3,124	3,038
People & Talent	2,337	442	2,779	-25	2,754

Community Investment Third Sector	2	3,737	3,739	-1,026	2,714
Legal Services	2,914	1,103	4,017	-1,424	2,594
Managed Services	0	2,258	2,258	0	2,258
Business Intelligence	2,263	0	2,263	-1,067	1,196
Audit, Fraud, Risk and Insurance	982	207	1,189	-36	1,153
Comms and Communities	1,217	32	1,249	-323	927
Corporate Services	828	0	829	0	829
Corporate Procurement	1,013	39	1,052	-350	702
Policy and PMO	645	0	645	-79	566
Members Support	371	4	375	0	375
Commercial Advertising	0	70	70	-2,748	-2,678
Total	37,381	18,930	56,311	-15,087	41,224

Table 6 - Movements from previous year

	Movement £000's
2025-26 Net Budget	38,790
Savings	-627
Contracts Inflation	357
Pension revaluation adjustment	-290
Centralisation of legal budgets	2,293
Revenues growth funding	450
Members LGPS changes	250
Other	2
Total movement	2,435
2026-27 Net Budget	41,224

Savings and Investments

22. There are savings proposed of £0.627m which will impact Finance and Corporate Services budgets in 2026/27 and are outlined in Appendix 1, along with a further £0.700m that will come from centrally managed budgets.
23. Contractual inflation of £0.357m on externally provided services has been allowed for in the Finance and Corporate Services budgets. A further £0.144m of inflation is be added to centrally managed budgets. The council will continue to work with contractors and suppliers to minimise any adverse impact.
24. Further movements in the budget relate to the pension revaluation which will reduce employer contributions and lead to a reduction in spend for the department of £0.290m. The centralisation of legal services budgets will reallocate budgets from People, Place and Housing into Legal Services. This change will enable Legal Services to manage

external legal commissioning more strategically, ensuring better value for money, and allow for consolidated reporting of legal spend.

25. A number of initiatives aimed at maximising the collection of income from Council Tax and Business Rates will require some additional investment. A share of the funding will come from the GLA alongside £450k of Council investment into the revenues team.
26. In anticipation of ministers agreeing to restore access to the Local Government Pension Scheme for councillors in England, £250k has been provisionally set aside to fund the costs.

Fees and Charges

27. Within Finance and Corporate Services fees and charges are made in relation the Registrars service and for the Mortuary service. A new charge is to be levied on commercial card transactions to partially recover some of the costs the Council incurs from this payment method. The department is proposing to apply the recommended Council inflationary uplift of up to 3.8% on fees and charges from April 2026, with the exception of the fees and charges set out in Appendix 4. Statutory charges which the department cannot influence, will be set according to the relevant statute. Where proposed changes require consultation under statute this will be undertaken as necessary.

List of Appendices:

Appendix 1 – Savings and Investment proposals

Appendix 2 – Service Risks

Appendix 3 - Equality Impact Assessments for Savings and Investments

Appendix 4 – Fees and Charges

Peoples Services

		Budget Change			
Service	Summary	2026-27 Budget Change Cumulative (£000's)	2027-28 Budget Change Cumulative (£000's)	2028-29 Budget Change Cumulative (£000's)	2029-30 Budget Change Cumulative (£000's)
Children and Young Peoples Services	Service efficiencies in context of greater integration and joint working.	(380)	(380)	(380)	(380)
Education and Special Educational Needs	Service efficiencies in Education and SEND	(150)	(150)	(150)	(150)
People's Commissioning	Service efficiencies across People's Commissioning	(55)	(55)	(55)	(55)
Specialist Support and Independent Living	Review care costs with NHS Continuing Health Criteria (CHC) as people with very high needs are discharged from hospital.	(234)	(234)	(234)	(234)
Independent Living, Quality, Performance and Safeguarding	Optimise use of Direct Payments to meet eligible needs and improve choice and control for residents	(200)	(200)	(200)	(200)
Adult Social Care	Redesigning provision and transforming practice which enables greater choice and control for residents.	(1,000)	(1,000)	(1,000)	(1,000)
Specialist Support and Independent Living	Mental Health services reprovision reflective of demand and to reduce duplication.	(193)	(193)	(193)	(193)
People's Commissioning	Commissioning and transformation service efficiencies	(55)	(55)	(55)	(55)
Specialist Support and Independent Living	Estates efficiencies improving co-location of services	0	(103)	(103)	(103)
Specialist Support and Independent Living	Estates efficiencies improving co-location of services	0	(81)	(81)	(81)
Public Health	Public Health service efficiencies	(230)	(230)	(230)	(230)
Adult Social Care	Stretch target - improving the range of local services available to residents, targeting one off opportunities, and innovating preventative services to better meet need.	(1,750)	0	0	0
		(4,247)	(2,681)	(2,681)	(2,681)

Housing Solutions

Service	Summary	2026-27 Budget Change Cumulative (£000's)	2027-28 Budget Change Cumulative (£000's)	2028-29 Budget Change Cumulative (£000's)	2029-30 Budget Change Cumulative (£000's)
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)
		(1,200)	(1,200)	(1,200)	(1,200)

Place

Service	Summary	2026-27 Budget Change Cumulative (£000's)	2027-28 Budget Change Cumulative (£000's)	2028-29 Budget Change Cumulative (£000's)	2029-30 Budget Change Cumulative (£000's)
All Place Services	Place Redesign Phase 3	(1,300)	(1,300)	(1,300)	(1,300)
All Place Services	Review fees and charges	(500)	(500)	(500)	(500)
Public Realm	Other commercial initiatives	(750)	(750)	(750)	(750)
Public Realm	Targeted reduction in waste disposal costs	(200)	(200)	(200)	(200)
Total Savings and Efficiency Proposals		(2,750)	(2,750)	(2,750)	(2,750)

Service	Summary	2026-27 Budget Change Cumulative (£000's)	2027-28 Budget Change Cumulative (£000's)	2028-29 Budget Change Cumulative (£000's)	2029-30 Budget Change Cumulative (£000's)
Revenues and Benefits	Reform Local Support Payment Scheme	(450)	(450)	(450)	(450)
Revenues and Benefits	To increase council tax summons costs by £20 per summons	(157)	(157)	(157)	(157)
Revenues and Benefits	To increase NNDR summons costs by £20 per summons	(20)	(20)	(20)	(20)
	Total Savings and Efficiencies Proposals	(627)	(627)	(627)	(627)

Centrally Managed Budgets

Summary	2026-27 Budget Change Cumulative (£000's)	2027-28 Budget Change Cumulative (£000's)	2028-29 Budget Change Cumulative (£000's)	2029-30 Budget Change Cumulative (£000's)
HBOP	(200)	(200)	(200)	(200)
Commercial Card Charging	(500)	(500)	(500)	(500)
Total Savings and Efficiencies Proposals	(700)	(700)	(700)	(700)

Collection Fund

Service	Summary	2026-27 Budget Change Cumulative (£000's)	2027-28 Budget Change Cumulative (£000's)	2028-29 Budget Change Cumulative (£000's)	2029-30 Budget Change Cumulative (£000's)
Council Tax	Generate additional income by obtaining a 1%, 1.25%, 1.5% uplift in collection rate (includes additional resource)	(875)	(1,094)	(1,312)	(1,312)
Council Tax	Further £2m collection fund release can be achieved due to a continued reduction in council tax arrears	(2,000)	0	0	0
Council Tax	Increase in number of homes being charged second homes premium and increase in overall base and CTB1	(1,700)	(1,700)	(1,700)	(1,700)
Business Rates	Release of bad debt provision on NNDR of £2m due to a base increase above safety net	(2,000)	0	0	0
Business Rates	Increase in NNDR income achieving increase to tax base and implementing all recovery options (additional resource)	(1,700)	(1,700)	(1,700)	(1,700)
Business Rates	Change policy to zero relief for residents and tenant's associations and voluntary aided schools	(100)	(100)	(100)	(100)
	Total Savings and Efficiencies Proposals	(8,375)	(4,594)	(4,812)	(4,812)

People Department - Risks

Department & Division	Short Description of Risk	Mitigation
Childrens and Education		
Education and SEND	<p>Ringfenced Schools Budget - High Needs Dedicated Schools Grant (DSG)</p> <p>Despite the success of the Council's early intervention transformation programme, cost growth continues to outstrip funding allocation growth. There is subsequently a baseline DSG pressure. This reflects a National challenge, and the Department for Education has set out its intention to provide plans for reforming the SEND system early 2026, including how they will support local authorities to deal with their historic and accruing deficits.</p>	Robust programme management oversight of transformation programme and mitigations. Continue to engage proactively with the Department for Education, London Councils and LiiA in relation to the SEND Reforms agenda.
Education and SEND	Sustained travel care growth across all client groups (Special Educational Needs and Disabilities and Children Looked After) in excess of current growth.	Robust assurance processes, route optimisations and transport sharing opportunities.
Education and SEND	London falling rolls pressures and schools funding under the National Funding Formula not keeping track of cost growth and inflation	Support and challenge to maintained schools with respect to financial planning, deficit recovery and medium to longer term sustainability.
Children and Young Peoples Services	Increased presentation of need / cost, and subsequent growth in referrals and staff capacity to meet need and respond to legislative or system reform.	Current additional fourth Contact and Assessment Team to support managing throughput of need, undertaking risk assessments, close monitoring of need.
Children and Young Peoples Services	Demand for high cost statutory or court led placements or non-placement support and expenditure	2025/26 investment in Family Support and Child Protection social work to support managing throughput of need, undertaking risk assessments, close monitoring of need.
People's Commissioning Service	In the medium to longer term, Impact of loss of grants and contributions from partners including Health.	Review of grants versus commitments over the medium term
Adult Social Care		
All SC Divisions	Increased numbers of older residents, and disabled residents including those with complex learning disabilities, supporting them to live independently in the community in line with local policy commitments.	Ensuring residents receive timely, comprehensive assessments and reviews to ensure support and packages of care and provided in line with our care act responsibilities. Through a strength based approach enabling residents to live as independently as they can and with choice and control over their care. Ensuring sufficient, local, high quality, cost effective provision to meet our statutory duties.
All SC Divisions	Care Provider inflation - We may see further cost pressures in the ASC care market to cover increases in London Living wages and the unquantified Employment Rights Bill will mean greater pressures than the 3.2% inflationary increase proposed in the budget in the context of a significant recommissioning programme.	Ensuring sufficient, local, high quality, cost effective provision to meet our statutory duties. Actively managing the market and commissioned provision to meet our local sufficiency requirements.
All SC Divisions	Resource requirements to support the implementation of the Adult Social Care Transformation programme to deliver the new operational service model.	2026/27 anticipated to be funded from Policy Contingencies and for future years to be discussed further.
People's Total		

Place Department Risk/Challenges

Division	Short Description of Risk	Mitigation
Public Realm	Hammersmith Bridge works undertaken at risk, pending confirmation of funding contributions from the Department for Transport and Transport for London. If the full strengthening and restoration project does not go ahead, some capital costs to date may need to be charged back to revenue. There may also be additional ongoing maintenance costs that will require funding	Continue to work with the Department for Transport and Transport for London
Climate Change	Significant funding requirements for addressing the Climate and Ecological Emergency and achieving the Council's net zero carbon target	Continue to maximise external funding opportunities
All divisions	Inflationary pressures impacting major service contracts and service spend (such as rising costs relating to staff, energy, fuel and materials)	Continue to work with service contractors to manage within existing budgets
Public Realm	Waste disposal costs may be more than allowed for in the budget (challenge of influencing waste disposal habits of all residents)	Continue to routinely monitor and assess performance against the Council's joint waste reduction strategy
Public Realm	Waste collection and street cleansing vehicles may not be available to purchase as planned, resulting in ongoing vehicle hire costs	Continue to work with the Council's waste services contractor to promptly source available vehicles
Public Realm	The garden waste service may not deliver within budget (insufficient take up and/or insufficient waste disposal savings)	Continue to promote, monitor and assess
Property	The Council's commercial property portfolio may not achieve budget. Property repairs and maintenance costs are likely to continue to rise	Review existing lease arrangements and the capital maintenance programme
Planning	Planning application fees income can be volatile and may be less than budget. Risk of planning appeals resulting in additional costs	Continue to pursue opportunities to maximise income through Planning Performance Agreements and review fees and charges to ensure full cost recovery
All divisions	Potential national public finance pressures impacting specific grant funded services (such as Transport for London funded highways projects) and other income streams	Plan for projects that can be scaled to match funding as far as possible
35	Ongoing pressure and challenges to secure funding for the H&F Plan objectives	Continue to explore funding opportunities, both internally and externally to the council. Manage within existing resources as far as possible

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: - Training and qualifying employment - Disability/Carers benefit where possible - Resettlement into affordable housing - Introduce hardship funds from Crisis Resilience Fund
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: - Provision of tenancy sustainment and landlord support - Welfare benefit advice - Introduce hardship funds from Crisis Resilience Fund
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. Potential to split households on a voluntary basis.

Finance and Corporate Services Department Risk/Challenges

Department & Division	Short Description of Risk	Mitigation
Corporate		
Council wide	Reductions in funding as a result of Government's Fair Funding framework for the General Fund will have an impact on the organisation's ability to deliver all the functions it currently provides.	Continue to work proactively with our partners and highlight the major outcomes being achieved through the grant funded programmes. Develop alternative funding strategies as practical.
Council wide	The cyber security incident experienced in December 2025 has had an impact on service delivery.	The Council has been affected by a cyber security matter (through our joint working with neighbouring authorities) and the issues are being resolved. It is likely that there will be short and medium cost implications and these will be assessed and reported in the future.
Council wide	Abortive costs for development and other capital schemes which cannot be capitalised and therefore would need to be funded by revenue resources.	Continue to work with service contractors to manage within existing budgets.
Council wide	Contract and pay inflation in excess of current budget assumptions	The budget proposals include a retained contingency reserve for inflationary risk.
Council wide	Interest rate changes may result in higher borrowing costs for capital projects or reduced investment income.	Careful and regular monitoring of borrowing rates with tactical additional borrowing tranches when market at more favourable points. Monitoring of whether HRA certainty rate for PWLB borrowing will be extended from April 2026, which gives a 0.4% favourable position over General Fund borrowing
Finance and Corporate Services	Insurance claim costs may increase as service budgets and resources are under pressure and external factors influence claim volumes.	Closer working with the insurance service to understand key drivers for claims and expedite focused service improvement to reduce claim volumes.

Equalities Impact Assessment – Council Tax 2026/27

Decision makers should have due regard to the public sector equality duty in making their decisions. The equalities duty is a continuing legal duty and is not a duty to secure a particular outcome. Where appropriate the equalities impact will be revisited on each of the projects and/or savings proposals as they are developed. Consideration of the duty should precede the decision to implement them.

The statutory grounds of the public sector equality duty are found at Section 149 of the Equality Act 2010 and are as follows: A public authority must, in the exercise of its functions, have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act.
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard to the need to:

- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.
- take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
- Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of Disabled persons that are different from the needs of persons who are not disabled include steps to take account of Disabled persons' impairment or long-term health condition.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- Tackle prejudice,
- Promote understanding.

Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

The relevant protected characteristics are:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation
- Marriage and Civil partnership

In addition to the above, the Council also recognise those who are 'care experienced' as being a protected characteristic.

The Council must give due regard to its equalities duties, in particular with respect to general duties arising pursuant to Section 149 of the Equality Act 2010.

When making any decisions about growth, savings, and investment the Council must have due regard to the need to advance equality, in particular, to the need to remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.

An analysis of the proposal to increase Council Tax levels is detailed below.

Analysis of the impact of a Council Tax increase of 2.99% and applying the Adult Social Care precept of 2%.

The Council is obliged to set a balanced budget and council tax in accordance with the Local Government Finance Act 1992. For 2026/27, a balanced budget is proposed based on investment in services to mitigate continuing inflationary, demand and demographic pressures, with prioritisation being given to the most vulnerable groups, savings and strengthening financial resilience.

The Council proposes to apply the maximum increase assumed by central government in the Local Government Finance Settlement of 4.99%; of which 2.99% is core Council Tax and 2% is the social care precept.

This is in line with government assumptions on Core Spending Power for local authorities. By increasing Council Tax, the Council can prevent reductions in services to residents and in so doing can continue to mitigate against adverse impacts facing individual households.

A 2.99% increase in Council Tax is proposed and the application of a 2% adult social care precept. These increases are modelled by the government in their spending

power calculations for local government. This will take the average Band D Council Tax from £961.04 to £1,009.00.

The percentage increase will be applied to all bands of council tax, as required by law. This will impact on all residents who are eligible to pay Council Tax. The average increase in cost per week on a Band D property is £0.92p. Since Council Tax is applicable to all properties it is not considered that the increase targets any one group; rather it is an increase that is applied across the board. At the same time because the increase is applied to all properties it is not possible to exempt any group.

The impact of Council Tax can be mitigated through the Local Council Tax Support scheme and other exemptions and discounts.

Protected Characteristics

AGE

The age of the liable person is not recorded for council tax purposes, but as per the latest ONS Mid-year population estimates¹, there were 188,687 residents who live in the borough, an increase of 0.6% since 2023. Of those in the council's population in 2024, 73.5% were of working age (16-64), and 10.8% who are 65 and over.

Eligible pensioners receive support under the Local Council Tax Support scheme.

Pension age claimants () are protected by law from any amendments under a local scheme and therefore continuation of the scheme will have a neutral impact upon them. For couples, both members of the couple must be pensioners.

The minimum age for receiving Local Council Tax Support is linked to the minimum age for being liable for council tax (which is 18), so residents younger than this will not be affected.

DISABILITY

The current scheme provides a maximum CTS of up to 100% for claimants who are classified as falling into the protected category.

The following people are classed as protected under the current scheme:

- Entitled to a disability premium, severe disability premium, enhanced disability premium or carer premium when their award is calculated
- Entitled to a disabled earnings disregard, a Disabled person's reduction for Council Tax purposes, war disablement pension or war widow's pension
- Classified as a Care Leaver under the age of 25
- Lone parents with a child under five years of age.

¹

<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/bulletins/populationestimatesforenglandandwales/mid2023>

Those that currently fall into the protected category can receive up to 100% reduction in their council tax. Many of the customers who fall into the protected category under the council's CTS scheme will fall into the protected disability characteristic.

GENDER REASSIGNMENT

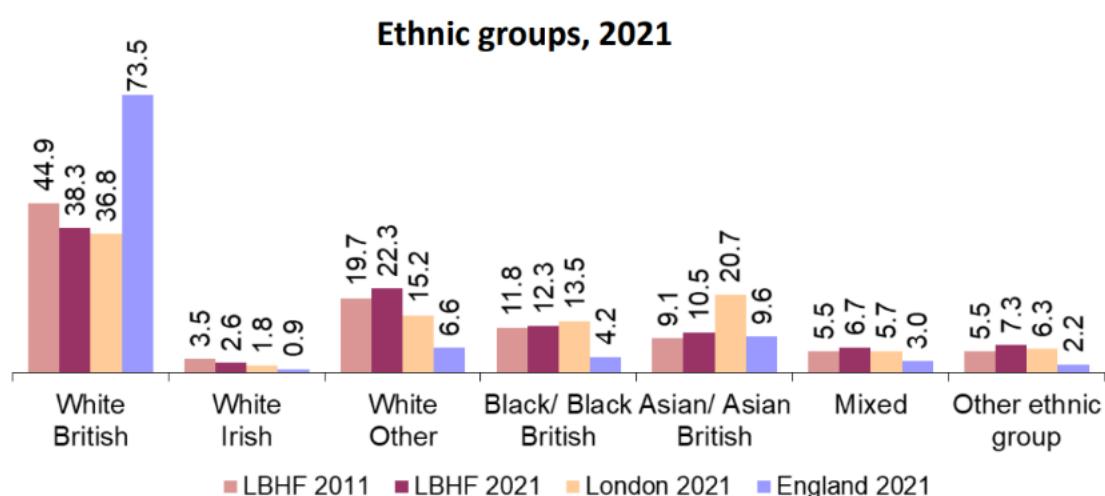
There is no Council Tax data on gender reassignment

PREGNANCY AND MATERNITY

Pregnancy or maternity status of the liable person is not recorded for council tax purposes. Those who are expectant or new parents may benefit from the protection of specific services for families, children and education that the proposed increase will deliver.

RACE

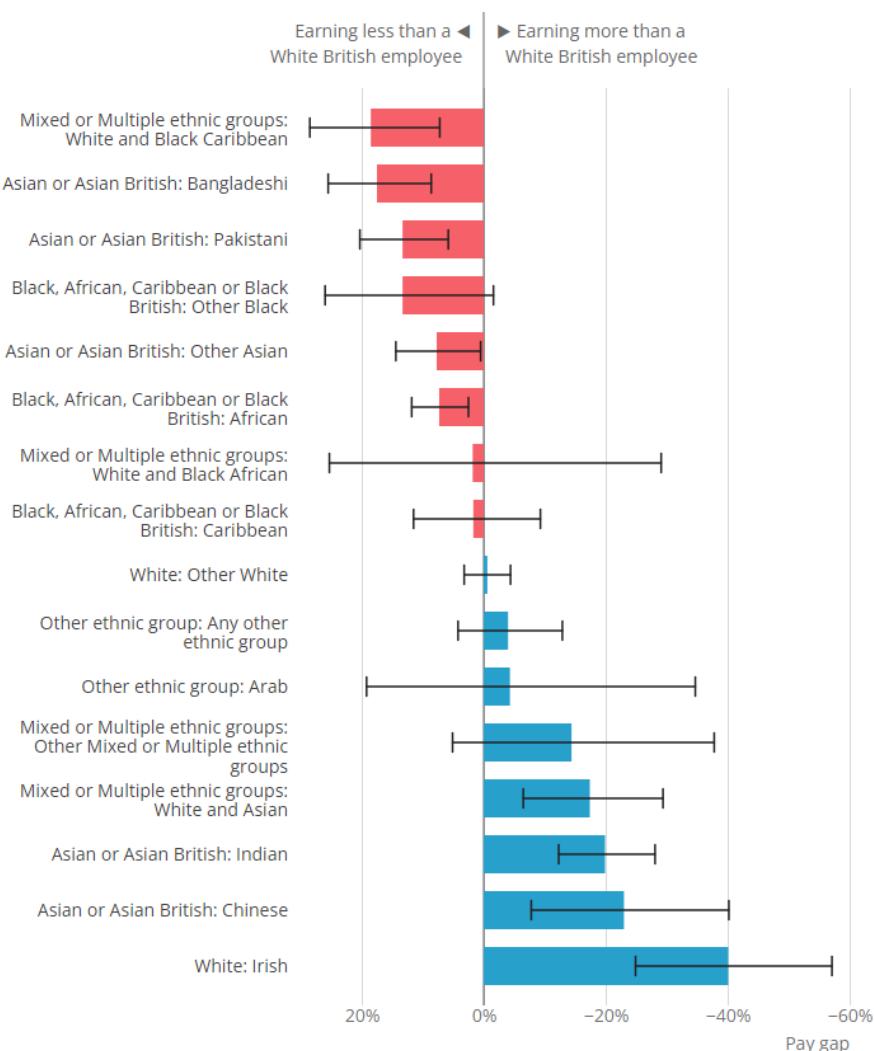
The council is an ethnically diverse place with 61.7% of residents identifying as “non-White British”.



The race of the liable person is not recorded for council tax purposes, but there is no reason to believe that the increase will not negatively impact on any ethnic group disproportionately. Nationally according to the ONS, those from Bangladeshi and Pakistani backgrounds, as well as those from Black African and Caribbean backgrounds are more likely to earn less than those from a White British background.

Raw pay gaps, 18-category ethnicity, England and Wales, 2022

H 95% confidence interval



Source: Annual Population Survey from the Office for National Statistics

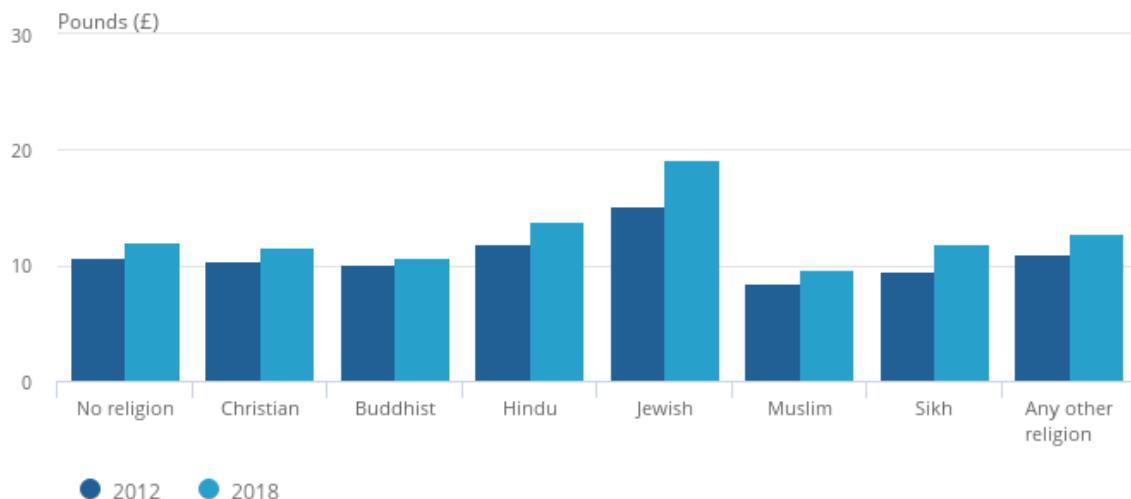
To mitigate the potential impact on those groups, those eligible for assistance for the council's Council Tax Support Scheme which provides support with payments of council tax to low-income households in the borough. are encouraged to do so.

RELIGION OR BELIEF

The religion of the liable person is not recorded for council tax purposes, but there is no reason to believe that the increase will not negatively impact on any religious group disproportionately.

Nationally according to the ONS, those who identify themselves as being Muslim are likely to earn less than other religious affiliations and beliefs.

Median hourly pay of employees by religious affiliation, England and Wales, 2012 and 2018



Source: Office for National Statistics – Annual Population Survey

To mitigate the potential negative impact on those groups, those eligible for assistance for the council's Council Tax Support Scheme which provides support with payments of council tax to low-income households in the borough. are encouraged to do so.

SEX

Approximately 53.2% of the borough are females, with 46.8% recorded as male as per the mid-year census.

The sex of the liable person is not recorded for council tax purposes, but there is no reason to believe that the increase will impact either sex disproportionately.

Statistically according to the ONS, as at April 2025 the median pay for all employees was 13.1% less for women than for men and are more likely to work part-time or in lower-paid jobs. This means that an increase in council tax can disproportionately affect women, especially single mothers and elderly women living alone.

To mitigate the potential negative impact on those groups, those eligible for assistance for the council's Council Tax Support Scheme which provides support with payments of council tax to low-income households in the borough. are encouraged to do so.

SEXUAL ORIENTATION

The sexual orientation of the liable person is not recorded for council tax purposes, but there is no reason to believe that the increase will impact disproportionately.

MARRIAGE OR CIVIL PARTNER

The marital status of the liable person is not recorded for council tax purposes (except for those who are eligible for single person discounts), but there is no reason to believe that the increase will impact those who are married or in civil partnerships disproportionately.

Council Tax Exemptions and Discounts

Some properties are exempt, or qualify for a discount, from Council Tax. The different classes of exemptions/discounts are listed below.

Occupied Properties with only the following residents:

- a) full time students (they must complete an application form and return it to us with a council tax certificate from their place of study).
- b) severely mentally impaired people.
- c) a foreign diplomat who would normally have to pay Council Tax.
- d) people who are under 18.
- e) members of a visiting force who would normally have to pay Council Tax.
- f) elderly or disabled relatives of a family who live in the main property, in certain annexes and self-contained accommodation.

If there is only one other resident in the property who does not fall into one of the above categories, then the property will receive a 25% discount rather than be exempt. If there are more than two such residents, then the property will neither be exempt nor receive a discount.

Unoccupied properties

- g) owned by a charity are exempt for up to six months.
- h) empty due to resident receiving care in a hospital or home elsewhere.
- i) empty as resident has been sent to prison.
- j) empty as resident has moved to care for someone else.
- k) empty awaiting probate and for six months after probate is granted.
- l) has been repossessed.
- m) is the responsibility of a bankrupt's trustee.
- n) is waiting for a minister of religion to move in,
- o) empty by a student whose term-time address is elsewhere,
- p) empty because it is against the law to live there, including from 1st April 2007 where a planning condition prevents occupation.
- q) empty as it forms part of another property and may not be let separately.

Pitch or mooring

- r) that doesn't have a caravan or boat on it is also exempt.

Those who are care experienced up to the age of 25 are now exempt from having to pay Council Tax. As well as exemptions for in-house foster carers and special guardians. This is in addition to over 13,000 households who currently receiving Council Tax support in Hammersmith and Fulham.

Those who feel they are entitled to an exemption are encouraged to contact the Council and information on how to do that is provided by the Council when Council Tax Bills are issued. Support for people struggling with their Council Tax bill is also offered through advice centres.

The liability for Council Tax is summarised below:

Total dwellings in the borough	95,707	%
Reductions:		
Demolished dwellings	(25)	0
Exemptions (mainly students, includes care leavers and vacant properties)	(3,321)	3%
Council Tax support claimants (elderly & working age on low income, including those with other discounts)	(13,061)	14%
Discounts only (primarily single person discount of 25%)	(33,424)	35%
Dwellings liable for 100% of Council Tax	58,937	62%

People Department Growth and Savings Proposals

Children's Services Savings Proposals 2026/27

Service efficiencies in context of greater integration and joint working - £380,000

It is expected that this proposal will have a neutral impact on residents with protected characteristics. Whilst the proposal seeks to review the operating model and skills mix, it is not expected that any changes will negatively impact the provision and services available for children and young people.

Education Service Efficiencies - £150,000

It is expected that this proposal will have a neutral impact on residents with protected characteristics. Whilst the proposal seeks to review the operating model and skills mix, it is not expected that any changes will negatively impact the provision and services available for children and young people.

Commissioning and Transformation Service Efficiencies - £55,000

This saving relates to the deletion of a vacant post within the Commissioning structure. The structure is required to deliver the strategic commissioning, service development, and provision of services. The structure reflects the new business requirements of the People's Directorate and ensures there is the skills, and expertise across the breadth of the portfolio.

Social Care Savings Proposals 2026/27

Review care costs with NHS Continuing Health Criteria (CHC) as people with very high needs are discharged from hospital – £234,000

This proposal will have a neutral impact on our residents with protected characteristics, as CHC can apply to any resident across health and social care. CHC enables eligible residents to receive the care and support they require from the NHS without the charges that apply to social care as their needs increase. It ensures equal access to both social care and medical support, regardless of background or identity.

This proposal seeks to address challenges with timely joint assessments by recommending a dedicated resource focused exclusively on CHC assessments across all local authority teams and the Integrated Care Board (ICB). This resource will review and assess all individuals in receipt of section 117 aftercare to confirm legal compliance and eligibility under the CHC framework. Reviewing CHC care costs is essential to ensure that funding arrangements are appropriate and proportionate and to address historical cases that may require adjustment.

Optimise use of Direct Payments to meet eligible needs and improve choice and control for residents - £200,000

This proposal will have a neutral impact on residents with protected characteristics, particularly Disabled people. Direct Payments (DPs) enable autonomy and Independent Living by giving eligible residents choice and control over how they meet their assessed needs, reducing reliance on traditional care and promoting community participation. The approach to DPs in Hammersmith and Fulham has been co-produced with residents, in line with recommendations from the Disabled People's Commission (2017) and an independent review (2018).

This proposal aims to strengthen the knowledge and skills of social care teams to promote DPs as the preferred option for achieving agreed outcomes in resident support plans. It also ensures care packages are monitored and rightsized to provide tailored support to residents at every stage of their care. To mitigate potential indirect challenges that may arise with this proposal, officers will provide tailored assistance to residents who face barriers relating to digital access, financial illiteracy, and compounded accessibility needs. Additionally, we have a voluntary organisation running the DP Support Team for residents who require specific support with hiring carers.

Redesigning provision and transforming practice which enables greater choice and control for residents – £1,000,000

This proposal will have a **neutral** impact on residents with protected characteristics. Care plans are integral to promoting Independent Living and enabling residents to take control of their lives. This proposal seeks to implement regular reviews of care plans to ensure that the support residents receive is proportionate to their Care Act eligible needs. Through a strengths-based approach, care plans will be tailored by identifying

what matters to each individual and building upon their own strengths and resources to achieve better outcomes.

To mitigate potential indirect challenges that may arise from this savings proposal, reviews will be conducted by suitably qualified, experienced and culturally competent staff in accessible formats (e.g. Easy Read documents, use of interpreters). All residents will have access the support of an independent advocate to ensure they understand the care and support process and that the review is person-centred and considerate of their needs and protected characteristics.

Mental Health Outreach Service reprovision reflective of demand and to reduce duplication – £193,000.

This proposal will have a neutral impact on individuals with protected characteristics. The reprovision of the Mental Health Outreach Service forms part of a strategic review aimed at aligning resources with current needs, priorities and in the context of other existing services available. The service supported a small number of residents, who have all been supported via accessible reviews to access alternative provision. A full EIA will be undertaken in advance of formal consultation with staff to ascertain the potential impact including any indirect impact on staff and will be kept under review throughout, ensuring those most likely to be impacted by any changes are fully consulted and outcomes are monitored by protected characteristics.

Commissioning and transformation service efficiencies – savings proposal of £55,000

This proposal had a neutral impact and there were no identified adverse impacts for any protected characteristics. This saving relates to the deletion of a vacant post within the Commissioning structure. The structure is required to deliver the strategic commissioning, service development, and provision of services for adults, across preventative and statutory complex care provision. The structure reflects the new business requirements of the People's Directorate and ensures there is the skills, and expertise across the breadth of the portfolio.

Public Health Service Efficiencies – savings proposal of £230,000

It is expected that this proposal will have a neutral impact on residents with protected characteristics. Whilst the proposal seeks to review the functions and associated skills mix, it is not expected that any changes will negatively impact the provision and services available to residents. The proposed changes are not likely to result in adverse impact for any protected characteristic. A full EIA will be undertaken in advance of formal consultation to ascertain the potential impact including any indirect impact and will be kept under review throughout ensuring those most likely to be impacted by any changes are fully consulted and outcomes are monitored by protected characteristics.

Stretch target - improving the range of local services – savings proposal of £1,750,000

This proposal will have a **neutral** impact on residents with protected characteristics. This proposal seeks to improve the range of local services available to residents, targeting one off opportunities, and innovating preventative services to better meet need.

Place Department Savings Proposals

Place Redesign Phase 3 - £1,300,000

This budgetary saving is to be delivered through a review of staffing structures across the Place department. It is believed that this proposal has a neutral impact on groups that share protected characteristics as these are back-office savings only (mostly through the realignment of roles and responsibilities) and do not affect the delivery of front-line services. Equality impact assessments will be undertaken as part of the Council's standard reorganisation process for each affected service area. This will include consideration of any indirect impacts on individuals with protected characteristics. Any necessary reasonable adjustments will be managed as far as possible.

Review Fees and Charges - £500,000

This budgetary saving is to be delivered through a review of fees and charges to ensure at least full cost recovery and/or to ensure commercial charges remain competitive. It is believed that this proposal has a neutral impact on groups that share protected characteristics, as all customers are charged equally based on the goods/services purchased, apart from registered charities and community groups who receive discounts in some areas. Some age-related discounts exist in some areas (such as leisure and Adult Learning). The Council acknowledges that price increases may affect some groups more than others (such as older residents, Disabled people and those on low or no income).

Other Commercial Initiatives - £750,000

This budgetary saving is expected to be delivered from a proposed Lane Rental Scheme that incentivises the prompt completion of works on the borough's roads at off peak times. Any surplus income from the scheme after covering administrative costs must be reinvested in transport and highways improvements. The application of external funding in this way is expected to reduce the need for Council funding in this area. This proposal may have a positive impact on groups that share protected characteristics if these new charges successfully reduce disruption to the borough's footways and carriageways (such as reducing accessibility issues for those with a disability). Although it is considered that the movement of people around the brough is generally lower at off peak times, the Council acknowledges that peak times are different for different people, and so the impact of this proposal might vary from person to person.

Reduction in waste disposal tonnages and costs - £200,000

This budgetary saving is to be delivered through a sustained reduction in overall waste disposal tonnages, along with a targeted shift from general waste to recycling. It is believed that this proposal has a neutral impact on groups that share protected characteristics as the Council collects waste and recycling from every household in the borough.

Housing 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.

Finance and Corporate Services Savings Proposals

Further £2m collection fund release can be achieved due to a continued reduction in council tax arrears - £2,000,000

A £2m bad debt provision release relating to the collection fund can be achieved due to a continued reduction in Council Tax arrears.

Since the 1st of April 2024, Revenues have an arrears team specifically focused on reducing the outstanding arrears for both NNDR & CTAX.

The aim is to continue to generate additional income by increasing the tax base and implementing all recovery tools available, such as insolvency and early intervention to tackle non-payment. This proposal will have a neutral impact on groups that share protected characteristics as the proposal is an accounting entry that will not affect residents.

This proposal will have a neutral impact on groups that share protected characteristics as the proposal is an accounting entry that will not affect residents.

Release of bad debt provision on NNDR of £2m due to a base increase above safety net - £2,000,000

This proposal is aimed at releasing bad debt provision on NNDR of £2m due to a base increase above safety net.

Since the 1st of April 2024, Revenues have an arrears team specifically focused on reducing the outstanding arrears for both NNDR & CTAX. The aim is to continue to generate additional income by increasing the tax base and implementing all recovery tools available, such as insolvency and early intervention to tackle non-payment.

This proposal will have a neutral impact on groups that share protected characteristics as the proposal is an accounting entry that will not affect residents.

To increase council tax summons costs by £20 per summons - £157,000

Revision of the summons court fees for Council Tax and Business Rates liability order courts.

The aim is to generate additional income by increasing our current summons fees from 1st April 2026. Our current summons fees are £93.50 for Council Tax and £180.50 for Business Rates.

Local Authorities can set their own fee's as long as we have the justification to present to the magistrate's court if challenged. Our proposal is to increase by £20 for both which would raise an extra £280k in costs for council tax and £36k for business rates. Total = £316k.

Based on a collection rate agreed with Finance of 56% of the costs raised, this would generate an extra £157k in council tax summons costs income. This proposal will have a neutral impact on groups that share protected characteristics as the proposal is an accounting entry that will not affect residents.

This proposal will have a ***neutral impact on groups that share protected characteristics*** as debt collection is carried out in accordance with the Council's ethical debt policy. It is accepted that there is a risk of financial hardship for some protected groups and so they could be disproportionately impacted by this but this is mitigated by our ethical debt policy.

The Council and team remain firmly committed to ethical, transparent and fair collection processes. The new Corporate Plan commits to continue to take an ethical and compassionate approach to debt recovery, and improve our ethical debt collection and outreach advice, whilst acting swiftly to recover taxes and retaining high recovery rates. The revised ethical debt collection policy continues to deliver this commitment by ensuring that no one who cannot pay and is engaging with the Council (so we are aware of their circumstances) is referred to enforcement agents.

Low-income households intersect with certain protected characteristics such as disability, age and single parents. Therefore, certain mitigations are in place such as up to 100% council tax support and longer-term payment arrangements and payment breaks. If contacted after summons, we will consider refunding summons costs if we arrange a payment plan.

Housing Benefit Overpayments - £200,000

The aim is to generate additional Housing Benefit Overpayment (HBOP) income for the Council of £200k per annum from 1st April 2026.

We currently have only 1 officer working full time on Housing Benefit Overpayment Cases with some part time support from 2 other officers on the Civil Debt Recovery Team.

Overpayments raised in year total approx. £3m, although we would expect that total to fall to approx. £2.5m per annum as the HB Team are much more up to date. Current

in year collection rate is approx. 85% which still leave approx. £500k per annum to recover. With such a small team, increasing the current collection rate is difficult.

In order to achieve this target, 1 extra resource will be required at a cost of £50k per annum who would be able to assist with the following actions and the expected level of enquiries that they would generate.

- Blameless Tenant Recovery
- General debt chasing
- PDP Referrals
- DEA – Direct Earnings Attachments
- Instalment Default List
- Large debt list for over £10k accounts

This proposal will have a ***neutral impact on groups that share protected characteristics*** as debt collection is carried out in accordance with the Council's ethical debt policy.

The Council and team remain firmly committed to ethical, transparent and fair collection processes. The new Corporate Plan commits to continue to take an ethical and compassionate approach to debt recovery, and improve our ethical debt collection and outreach advice, whilst acting swiftly to recover taxes and retaining high recovery rates. The revised ethical debt collection policy continues to deliver this commitment by ensuring that no one who cannot pay and is engaging with the Council (so we are aware of their circumstances) is referred to enforcement agents.

To increase NNDR summons costs by £20 per summons - £20,000

Revision of the summons court fees for Council Tax and Business Rates liability order courts. The aim is to generate additional income by increasing our current summons fees from 1st April 2026. Our current summons fees are £93.50 for Council Tax and £180.50 for Business Rates. Local Authorities can set their own fee's as long as we have the justification to present to the magistrate's court if challenged.

Our proposal is to increase by £20 for both which would raise an extra £280k in costs for council tax and £36k for business rates. Total = £316k. Based on a collection rate agreed with Finance of 56% of the costs raised, this would generate an extra £20k in NNDR summons costs income.

This proposal will have a neutral impact on groups that share protected characteristics as debt collection is carried out in accordance with the Council's ethical debt policy.

The Council and team remain firmly committed to ethical, transparent and fair collection processes. The new Corporate Plan commits to continue to take an ethical and compassionate approach to debt recovery, and improve our ethical debt collection and outreach advice, whilst acting swiftly to recover taxes and retaining high recovery

rates. The revised ethical debt collection policy continues to deliver this commitment by ensuring that no one who cannot pay and is engaging with the Council (so we are aware of their circumstances) is referred to enforcement agents.

Reform Local Support Payments - £450,000

Hammersmith & Fulham have provided a discretionary Local Support Scheme since 2016. The Local Support Scheme was designed to support residents in a crisis, or an emergency caused by a specific event.

To be eligible to claim a Local Support Payment the resident must be:

- Either in receipt of, or have applied for a qualifying benefit* and or are waiting for their claim to be determined.
- Live in Hammersmith & Fulham, or have been housed elsewhere by the council
- Not have more than £1,000 savings
- Not have had more than two LSPs in the last 12 months

The scheme was previously contracted to RBKC with a budget of £600k that included administration costs of c.£150k.

A reduction of £150k was made to the budget from April 2025/26 budget, and the service now brought back in-house.

The new proposal is to end the scheme and utilise the government's Crisis and Resilience funding, which begins in April 2026, replacing the Household Support Fund, to continue to offer a hardship prevention scheme that meets urgent essential needs for residents.

Whilst it is accepted that a large proportion of applications for LSP are from residents with protected characteristics or those who require additional support, any negative impact is mitigated by the new scheme that will be available. This will be easily accessible as the application process is the same process as the current LSP process. Both schemes use the same application form. For those residents Facing literacy or language barriers an assisted service can be provided and advice agencies provide this also.

This proposal will have a neutral impact on groups that share protected characteristics as an alternative scheme funded through the Crisis and Resilience fund will ensure support for those most in need can be accessed. The application process for both schemes is the same and so this will continue once local support payments are removed ensuring the revised scheme is readily accessible.

Observations on Ethnicity

Council data shows that the largest groups accessing financial assistance were residents identifying as White (31%) and Black Caribbean or African (25%), followed

closely by those selecting Other Ethnicity (25%). This suggests that the scheme is reaching a broad and diverse population, particularly among groups historically more likely to experience financial vulnerability.

Observations on age ranges

- 25–34 years (22%) and 35–44 years (23%) received the highest proportions of awards, indicating that financial pressures are most acute among working-age adults.
- 45–54 years and 55–64 years each accounted for 16%, showing continued need as individuals approach retirement.
- 16–24 years received 11%, reflecting the challenges faced by younger adults, possibly including those in education or early employment.

Observations on Households

- Single individuals made up the largest group of recipients, accounting for 53% of all awards. This suggests that single-person households may be particularly vulnerable to financial hardship, possibly due to the absence of shared income or support.
- Single parents received 35% of awards, highlighting the significant financial strain faced by families supported by a single adult, especially when balancing childcare and living costs.
- Couples with children accounted for 6%, indicating that while dual-income households may have more financial resilience, some still require support.
- Couples without children received only 2%, suggesting relatively lower demand for assistance in this group.

This proposal will have a neutral impact on groups that share protected characteristics as the proposal is an accounting entry that will not affect residents.

Commercial card transaction charge - £500,000

The introduction of a 2% transaction charge for all payments made to the council by commercial credit and debit cards from 1 April 2026, but excluding Parking Charge Notices (as this falls outside the legislative powers).

This proposal will have a neutral impact on groups that share protected characteristics as no groups disproportionately use this payment method. In addition, customers will have the option to use fee-free payment options.

Hammersmith & Fulham Fees & Charges

Exceptions to the standard uplift

2026/27

PEOPLE Department Fees & Charges

Exceptions to the standard uplift

2026/27

Adult Social Care Fees & Charges Proposals 2026/27

Fee Description	2025/26 Charge (£)	2026/27 Charge (£)	Proposed Variation (£)
Meals and a Chat service (£2 per meal)	£2.00	£2.00	£0.00
1. Careline Alarm Gold Service (Pendant) charges are per month).			
Private Clients (Home owners & Private Sector Tenants)	£23.14	£23.14	£0.00
Council Non-Sheltered or Housing Association (RSL) Tenants	£17.21	£17.21	£0.00
2. Careline Alarm Silver Service (Pendant) - Monitoring Service only			
Private Clients (Home owners & Private Sector Tenants)	£16.12	£16.12	£0.00
Council Non-Sheltered or Housing Association (RSL) Tenants	£10.30	£10.30	£0.00
3. Careline Alarm Gold Service (Pull cord) - Emergency Response & Monitoring Service			
(A) Provided to Registered Social Landlord Sheltered Accommodations (RSL Financed)	£6.76	£6.76	£0.00

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 (£)
Private Sector Leasing			
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	
Bed and Breakfast Temporary Accommodation			
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 (£)
HOUSING STANDARDS - Private Housing & Health			
House of Multiple Occupancy (HMO) Licences			
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

PLACE Department Fees & Charges

Exceptions to the standard uplift

2026/27

The Economy, Arts, Sport and Public Realm Fees & Charges Proposals 2026/27

Exceptions to the standard 3.8% uplift

Fee Description	2025/26 Charge (£)	2026/27 Charge (£)	Proposed Variation (£)
HIGHWAYS			
Street Lamp Column Small Cell Attachments			
Coordination fee / checking and assessing applications (VAT to be added)	£4,950.00	£5,450.00	£500.00
Inspection / surveys / structural tests, per node attachment (VAT to be added)	£270.00	£300.00	£30.00
Annual fee - first node deployed on each asset	£330.00	£360.00	£30.00
Annual fee - second node deployed on each asset	£170.00	£190.00	£20.00
Annual fee - each additional node deployed on each asset after the first two	£110.00	£120.00	£10.00
Attachment licence – for attachments other than small cells:			
Admin Charge	£280.00	£310.00	£30.00
6 monthly block charge per asset (i.e. lamp column)	£830.00	£910.00	£80.00
Other			
Provision of General Highways Information	£600.00	£660.00	£60.00
Crossover Application fee	£600.00	£660.00	£60.00
Canopy Fee - One off charge	£360.00	£400.00	£40.00
Canopy Fee - Renewal	£180.00	£200.00	£20.00
Pavement Licences			
New pavement licence (per annum)	£500.00	£550.00	£50.00
Renewed pavement licence (per annum)	£350.00	£385.00	£35.00
Advertising Board Licence - Annual	£250.00	£275.00	£25.00
Scaffolding / Hoarding Licences			
A damage deposit of at least £750 applies for all for scaffold & hoarding licences (refundable on completion following verbal or written confirmation & satisfactory site inspection).	£750+	£1,000+	£250+
Scaffolding / Hoarding Licence Commercial Single Frontages (and residential sites measuring up to 15m) - per month	£600.00	£660.00	£60.00

Fee Description	2025/26 Charge (£)	2026/27 Charge (£)	Proposed Variation (£)
Scaffolding / Hoarding Licence (Any site measuring more than 15m) - per month	£1,060.00	£1,170.00	£110.00
Crane Licences			
Major crane Application	£1,120.00	£1,230.00	£110.00
Minor Crane Operations, two weeks	£550.00	£610.00	£60.00
Skips & Builder's Materials Licences			
Damage deposit to cover damage from skips and builders materials	£750+	£1,000+	£250+
Skip & Builders' Materials Licences, two weeks	£150.00	£165.00	£15.00
Applications for highway licences, where applicable, also require payment for the suspension of a parking bay			£0.00
Other Highways Licences			
Magazine Dispensers	£1,280.00	£1,410.00	£130.00
Storage Containers (developments, stadiums, etc.), two weeks	£1,210.00	£1,330.00	£120.00
Cellar Doors - One off license fee	£490.00	£540.00	£50.00
Cellar Doors - Renewal fee	£250.00	£275.00	£25.00
Portaloo, two weeks	£200.00	£220.00	£20.00
Site huts, two weeks	£370.00	£410.00	£40.00
Accident Data	£220.00	£240.00	£20.00
Call outs (for first day - not including additional costs)	£250.00	£275.00	£25.00
- Each additional day	£100.00	£110.00	£10.00
Highways Inspection Data			
Application	£610.00	£670.00	£60.00
Highways Land Enquires			
Text Based	£140.00	£155.00	£15.00
Drawing	£270.00	£300.00	£30.00

Fee Description	2025/26 Charge (£)	2026/27 Charge (£)	Proposed Variation (£)
Street Naming and Numbering			
Initial new addressable Unit	£450.00	£500.00	£50.00
Additional Addressable Unit	£160.00	£180.00	£20.00
New building name	£310.00	£350.00	£40.00
New Street name	£880.00	£970.00	£90.00
Address Verification	£200.00	£220.00	£20.00
Street works (Section 50) Licences			
Application Fee	£500.00	£550.00	£50.00
Admin Fee (based on cost)	10%	20%	10%
LETTINGS & EVENTS - Zero Rated VAT (Hourly Rates)			
HIRE OF PARKS & OPEN SPACES FOR EVENTS - CHARGES PER DAY (based on 8 hours)			
Promotional activity roaming (per team of 5)	£410.00	£500.00	£90.00
Community in LBHF - for eligible voluntary organisations			
Build and de-rig fee or non-operating day (50% of daily hire fee)			
Events Under 200 people attending	£190.00	£200.00	£10.00
Events 200-499 attending	£910.00	£350.00	-£560.00
Events 500-999 people attending	£910.00	£650.00	-£260.00
Events 1,000-4,999 people attending	£910.00	£950.00	£40.00
Events 5,000 or more people attending	POA	POA	N/A
Other Fees			
Environmental investment fee (Commercial & private events only)	N/A	POA	New Charge
Event monitoring fee - Commercial	N/A	£85.00	New Charge
Event monitoring fee - Community, charity & non profit	N/A	£35.00	New Charge
Late collection of infrastructure	N/A	£100.00	New Charge

Fee Description	2025/26 Charge (£)	2026/27 Charge (£)	Proposed Variation (£)
Banner removal (rate per banner)	N/A	£100.00	New Charge
Touring events e.g. circuses non animal per day - small up to 500 seats per performance, per day	N/A	£1,200.00	New Charge
Promotional activity - Large PR Stunt activation	N/A	POA	New Charge

Social Inclusion and Community Safety Fees & Charges Proposals 2026/27 - Exceptions to the standard 3.8% uplift

Fee Description	2025/26 Charge (£)	2026/27 Charge (£)	Proposed Variation (£)
STREET & MARKET TRADING			
Specialist Markets			
Charge per waste bag per day for traders at Lyric Square, Wood Lane and Shepherds Bush Green Market	£2.36	£3.40	↑ £1.04
Administration Charges			
Fast track licence application (within 72 hours)	N/A	£116.50	New Charge
Late renewal application submission with all documents	N/A	£25.00	New Charge
Delayed submission of all application documents	N/A	£25.00	New Charge
Changes to registered assistant	N/A	£25.00	New Charge
Shop Front Trading			
Shopfront trading fees on public maintained land - NEW LICENCE			
<i>Fees will be applicable pending completion of the agreed terms</i>			
Up to 1 metre, from the shop front entrance.	£1,050.00	£1,050.00	⇒ £0.00
Up to 2 metres, from the shop front entrance.	N/A	£1,150.00	New Charge
Up to 3 metres, from the shop front entrance.	N/A	£1,250.00	New Charge
Shopfront trading fees on public maintained land - LICENCE RENEWAL			
<i>Fees will be applicable pending completion of the agreed terms</i>			
Up to 1 metre, from the shop front entrance.	£500.00	£500.00	⇒ £0.00

Fee Description	2025/26 Charge (£)	2026/27 Charge (£)	Proposed Variation (£)
Up to 2 metres, from the shop front entrance.	N/A	£600.00	New Charge
Up to 3 metres, from the shop front entrance.	N/A	£700.00	New Charge
Shopfront trading fees on private land - NEW LICENCE			
<i>Fees will be applicable pending completion of the agreed terms</i>			
Up to 1 metre, from the shop front entrance.	£500.00	£500.00	➡ £0.00
Up to 2 metres, from the shop front entrance.	N/A	£600.00	New Charge
Up to 3 metres, from the shop front entrance.	N/A	£700.00	New Charge
Shopfront trading fees on private land - LICENCE RENEWAL			
<i>Fees will be applicable pending completion of the agreed terms</i>			
Up to 1 metre, from the shop front entrance.	£300.00	£300.00	➡ £0.00
Up to 2 metres, from the shop front entrance.	N/A	£400.00	New Charge
Up to 3 metres, from the shop front entrance.	N/A	£500.00	New Charge
Other Shop Front Trading Fees			
1-day shop front trading licence	N/A	£58.50	New Charge
30-day shop front trading licence	N/A	£116.50	New Charge
Extended Late Licence	N/A	25% of Licence Fee	New Charge
Licence variation fee	N/A	£58.50	New Charge
Fast track licence application (within 10 working days)	N/A	£116.50	New Charge
Selling from front gardens			

Fee Description	2025/26 Charge (£)	2026/27 Charge (£)	Proposed Variation (£)
<i>If you wish to sell anything from a front garden of a property to customers on the footpath you need a licence; or from a piece of land that is within 7 metres of the public highway and not enclosed, you will need a Street Trading (Private land) licence.</i>			
New applications	N/A	£100.00	New Charge
One-year renewal	N/A	£75.00	New Charge
Community Markets and Street Trading Events for Charities and Not-For-Profit Organisations			
Up to 5 stalls	N/A	£100.00	New Charge
6 - 10 stalls	N/A	£200.00	New Charge
11 - 15 stalls	N/A	£300.00	New Charge
16 - 20 stalls	N/A	£400.00	New Charge
Over 20 stalls	N/A	£500.00	New Charge
Seasonal and Temporary / Short-Term Events			
Short term event - Temporary Street Trading Licence - 1st day	N/A	£61.50	New Charge
Short term event - Temporary Street Trading Licence - per day thereafter	N/A	£20.50	New Charge
Weekly seasonal licences (e.g. Christmas tree sales)	N/A	£100.00	New Charge
Weekly seasonal licences (e.g. Christmas tree sales) - Extended Stall	N/A	£150.00	New Charge
COMMUNITY SAFETY - Anti-Social Behaviour Unit (ASBU)			
ASBU Monthly Case Supervision of Registered Social Landlord cases and build/access to REACT Case Management System (Initial build charge of £2000) and monthly charge thereafter	N/A	£2,110.00	New Charge

Fee Description	2025/26 Charge (£)	2026/27 Charge (£)	Proposed Variation (£)
ASBU - Chairing follow-up professionals' meeting post CMARAC, ASB Case Review or heard at Cuckooing Risk Panel	N/A	£61.00 per hour	New Charge
ASBU - Chairing meetings relating to ASB on defined RSL estates, where there are no local authority landlord responsibilities.	N/A	£61.00 per hour	New Charge
ASBU - Deliver external online ASB or Cuckooing training	N/A	£600 Daily rate or £100 per hour	New Charge
ASBU - Deliver in-person external ASB or Cuckooing training or consultancy	N/A	£600 Daily rate or £100 per hour -plus travel, food and accommodation	New Charge
EMERGENCY PLANNING & BUSINESS CONTINUITY - Services to External Organisations			
Business Continuity Advice - External Consultancy per day	N/A	£500.00	New Charge
Rest Centre Provision (Hourly rate)	N/A	£300.00	New Charge
CCTV			
Footage search and release to insurers	£294.00	£360.00	↑ £66.00

FINANCE AND CORPORATE Department Fees & Charges

Exceptions to the standard uplift

2026/27

REGISTRATION OF BIRTHS, DEATHS & MARRIAGES Fees and Charges 2026/27

Fee Description	2025/26 Charge (£)	2026/27 Charge (£)	Proposed Variation (£)
Civil Marriage/Civil Partnership/Naming Ceremonies/Vow Renewals			
Notices			
Notice of marriage/civil partnership	£42.00	£42.00	£0.00
Notice of marriage/civil partnership (subject to Home Office referral)	£57.00	£57.00	£0.00
Consideration of Divorce/Dissolution (outside of British Isles) by LRS	£55.00	£55.00	£0.00
Consideration of Divorce/Dissolution (outside of British Isles) by GRO	£83.00	£83.00	£0.00
Waiver (reduce 28 day notice period)	£66.00	£66.00	£0.00
RG's Licence	£18.00	£18.00	£0.00
Conversion of a Civil Partnership into Marriage			
At Register Office	£50.00	£50.00	£0.00
Completing the declaration	£30.00	£30.00	£0.00
Signing the declaration in a religious building registered for same sex couples	£101.00	£101.00	£0.00
Register Office, Clockwork Building			
Wednesday PM	£56.00	£56.00	£0.00
The Rose Gold Room (Clockwork Building - Capacity of 12) Wedding & Civil Partnership Renewal of Vows Naming Ceremonies			
Monday - Thursday	£226.00	£0.00	£0.00
Friday	£286.00	£0.00	£0.00
Saturday	£346.00	£0.00	£0.00
Sunday	£456.00	£0.00	£0.00
Saturday (5pm and 6pm and 7pm)	£436.00	£0.00	£0.00
The Copper Suite (Clockwork Building - Capacity of 60) Wedding & Civil Partnership Renewal of Vows Naming Ceremonies			
Monday - Thursday	£390.00	£0.00	£0.00
Friday	£447.00	£0.00	£0.00
Saturday	£507.00	£0.00	£0.00
Sunday	£650.00	£0.00	£0.00
Saturday (5pm and 6pm and 7pm)	£607.00	£0.00	£0.00
The Broadway Room Wedding & Civil Partnership Renewal of Vows Naming Ceremonies			
Monday - Thursday	£0.00	£250.00	NEW FEE
Friday	£0.00	£300.00	NEW FEE
Saturday	£0.00	£340.00	NEW FEE
Friday (after 5pm)	£0.00	£400.00	NEW FEE
Saturday (after 5pm)	£0.00	£430.00	NEW FEE
Sunday/Bank Holidays	£0.00	£520.00	NEW FEE

REGISTRATION OF BIRTHS, DEATHS & MARRIAGES Fees and Charges 2026/27

Fee Description	2025/26 Charge (£)	2026/27 Charge (£)	Proposed Variation (£)
The Olympia Room Wedding & Civil Partnership Renewal of Vows Naming Ceremonies			
Monday - Thursday	£305.00	NEW FEE	
Friday	£350.00	NEW FEE	
Saturday	£400.00	NEW FEE	
Friday (after 5pm)	£495.00	NEW FEE	
Saturday (after 5pm)	£530.00	NEW FEE	
Sunday/Bank Holidays	£630.00	NEW FEE	
The Riverside Room Wedding & Civil Partnership Renewal of Vows Naming Ceremonies			
Monday - Thursday	£350.00	NEW FEE	
Friday	£380.00	NEW FEE	
Saturday	£430.00	NEW FEE	
Friday (after 5pm)	£525.00	NEW FEE	
Saturday (after 5pm)	£570.00	NEW FEE	
Sunday/Bank Holidays	£670.00	NEW FEE	
Mayor's Parlour Wedding & Civil Partnership Renewal of Vows Naming Ceremonies			
Monday - Thursday	£350.00	NEW FEE	
Friday	£400.00	NEW FEE	
Saturday	£460.00	NEW FEE	
Eve Monday - Thursday	£540.00	NEW FEE	
Friday (after 5pm)	£600.00	NEW FEE	
Saturday (after 5pm)	£640.00	NEW FEE	
Sunday/Bank Holidays	£740.00	NEW FEE	
Council Chamber Wedding & Civil Partnership Renewal of Vows Naming Ceremonies			
Monday - Thursday	£425.00	NEW FEE	
Friday	£490.00	NEW FEE	
Saturday	£565.00	NEW FEE	
Eve Monday - Thursday	£680.00	NEW FEE	
Friday (after 5pm)	£730.00	NEW FEE	
Saturday (after 5pm)	£780.00	NEW FEE	
Sunday/Bank Holidays	£880.00	NEW FEE	
Mayor's Foyer (Exclusive use of 2nd Floor) Wedding & Civil Partnership Renewal of Vows Naming Ceremonies			
Friday	£1,000.00	NEW FEE	
Friday (after 5pm)	£1,500.00	NEW FEE	
Saturday	£1,800.00	NEW FEE	
Sunday	£2,100.00	NEW FEE	
Bank Holiday	£2,500.00	NEW FEE	

REGISTRATION OF BIRTHS, DEATHS & MARRIAGES Fees and Charges 2026/27

Fee Description	2025/26 Charge (£)	2026/27 Charge (£)	Proposed Variation (£)
Approved Venue Wedding & Civil Partnership Renewal of Vows Naming Ceremonies			
Monday - Thursday	£556.00	£556.00	£0.00
Friday	£616.00	£640.00	£24.00
Saturday	£686.00	£705.00	£19.00
Sunday/Bank Holidays	£806.00	£845.00	£39.00
Monday - Thursday (after 5pm)	£771.00	£789.00	£18.00
Friday (after 5pm)	£834.00	£859.00	£25.00
Saturday (after 5pm)	£897.00	£925.00	£28.00
Sunday/Bank Holidays (after 5pm)	£1,028.00	£1,028.00	£0.00
Fee for attendance at a religious building			
Fee for attendance at a religious building	£104.00	£104.00	£0.00
Fees for attendance at House bound or Detained			
Registrar attending a marriage at the residence of a housebound person	£98.00	£98.00	£0.00
Registrar attending a marriage at the residence of a detained person	£106.00	£106.00	£0.00
Superintendent attending the marriage of a housebound person	£101.00	£101.00	£0.00
Superintendent attending the marriage of a detained person	£113.00	£113.00	£0.00
Copy Certificates			
Copy certificate	£12.50	£12.50	£0.00
Priority service for copy certificate - 24 hours	£38.50	£38.50	£0.00
Copy certificate from historical records - administration fee	£5.00	£5.00	£0.00
While You Wait service for copy certificates - Price on application	£45.00	£45.00	£0.00
Search indexes (no more than 6 hours)	£20.00	£20.00	£0.00
Fees for Changes to Initial Registration			
Consideration of Space 17	£44.00	£44.00	£0.00
Consideration of Space 17 (On the day certificate issue Admin Fee)	£10.00	£10.00	£0.00
Consideration of Corrections by LRS	£83.00	£83.00	£0.00
Consideration of Corrections by GRO	£99.00	£99.00	£0.00
Cancellation & Booking Changes			
Non-refundable deposit per form 48 notice	£42.00	£42.00	£0.00
Non-refundable deposit per form 49 notice	£54.00	£54.00	£0.00
Non-refundable deposit for ceremony bookings	£150.00	£150.00	£0.00
Amendment administration fee for ceremony bookings	£40.00	£50.00	£10.00

REGISTRATION OF BIRTHS, DEATHS & MARRIAGES Fees and Charges 2026/27

Fee Description	2025/26 Charge (£)	2026/27 Charge (£)	Proposed Variation (£)
Cancellation within one month	50% of the remaining fee (non-refundable booking fee non-inclusive)	50% of the remaining fee (non-refundable booking fee non-inclusive)	
Postal Charges	At Cost	At Cost	

REGISTRATION OF BIRTHS, DEATHS & MARRIAGES Fees and Charges 2026/27

Fee Description	2025/26 Charge (£)	2026/27 Charge (£)	Proposed Variation (£)
Citizenship Ceremony fees			
Individual citizenship ceremony (Monday - Thursday)	£180.00	£180.00	£0.00
Individual citizenship ceremony - Friday	£180.00	£180.00	£0.00
Individual citizenship ceremony - Saturday	£210.00	£210.00	£0.00
MARRIAGE LICENCES (including Civil partnership ceremonies)			
Marriage Licence 3 Years			
PART A - Application fee (Capacity up to 100 people)	£700.00	£700.00	£0.00
PART B - Ongoing costs (visits, enforcement etc)	£200.00	£200.00	£0.00
Application Total	£900.00	£900.00	£0.00
PART A - Application fee (Capacity between 101 - 200 people)	£900.00	£900.00	£0.00
PART B - Ongoing costs (visits, enforcement etc)	£200.00	£200.00	£0.00
Application Total	£1,100.00	£1,100.00	£0.00
PART A - Application fee (Capacity over 201 people)	£950.00	£950.00	£0.00
PART B - Ongoing costs (visits, enforcement etc)	£350.00	£350.00	£0.00
Application Total	£1,300.00	£1,300.00	£0.00
First Time Approved Venue Application - 1 Year Trial			
PART A - Application fee (Capacity up to 100 people)	£225.00	£225.00	£0.00
PART B - Ongoing costs (visits, enforcement etc)	£75.00	£75.00	£0.00
Application Total	£300.00	£300.00	£0.00
PART A - Application fee (Capacity between 101 - 200 people)	£281.25	£281.25	£0.00
PART B - Ongoing costs (visits, enforcement etc)	£93.75	£93.75	£0.00
Application Total	£375.00	£375.00	£0.00
PART A - Application fee (Capacity over 201 people)	£300.00	£300.00	£0.00
PART B - Ongoing costs (visits, enforcement etc)	£100.00	£100.00	£0.00
Application Total	£400.00	£400.00	£0.00
Religious premises who already hold religious marriage ceremonies to include civil partnership ceremonies			
PART A - Application fee	£263.00	£263.00	£0.00
PART B - Ongoing costs (visits, enforcement etc)	£52.00	£52.00	£0.00
Application Total	£315.00	£315.00	£0.00
Changes to Marriage Licences	£150.00	£150.00	£0.00

Commercial Card Charges

Fee Description	2025/26 Charge (£)	2026/27 Charge (£)	Proposed Variation (£)
Commercial Card Charges			
Commercial Card Charges	0%	2%	2%

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)
Net Position (after Council Tax)	-

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)
Total	3.0

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)
Total Service Savings		(9.5)
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)
Total		(17.9)

Next Steps

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

Agenda Item 5

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Policy and Oversight Board

Date: 04/02/2026

Subject: Policy and Accountability Committees' Update Report

Report author: David Abbott, Head of Governance

Responsible Director: Sukvinder Kalsi, Executive Director of Finance and Corporate Services

SUMMARY

This report provides an update on the meetings of the Council's six Policy and Accountability Committees in September and November 2025.

RECOMMENDATIONS

1. To note the updates and work programmes of the Policy and Accountability Committees and discuss any areas for future review or collaboration.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Doing things with local residents, not to them	The Policy and Accountability Committees aim to amplify the voices and concerns of residents and to give them a mechanism to comment on, participate in, and determine Council policy.
Being ruthlessly financially efficient	The Policy and Accountability Committees were set up to hold the administration to account and scrutinise decisions in the interest of residents.

Background Papers Used in Preparing This Report

None.

Children and Education Policy and Accountability Committee

Children and Education Policy and Accountability Committee considered the following items at its meeting on 3 November 2025:

- H&F Local Safeguarding Children Partnership Annual Report 2024/25
- Update on the National Children's Social Care Reforms and Transformation Agenda
- Local Offer Annual Report 2024/25
- Summer in the City 2025

H&F Local Safeguarding Children Partnership (LSCP) Annual Report 2024/25

The Committee received the LSCP Annual Report 2024/25 and noted the following:

- In coordinating safeguarding work among people of different cultures, LSCP emphasised on local delivery and contributions from partner agencies in particular the youth voice service and its feedback loop of “you said, we did”.
- Education was a key partner in LSCP, having a strong representation in both strategic and operational levels to reflect the core issues faced and devise support measures to safeguard children. According to Ofsted, safeguarding was a priority for all types of education providers.
- The next LSCP Annual Report would cover metrics on its safeguarding priorities for 2025-28. The abundant data from different partners would be generated into a meaningful framework for setting the priorities. For example, the pan-London Stop and Search Audit findings might help address some of the safeguarding issues faced during the deployment of the tactic.

Update on the National Children's Social Care Reforms and Transformation Agenda

The Committee received a brief update and discussed the following:

- On the difference between the new and existing services, members noted that the local Families First programme emphasised on the integration of targeted early intervention with statutory social work interventions along a streamlined pathway to ensure evidence-based, better outcomes.
- In respect of families' anxiety about the reforms and statutory interventions, members were reassured that family group decisions would be made under the Family Help system through an inclusive family network.
- H&F's current kinship strategy was being reviewed and recommendations on strengthening the offer were expected to be ready by the end of 2025.
- Oversight of home education and the challenges of monitoring the education and safeguarding of home-schooled children.

Local Offer (LO) Annual Report 2024/25

Members were briefed on the Annual Report 2024/25 and discussed the following:

- The need to differentiate between the LO awareness and usage of the website from the actual use of the LO services by the SEND families. Other

marketing efforts to increase LO awareness to 60% by March 2026 included physical marketing, community outreach and continual information dissemination via SENCOs.

- There were suggestions to refine the term of LO to reflect the more holistic nature of the services and to improve the navigation of the Family Information Service within the Family Hub website.

Summer in the City 2025

The Committee appreciated that the Summer in the City 2025 continued to be a very successful programme, bringing improvements to participated children's confidence and social development while relieving the financial pressure of their families.

Work programme for meeting on 27 January 2026

- (Joint budget meeting) 2026/27 Revenue Budget and Medium-Term Financial Strategy (MTFS)

Climate Change and Ecology Policy and Accountability Committee

The Committee considered the following items at its meeting on 24 September 2025:

- Public Realm works Procurement
- H&F Clean Energy Transition

Public Realm Works Procurement

In September members received an update on the procurement of the Public Realm Works Contract, including new climate-focused requirements.

The Committee welcomed Jamie Orme (Norman Rouke Pryme) who provided a summary of the Key Performance Indicators (KPIs) that bidders would be required to meet, including carbon reduction, increased recycling and waste diversion, and commitments to trial low-carbon technologies.

Members raised questions about ensuring contractors met minimum standards and how supply-chain challenges might impact their ability to comply. Jamie Orme explained that all bidders must meet a set baseline and that the tender process allowed negotiation to support improvement. It was noted that the Council was ahead of many authorities in setting high environmental expectations, benefiting from strong contractor investment over recent years.

Discussion also covered the need for continuous improvement towards the borough's Net Zero 2030 target, with monthly monitoring and KPIs built into contract management. Questions were raised about balancing stringent requirements with innovation, the rise in scope 3 emissions, and whether higher standards would increase costs. Officers noted that contractors were increasingly prepared to innovate and that no significant cost increases had been observed in comparable boroughs.

The Committee discussed how the KPIs aligned with the forthcoming transport strategy and how the community could contribute ideas. Officers clarified that the KPIs related to operational work, not the transport strategy, which was still being drafted.

The Council encouraged public input and noted that discussions with contractors occurred monthly, with room for negotiation and adaptation within the contracts. Members welcomed public input and encouraged the sharing of ideas.

H&F Clean Energy Transition

Members received an update on net zero energy opportunities, focusing on decarbonising heating systems and reducing household energy bills. The Committee also heard about progress through the Healthy Homes initiative, which was supporting residents with advice, home visits, funding, and upgrades to hundreds of homes.

The Committee welcomed Megan Kingsley (Heat Decarbonisation Lead) and Peter Runacres (Earls Court Development Company) who outlined the emerging role of heat networks, currently supplying only 3% of UK heat but expected to reach 20% by

2050 and the Earls Court Development Company presented plans for a large-scale local network.

The Committee discussed:

- The progress, the viability of achieving Net Zero by 2030, and the scale of capital investment required.
- The wider benefits of heat networks, and how they could improve air quality, reduce maintenance costs, and support residents' health and wellbeing.
- That heat networks were particularly viable in high-density areas like LBHF and had strong economic potential.
- The Committee welcomed the initiative and praised the role of energy champions in engaging the community, while raising concerns about transport emissions and cycling infrastructure, calling for improvements to encourage safer family use and reduce car dependency.
- Members acknowledged the challenges of meeting Net Zero, the innovative nature of Council's approach, and opportunities to integrate waste heat from upcoming data centres. While reiterating the need for national action and collaboration to achieve long-term climate goals.
- Concerns about cycling infrastructure, particularly cars entering the King Street cycle lane and uncertainty near the Civic Campus.

Members noted that further work was planned in collaboration with TfL on Uxbridge Road, Shepherd's Bush Roundabout, and the North–South cycle route, with a full review of King Street to follow once construction work at the Civic Campus had ended. School Streets were discussed, noting mixed responses from parents and ongoing evaluation.

The meeting also covered Olympia development timelines, housing retrofit work, and heating/cooling systems.

The Committee agreed actions around specific Olympia concerns for follow-up with the Planning team. Including review King Street carriageway after Civic Campus works finish, housing retrofit programme and for the Council to work with schools on future School Streets decisions

Work programme for meeting on 2 February 2026

- New Housing Development (Environmental Performance)
- 2026/27 Revenue Budget and Medium-Term Financial Strategy (MTFS)

Health and Adult Social Care Policy and Accountability Committee

Health and Adult Social Care PAC considered the following items at its meeting on 17 November 2025:

- Hammersmith and Fulham Health and Care Partnership
- Safeguarding Adults Board Report 2024/25
- Charing Cross Hospital Co-Production
- Drug Strategy

Hammersmith and Fulham Health and Care Partnership

The Committee were presented with a report which outlined the most recent update from the Hammersmith and Fulham Health and Care Partnership. The report included the refreshed approach to working collaboratively to improve health and wellbeing across the borough with a particular focus on integrated care efforts and the development of the Integrated Community Access Point (ICAP). ICAP was an alliance of clinicians and professionals across organisations working with people with the most complex needs, it had been developed in response to the fragmentation of services across multiple providers.

- The committee asked whether there were restrictions on who could refer individuals to the ICAP scheme due to concerns about overwhelming demand, and it was explained that only Health Professionals, usually requiring two or more disciplines, could make referrals, with capacity having been tested positively in the south of the borough and kept under review.
- It was noted that the report was heavily professional-focused and that awareness of the scheme among patients and local groups appeared limited, with concerns raised that patients lacked a clear entry point and that many would be unaware of the scheme's existence.
- Evidence was highlighted showing that patients often had to repeat their stories unnecessarily, and it was explained that the plan incorporated co-production and a prototyping approach to work collaboratively with this cohort to understand what was effective and address the complexity of their situations.
- A recent experience was shared showing inconsistency in the quality of Health Professionals, and it was suggested that mechanisms similar to hospital processes allowing patients to request a change of professional should also be available in community settings.

Safeguarding Adults Board 2024/25

Officers presented the report which outlined the H&F Safeguarding Adults Board (SAB) Annual Report 2024/25. The report highlighted the proactive efforts of partners to continue to improve professional responses to support adults with care and support needs who are at risk of abuse and neglect. The SAB was now moving into the final year of its three-year strategy, with the focus in the next year being on reviewing its impact and strengthening assurance mechanisms.

- The committee commended the report and the resilience of staff, drew attention to the rise in racial abuse, particularly targeted at staff members'

country of origin, and called for a clear strategy and strong statement to support affected staff.

- The committee asked about information sharing practices, and it was explained that safeguarding reviews examined individual cases to ensure correct identification of abuse types and to consider whether proactive actions could have been taken.
- The committee described the paper as positive and suggested that rising numbers were likely due to improved confidence in safeguarding processes.
- It was confirmed that work would begin in January on the next strategic plan, with emphasis placed on the importance of continuity of care during a period marked by significant changes among partners and personnel.

Charing Cross Hospital Co-Production

Officers introduced the report which outlined work undertaken at Charing Cross Hospital alongside Action on Disability (AoD). A report went to Health and Adult Social Care Policy and Accountability Committee in 2024 from AoD that outlined their experience of using the NHS. Representatives from Action on Disability visited the Hospital to provide input on ways it could be made more accessible. Suggestions made included clear signage and improved navigation, sensory-friendly waiting areas, refresher disability awareness training for staff and ongoing involvement of Disabled residents in redesign.

- It was noted that some staff made mistakes with good intentions, such as attempting to reduce trip hazards by tidying away pull-cord alarms, and the importance was stressed of ensuring that training providers engaged directly with patients and that staff training began as soon as they started work.
- Positive feedback was highlighted through a case involving a radiotherapist who, after discussions with staff, acknowledged space limitations and offered an alternative larger area.
- Reference was made to regular acute board meetings where patient stories were presented, and it was suggested that the work undertaken at Charing Cross would influence decision-making in health services, with encouragement for the organisation involved to share its learning with the acute board as it was best placed to articulate the needs and experiences of disabled residents.
- The committee suggested reflecting on what could have improved the process, and it was emphasised that identifying the correct starting point was vital, that having users involved had been crucial to the project's success.

Drug Strategy

The Committee were presented a report which highlighted the upcoming Hammersmith and Fulham Drug Strategy. The report included 3 main themes which were breaking drug supply chains (enforcement), making it harder for organised crime networks to operate in our borough. World class treatment services, treating addiction as a health problem, recognising the role played by adverse personal circumstances such as trauma, poverty and mental health conditions, breaking down

stigma and saving lives. Achieving a generational shift in the demand for drugs, working with young people in the borough to change attitudes to drug-taking.

- The progress made was encouraging, and it was suggested that the strategy should also be introduced into schools and colleges, including through youth engagement structures; it was confirmed that engagement had already taken place with the Youth Council as part of the strategy.
- A question was raised about the approach to cuckooing, and it was explained that work was being strengthened through the existing risk panel and that a trial had been conducted involving a substance misuse worker within the cuckooing team to build specialist support from within.
- The committee asked how success would be measured across treatment and prevention, and it was confirmed that this would be assessed using measurable statistics, including increased numbers entering treatment and improved access to detox and rehabilitation services.
- A resident highlighted generational changes in drug use and asked where excluded young people could access support; it was confirmed that the Young People's Drug Service was available for those experiencing substance misuse issues.
- The committee summarised that drug-related offences remained too high but considered this the strongest drug strategy developed so far.

Work Programme – 27 January 2026

- (Joint budget meeting) 2026/27 Revenue Budget and Medium-Term Financial Strategy (MTFS)

Housing and Homelessness Policy and Accountability Committee

Housing and Homelessness PAC considered the following items at its meeting on 5 November 2025:

- Tenant Satisfaction Measures
- Family Housing Strategy

Tenant Satisfaction Measures

The Committee received a report which set out an update on the responses to the Tenant Satisfaction Measures Survey, which is an annual process. The data highlighted marked improvements across 11 out of 12 measures. There had been a particularly strong improvement in overall satisfaction, the proportion of residents who were satisfied that the landlord listens to their views and responds to them and that the landlord treated them fairly and with respect.

- The committee asked for clarification on the operational changes behind improved perception measures, and it was explained that higher satisfaction was driven by a stronger focus on repair quality, follow-ups, and residents feeling respected.
- A resident working group had been created to help enhance the service, with home safety identified as a priority for the coming months.
- The committee asked about changes in the proportion of homes not meeting the Decent Homes Standard, and it was explained that extensive stock condition surveys had now covered most properties, with the resulting data being used to inform planning and a new five-year kitchen and bathroom improvement programme.
- The committee asked whether there was an online feedback option for residents, and it was explained that selected residents received text-based satisfaction surveys after repair jobs.
- In response to a question on resolving issues without submitting a formal complaint, it was explained that residents could have matters escalated by the contact centre as service requests, with the repairs team following up within 48 hours.
- It was reported that the Council ranked in the top quartile in several key areas, including being among the best in London for well-maintained homes, fairness and respect, and handling antisocial behaviour.
- The committee asked how residents were made aware of repair responsibilities under their tenancy, and it was confirmed that this information was provided at sign-up through documentation such as the repairs and maintenance booklet and was also available online.

Family Housing Strategy

The Committee received a report on the Family Housing Strategy. The report 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 in the borough. The Council planned to overcome 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.

- The committee expressed support for increasing family-sized homes and asked how this aligned with the London Mayor's plan and the Council's autonomy. It was highlighted that the Mayor's plan aligned with the Council's aim to expand affordable family-sized housing, helping residents stay in their communities.
- The committee stressed that any housing offer must be of good quality, maintain local connections, meet residents' needs, and provide a clear improvement for those downsizing.
- The committee raised concerns about larger homes in some wards occupied by single older residents and asked about the downsizing process; it was explained that officers arranged face-to-face meetings with interested residents to outline options.
- The committee asked about bringing larger homes back into use and prioritisation of voids, and it was reported that there were currently 114 void properties of varying sizes, 82% within the national target for re-letting times.
- It was noted that home swaps and mutual exchanges were available under existing policy, and it was emphasised that gathering resident feedback on how to improve the downsizing process would be important to shaping future plans.
- The committee highlighted the importance of enabling older residents to live independently and asked how this would be incorporated into the action plan; it was explained that this workstream required further development, and that clear communication about sheltered housing opportunities was essential, as it offered a strong foundation for independent living.

Work Programme – 3 February 2026

- 2026/27 Revenue Budget and Medium-Term Financial Strategy (MTFS)
- Housing Revenue Account (HRA) Budget

Social Inclusion and Community Safety Policy and Accountability Committee

Social Inclusion and Community Safety Policy and Accountability Committee considered the following items at its meeting on 18 November 2025:

- Update report on Policing in Hammersmith and Fulham
- Briefing note on co-production in Violence Against Women and Girls commissioning and designing of projects (For information only)

Three members have subsequently observed the deployment of Live Facial Recognition (LFR) in action which took place at Westfields before Christmas on 28 November 2025.

Update report on Policing in Hammersmith and Fulham

The Committee received an update report, outlining the delivery of community crime fighting based on data-led policing around hotspot areas including Shepherds Bush Green, Hammersmith Broadway and Fulham. The operations meetings which used to take place on a monthly basis were now reviewed weekly to see which wards needed more focus. This weekly update initiative helped track down any pattern of criminal offences to inform which wards might require additional policing deployment.

Members discussed the following:

- The wards of Shepherds Bush Green and Hammersmith Broadway were respectively the largest shopping area and main transport hub that generated the majority of crimes. The Met Police, while tackling crimes there, had also looked into any impact displaced to other parts of the borough.
- As regards the slight increase in knife crime offences, members noted that some were possession of knife/bladed article that might be generated by proactive stop and searches which was also helpful in tracking down the use of drugs.
- Key areas of hate crimes reported were related to antisemitism and Islamophobia and the Met was monitoring the situation in venues of recurrent reporting.
- The Met considered the LFR a very useful technology to help them to track down dangerous and harmful people. Manual and secondary checks were conducted after matching the wanted person to eliminate errors.
- The Met was asked to:
 - a. explore the possibility for the public to report crimes on an App.
 - b. share information on identified safe spaces within the borough to deal with violence against women and girls.
 - c. provide information on the total number of faces scanned in the 5 LFR deployments in H&F since April 2025.
 - d. provide information on the legal basis for the LBHF to use the LFR to capture its residents' images pending outcomes of the court cases.

Work Programme – 2 February 2026

- 2026/27 Revenue Budget and Medium-Term Financial Strategy (MTFS)
- Annual Performance Report for the Law Enforcement Team

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

The Committee considered the following items at its meeting on 19 November 2025:

- Active Wellbeing Strategy
- Play Transformation Programme 2025-28

Active Wellbeing Strategy

The Committee received a detailed introduction to the new Active Wellbeing Strategy. Officers outlined the shift from traditional sport participation to a whole-system wellbeing approach, the strategy's consultation and co-production process, and its three themes: Active People, Active Communities, and Active Environment.

The barriers to activity, Year 1 actions, partnership structures, and expected benefits were also highlighted. Members raised questions about potential interest from national sports bodies in taking over local assets, maintenance of existing facilities, data collection across all wards, and ensuring sustainability in leisure provision. Officers confirmed no governing bodies had sought asset control and reassured members that improved asset surveys, better data, and targeted engagement were central to the new approach.

Councillors explored issues around participation across demographics, including young people, disabled residents, women and girls, and BAME communities. Officers emphasised improved data collection, grant-funded community programmes, targeted outreach, and co-designed initiatives to reach groups not previously engaged. The Committee also heard from the Hammersmith & Fulham Dementia Action Alliance about the Healthy Minds Programme. Cross-departmental collaboration was highlighted, particularly with Housing, Public Health, and Culture, to ensure the strategy supports health outcomes as well as participation levels.

The Committee discussed the importance of maintaining facilities, supporting harder-to-reach groups, and ensuring consistent communication across council services, including Education. Officers outlined ongoing stakeholder engagement and plans for free park-based gyms, targeted concessions, and community sessions to reduce economic and social barriers to activity. Members also underlined the need for clear data on targeted sub-groups and updates on work with women and girls.

Play Transformation Programme 2025-28

The Committee received an overview of the borough's playground conditions and the development of the 2025–2028 Play Transformation Programme. The programme includes £8.3 million of investment to upgrade play spaces across parks and housing estates, supported by extensive inspection reports and forthcoming consultations. Members discussed planned improvements for different age groups, the introduction of innovative features such as dedicated spaces for teenage girls, and the need for durable, well-maintained equipment. Councillors raised questions regarding the funding sources, the criteria for prioritising playground upgrades, and how the Council intended to engage residents, Friends groups, and schools. Officers clarified the allocation of the £8.3 million, confirmed tailored approaches for parks with varied

functions, and committed to deeper engagement with local schools and community groups. Concerns were also raised about issues such as anti-social behaviour, wear-and-tear in parks like Bishops Park and South Park, and how to ensure different contractors would deliver robust, long-lasting facilities.

The Committee welcomed the scale of investment, the focus on inclusivity—including teenage girls and residents on housing estates—and the collaboration between Parks, Housing and external landlords to improve play provision. Moving forwards, Members stressed the importance of clear timelines, continued engagement, and monitoring park usage patterns.

Work Programme – 3 February 2026

- Culture Update
- Local Plan Update
- 2026/27 Revenue Budget and Medium-Term Financial Strategy (MTFS)

Agenda Item 6

Policy and Oversight Board – Work Programme 2025/26

The Board is asked to note the work programme and provide feedback. Please note that items at future meetings are draft and subject to change.

16 July 2025

- Cost of Living Progress Report
- Finance Peer Challenge Findings

17 Sept 2025

- Transformation Programme Overview
- Disability Confident Leader report
- PAC updates and work programmes

24 Nov 2025

- Update on AI Governance and Adoption
- Embedding the LBHF commitment to co-production with residents
- PAC work programmes

4 Feb 2026

- Revenue Budget and MTFS
- PAC updates report

29 April 2026

- TBC

To be scheduled

- Monitoring of the Finance Peer Challenge recommendations
- Strategy monitoring
- Transformation programme deep dives
- Corporate Performance
- AI Governance – Update on the Ethics Board, including decisions made by the Board and how its governance was working in practice
- Financial Inclusion Strategy