

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

Tuesday 3 February 2026 at 7.00 pm

The Cabinet Room (1st Floor), The Clockwork Building, 45 Beavor Lane,  
Hammersmith, W6 9AR

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

## MEMBERSHIP

Administration	Opposition
Councillor Rory Vaughan (Chair) Councillor Adam Peter Lang Councillor Ashok Patel	Councillor Amanda Lloyd-Harris (Conservative) Councillor Trey Campbell-Simon (Green)

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This meeting is open to the public and press but spaces are limited. If you would like to attend, please contact [Charles.Francis@lbhf.gov.uk](mailto:Charles.Francis@lbhf.gov.uk). The building has disabled access.

Date Updated: 27 January 2026

# **The Economy, Arts, Sports, and Public Realm Policy and Accountability Committee Agenda**

**3 February 2026**

<b><u>Item</u></b>	<b><u>Pages</u></b>
<b>1. APOLOGIES FOR ABSENCE</b>	
<b>2. DECLARATIONS OF INTEREST</b>  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.	
<b>3. MINUTES</b>  To approve the minutes of the previous meeting and note any outstanding actions.	<b>4 - 14</b>
<b>4. CULTURE UPDATE</b>  This report updates the committee on the delivery of activities by the Council and the Cultural Compact in support of the Cultural Strategy, Where Culture Connects.	<b>15 - 22</b>

<b>5.</b>	<b>LOCAL PLAN UPDATE</b>	23 - 26
	This report provides an update on progress with the Local Plan review. The first draft of the Local Plan went out for public consultation from the 29 <sup>th</sup> October until 10 <sup>th</sup> December 2025. This version of the Local Plan is known as the Regulation 18.	
<b>6.</b>	<b>2026/27 REVENUE BUDGET AND MEDIUM-TERM FINANCIAL STRATEGY (MTFS)</b>	27 - 49
	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.	

London Borough of Hammersmith & Fulham

## **The Economy, Arts, Sports, and Public Realm Policy and Accountability Committee Minutes**



**Wednesday 19 November 2025**

### **PRESENT**

**Committee members:** Councillors Rory Vaughan (Chair), Ashok Patel and Amanda Lloyd-Harris

**Other Councillors:**

Councillor Florian Chevoppe-Verdier (Cabinet Member for Public Realm)

**Officers:**

Bram Kainth, Executive Director - Place

Mark Raisbeck, Director of Public Realm

Val Birchall, Assistant Director, Culture Tourism & Sport

Nigel Court, Interim Lead for Sport and Active Wellbeing

Ian Hawthorn, Assistant Director Highways and Parks

Jessica Bastock, Head of Parks and Cemeteries

Hugo Ross-Tatam, Parks Projects Officer

Richard Shwe, Director of Housing

Mark Fretwell, Head of Estates.

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

Apologies for absence were received from Councillors Adam Peter Lang, Trey Campbell-Simon, Andrew Jones (Cabinet Member for the Economy), Zarar Qayyum (Cabinet Member for Enterprise and Skills) and Frances Umeh (Cabinet Member for Housing and Homelessness).

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

There were no declarations of interest.

### 3. **MINUTES**

The minutes of the Economy, Arts, Sports and Public Realm Policy and Accountability Committee meeting held on 21<sup>st</sup> July 2025 were agreed subject to a question arising on page 8 of the minutes from Councillor Amanda Lloyd-Harris about whether the closure of Hammersmith Bridge had caused congestion on major surrounding roads. In response, officers stated that:

*“there is no specific evidence that the closure has added to congestion only displacement and analysis done by TfL indicated that the numbers were spread across a number of bridges in the area, although this information would be held by TfL rather than ourselves”.*

### 4. **ACTIVE WELLBEING STRATEGY**

Nigel Court, Interim Lead for Sport and Active Wellbeing introduced the item which provided the background on, and initial Action Plan for the Active Wellbeing Strategy.

He provided a presentation which covered the following points:

- Information on the national context for an Active Wellbeing Strategy and the shift from sport participation to whole-system wellbeing.
- Details on the strategic context, and how the new strategy replaced the former Sport and Physical Activity Strategy. Noting that Hammersmith and Fulham was one of the first London Boroughs to deliver a systems-based approach linked to public health outcomes.
- The vision and objectives of the strategy, including details of the co-production and consultation work undertaken.
- The three strategic themes:
  1. Active People – To build confidence and motivation to move more.
  2. Active Communities – To develop local networks and accessible opportunities.
  3. Active Environment – To create spaces and neighbourhoods that enable activity.
- Barriers to activity and ways to overcome these, including the priority areas within the Borough.
- Details of the Year 1 Action Plan and Active Wellbeing Partnership.
- The expected outcomes and benefits of the strategy and details of the Council's leisure assets.

Councillor Amanda Lloyd-Harris noted there had been a lot of discussion in social media about organised sports groups (LTA, FA) coming into boroughs and offering to run their sports in the respective boroughs with the intention of purchasing the grounds they were going to use. She asked officers if they were aware of this and if there was any likelihood of it happening in Hammersmith and Fulham.

In response, Nigel Court, Interim Lead for Sport and Active Wellbeing confirmed he was not aware of these intentions. However, he explained the Council was in

consultation with all the governing bodies as part of the Council's Playing Pitch Strategy at looking at ways improvements could be made, and there had been no indication from the Governing Bodies that they would like to deliver sessions or take control of the asset/s. He confirmed the Governing Bodies were working with clubs and hirers to ensure that additional participation was ongoing. He cited the work that was currently being done by the LTA to target hard to reach groups to increase participation and not to take control of the Council's assets.

Councillor Amanda Lloyd-Harris commented that historically there had been issues with some borough facilities that had not been maintained and had been closed down due to insufficient attendance such as the Janet Adagoki Leisure Centre. She confirmed the Leisure Centre was a Council facility, was especially well used, but was not maintained properly. Councillor Amanda Lloyd-Harris sought assurances that where the Council was aiming to improve facilities there would be an undertaking to maintain them, as this was far more cost effective than letting facilities fall into disrepair and to then rejuvenate them at a later date (such as Linford Christie Stadium.)

In response, Mark Raisbeck, Director of Public Realm agreed it was considerably cheaper to maintain facilities. He confirmed the Council was undertaking asset surveys to identify what levels of investment were needed and so conditions and cost considerations could be presented to decision takers at an earlier stage.

Councillor Amanda Lloyd-Harris noted the priority areas, such as White City and College Park. She asked if officers were keeping records for all wards because, in order to select the priority areas, there needed to be information on all wards. And would the Committee be made aware of this information as part of the ongoing process. In response, Nigel Court confirmed an aspect of the Action Plan was to ensure officers conducted more accurate reporting on residents' inequality, overall health and levels of participation so future reporting would be improved.

Councillor Ashok Patel agreed it was a good idea to improve health and wellbeing through physical activity. He noted that the borough's average participation levels in physical activity were good with 73% achieving 150 minutes per week, however he thought this was a low threshold. He asked how this target could be improved and what more could be done to encourage children to participate more in physical activity. In addition, he noted Appendix 1 included participation to be encouraged for the disabled and women and girls. He asked about how this would affect BAME participation. He voiced concern that when he had attended playgrounds, he had noted a type of ethnic segregation and very few people mixed and asked what was being done to improve social mixing. And finally, in relation to funding, he noted that many gyms were open 24/7 for a nominal fee. He asked if there was any way in which the Council could participate with them to encourage greater levels of physical activity.

In response, Val Birchall, Assistant Director, Culture Tourism & Sport, referred to the Active Lives data target of 150 minutes per week and confirmed officers were working to improve data collection with a view to combine this with data from leisure centres and the voluntary sector to provide the Council with a more comprehensive picture of how people were participating. In relation to young people, Val Birchall

confirmed a number of grants had recently been awarded from the H&F King's Coronation Youth Fund for voluntary sector activity with young people to encourage them to become more active outside of school and to take part in more physical activity in their communities or through voluntary organisations. She confirmed that the Council was about to launch a second wave of these grants to try and target those groups which were missed in the initial tranche of awardees or where they could be more closely tailored to the objectives of the strategy.

In response to the point made about the participants highlighted in Appendix 1, Nigel Court confirmed the Council were aware there were sections of the community it had never spoken to, and so an aspect of the Action Plan was to identify these sectors and for the Council to actively engage with them and deliver sessions for these groups. With regards to working with gyms, Nigel Court confirmed that Council worked with Greenwich Leisure as one of the stakeholders and the Council was looking at ways to improve its overall management contract with them to improve participation and encourage users back into the Leisure centres. He explained that part of the Action Plan was an education piece to gauge a better understanding of what facilities / programmes communities would like to have and then the Council would investigate how this could be delivered. Nigel Court also confirmed that a number of open sessions in both the north and south of the borough would also be held in the near future to encourage communities to mix and interact. In relation to working with the Leisure providers, Val Birchall added that as the Council received better data about what was happening (where there were gaps in existing provision), it would enable officers to set out a clearer sense of direction to improve the offers which were provided.

Councillor Amanda Lloyd-Harris asked, when officers referred to women and girls in sport, if there were going to be any female ambassadors going out, talking to and engaging with females, as this group would not respond well to being questioned by males.

In response, Nigel Court confirmed this would be taking place. Val Birchall added the Council had started to do this with King's Coronation Youth Fund where there were a considerable number of girl specific activities coming forward which was very positive.

Councillor Ashok Patel referred to a recent precedent where an East London Local Authority prohibited girls over the age of 13 from participating in a marathon and he felt this should be discouraged under all circumstances. In response, Nigel Court confirmed he was unaware of this. He explained the Council would encourage all members of the community to be physically active as part of their lifestyle, no matter what age they were. In terms of marathon running, Nigel Court highlighted the Thames Valley Harriers Club and the outreach work they did, as well the mixed gender and demographics of those residents which attended sessions at the Linford Christie Stadium.

At the invitation of the Chair, Peggy Coles, the founder and co-ordinator of Hammersmith and Fulham Dementia Action Alliance addressed the Committee. She highlighted Hammersmith and Fulham had been recognised as a dementia friendly borough. She explained the project that the organisation had been working on (made

possible by physical activity / active wellbeing strategy) was a dementia prevention programme, and a sickness prevention agenda was news for the NHS, the Local Authority and Northwest London. She provided details on the Healthy Minds Programme which launched was on 4th November 2025, including the workshops on how physical activity, making healthy choices and cognitive stimulation could reduce the risk of cognitive decline. The Committee noted that as part of Healthy Minds Together, residents were referred to the Council's well-established Active Minds community activity programme.

The Chair asked officers about the signposting work that was being done on physical activity. In response, Nigel Court confirmed that as the Active Wellbeing Action Plan was being produced, officers were ensuring the fantastic work going on under the Active Minds umbrella was incorporated into the Active Wellbeing Strategy. He confirmed that the Dementia Action Group was one of the key stakeholders and officers were keen to incorporate new concepts to bring about improvements in physical activity.

Richard Shwe, Director of Housing confirmed the Council was not working in silos, and the Housing Department had been involved in the development of the strategy. He felt it was important that sport and leisure could make a positive difference in everyone's lives, so Housing would be working with Parks and Leisure and Culture to implement the Active Wellbeing Strategy across all of the Council's 99 housing estates. The Chair reflected on the discussions and felt that the strategy was being judged on Public Health related outcomes which was quite different from monitoring how many people participated in sport or did physical exercise. He asked officers to comment further on health outcomes, increased participation in physical activity and how these interacted.

In response, Val Birchall confirmed it was a complex area. She explained the work the Council had done with Public Health colleagues included investigating the data that they were using, and what the Council wanted to do was align with the measures that Public Health were using to determine whether people's health was improving. Health outcomes and participation datasets needed to be read together as they were hand in glove. She commented that it had been positive linking the active well-being and sports provision to a discussion with Public Health colleagues and colleagues across the Council so a systemwide approach was taken.

The Chair commented that it was a difficult way of measuring things as the data was looking to show increased life expectancy, less instances of strokes or heart attacks and the link between active wellbeing and those changes. In response, Mark Raisbeck explained that ultimately, the Council was focused on participation and the more people that participated in activity, the better this was for their health and the long-term benefits that would arise from this. He confirmed the strategy would be looking specifically at those groups with low levels of activity (identify these barriers) and increase their activity levels, as well as ensure active residents remained active. The ultimate aim was to increase participation in physical activity.

The Chair agreed that measuring increased participation levels was a key aspect of the strategy. The Chair was pleased that officers had identified key geographical areas within the borough and would be targeting them to increase participation in



physical activity. He asked how officers planned to identify and then engage with these groups. In response, Nigel Court provided details of how the key stakeholder sessions were used to inform action plans to bring about future improvements. Val Brichall added that you could not lecture people into becoming minimally active as this approach was not effective. However, the types of things the Council could do included ascertaining feedback about how people lived their lives and encouraging small steps that could be taken to make people more active like getting off the bus the stop before or also exercising when children were taken to a park.

Adding further comments Mark Raisbeck explained the reasons why some people might be inactive included their economic circumstances. To address this, the Council had added a number of multi-use gyms to its parks which would provide free access to equipment and the opportunity to do physical activity. The Sports Development Team also ran a number of programs for young and older persons to promote mental health and physical activity levels. Leisure Centres also had a number of concessions which were targeted in order to help certain groups promote their activity and an aim of the strategy was determining how the Council could target particular groups to encourage them to become more active.

The Chair highlighted the importance of targeting specific sub-groups as different demographics would respond in distinct ways to the strategy. For example bowls clubs could be used to increase activity in older people as well as be a form of social inclusion and community activity. He commented the Committee were interested to hear about which sub-groups would be targeted and what the results of this would be, as well as what was being to help people with specific health conditions to become more active. In response, Nigel Court confirmed the aforementioned areas were works in progress. However, he reiterated the good work which had been done under the Active Minds umbrella in the last few years and how this was a good example of working with key stakeholders which would be used to inform the Active Wellbeing Strategy.

Councillor Amanda Lloyd-Harris asked if Officers in the Place Department were engaging with the Education Department as there was an issue about communication between sports and education especially about bowls. She provided details of how play worthy these pitches were and felt there was scope to improve how these were maintained and also the communication between Council departments. She highlighted the importance of having the facilities and making sport attractive, as well getting the messaging right from the Education Department so active wellbeing was written into the curriculum.

The Chair commented it was important to get people who were minimally active to become more active. And the strategy which had been outlined was a good one. He was interested to see how officers approached those harder to reach sub-groups, as well as the cross council working which would be necessary. He explained the committee were interested in the indoor facilities and new strategies that were being put forward and the importance of the facilities being maintained. The Committee had heard about the work that was being done with women and girls and the committee would welcome an update on how this was developing within the strategy. It was also important that participation levels and uptake numbers were monitored.

Closing the item, Councillor Florian Chevoppe-Verdier, Cabinet Member for Public Realm, thanked the Committee for its valuable feedback and for identifying some of the communities which were traditionally underrepresented and unserved by sports strategies. He provided an overview of the sporting heritage of the borough and explained the strategy could have been presented at a number of different Council Departments as it was so cross-sectional. He confirmed the strategy was geared to tackling a number of health issues, including dementia and was about getting residents to become more active. It was right that the Council was taking a non-stigma approach to exercise as it was about getting residents to overcome barriers to physical exercise. He commented that he was approaching the sports strategy as a key breaker of inequality, gender inequality and overcoming the very uneven provision of private sports provision across the borough. Finally, he mentioned the strategy also encompassed social mixity and cohesion as there was no nationality, creed or gender when people fought together as part of a team when playing competitive sports. He thanked officers for their work on the strategy.

## **RESOLVED**

1. That the Committee review and comment on the report.

## **5. PLAY TRANSFORMATION PROGRAMME 2025-28**

Jessica Bastock, interim Head of Parks and Cemeteries, introduced the item which provided an overview of the current condition of Hammersmith and Fulham's playgrounds and outlined the development of the 2025-2028 Play Transformation programme which would see a £8.3m investment across the borough. She was supported by Hugo Ross-Tatam, Parks Projects Officer

The presentation covered the following points:

- An overview of the Playground Transformation Programme, including the timescale, budget and aims of the project.
- Details on the Programme Development work, including the independent review of the borough's parks playgrounds and using inspection reports to highlight where improvements could be made.
- Information on the existing programme for 2026-26 and the specific improvements being made to several parks.
- Details on the Housing Services Programme 2025-26, its 62 play sites and the actions being taken to improve play provision on the estates.
- An overview of the Delivery Programme, including the duration of the works, consultation on playgrounds and the procurement of planned works.
- Details on the consultation and engagement work undertaken.
- The role and aims of The Play Forum as part of the Play Transformation Programme.

Councillor Florian Chevoppe-Verdier, Cabinet Member for Public Realm thanked officers for their work on the project. He noted the Council was fortunate to have nearly £10 million of investment to put into the borough's parks and open spaces. He explained he had asked officers to focus on three key areas. These were the improvements made to play spaces within housing estates, the intergenerationality

and accessibility of the design/s and finally to look at the two-phase consultation effort to maximise resident feedback.

In relation to the £8.3 million of investment, Councillor Amanda Lloyd-Harris asked how much of this was part of the Section 106 money from Fulham Football Club. In response, Mark Raisbeck confirmed the investment was not connected with the money from Fulham Football Club and the funding was completely separate.

With regards to the new space for girls, Councillor Amanda Lloyd-Harris asked what this was. In response, Hugo Ross-Tatam, Parks Projects Officer confirmed this was a space for teenage girls (using the findings in parks, including from the Make Space for Girls national study) for them to hang out in parks. There was a feeling that despite the provision for all genders with multi-use games areas, the needs of teenage girls had been overlooked. Hugo confirmed that the first space for girls would be created in Bishops Park.

Councillor Amanda Lloyd-Harris referred previous initiatives for teenagers, including the creation of a skate park which had been very successful and brought in teenagers from across London which was used by some girls. However, she was still unclear what girls wanted, as, having spoken to a number of them, there had been mixed feedback. So, she asked what the space for girls would look like.

And in relation to the 'beach area' at Bishops Park, there were ongoing concerns as there was no security in the park. She explained it was welcome to have facilities in parks for all ages, but when these were broken or tampered with due to anti-social behaviour it became an issue. Councillor Amanda Lloyd-Harris asked what was being done to repair the water feature at the beach in Bishops Park.

In response, Jessica Bastock, interim Head of Parks and Cemeteries explained that at the moment, as part of the Playground Transformation Programme, the only area officers had identified as an exemplar play area(s), was Ravenscourt Park. However, officers could investigate the beach area at Bishops Park to identify what work was required.

Councillor Amanda Lloyd-Harris referred to the report and explained facilities for the under 8's and over 8's age groups had already been identified. In response, Jessica Bastock confirmed that the paddling pool area at Ravenscourt Park was mentioned. In Bishops Park, Hugo Ross-Tatam confirmed that the two current projects were the under 8's and over 8's and in terms of the Space for Girls, this would be an area for exercise and yoga which also included hammocks and additional seating space.

In response, Councillor Amanda Lloyd-Harris confirmed that the additional benches by the skateboarding area were removed after a period of time as they were not used and they were damaged, as were the table tennis tables. Councillor Amanda Lloyd-Harris asked if different contractors would be used for different requirements and whether robust gym equipment would be installed. In response, Jessica Bastock explained that a long-term approach was being taken so that high quality equipment would be installed which would also be well maintained. Hugo Ross-Tatam confirmed the Council would either be inviting quotes or going to open tender to complete the works.

In relation to the £8.3 million funding over 3 years for the programme, Councillor Ashok Patel asked for more information on this. He noted that paragraph 17 of the report highlighted that £7.25 million of the funding was still to be allocated, so asked what had happened to the £5.4 million. Secondly, he noted there were 33 playgrounds across the 55 parks and open spaces and would like further information on this and what the criteria was for specific parks to receive funding. And finally, with regards to the consultation and engagement, apart from consulting the Play Forum and the Parks Forum, he highlighted the importance engaging with local schools to ensure they got maximum usage from the parks.

In response, Jessica Bastock confirmed that of the £8.3 million, £5.4 million was available to spend. The other element of this was future funding, which would come from future development in the borough over the next three years. In terms of the different parks, Jessica Bastock confirmed that some parks were more sport focused. It was not possible for all parks to offer uniform facilities, so a tailored approach would be necessary. With regards to consultation with schools, she confirmed that schools close to parks would be a part of the consultation process and the intention was to use the school's weekly newsletters to parents and guardians and to insert internet links about the consultation and the park into these.

Councillor Ashok Patel noted that South Park was constantly being used by St Thomas's School which was a private school, but hardly ever by the Hurlingham Academy which was a state school across the road. He asked if there was a reason for this? In response, Jessica Bastock explained she was unsure why this was the case. However, officers would investigate this and report back to the Committee.

**Action: That officers investigate the use of South Park by St Thomas's School and report back to the Committee.**

Councillor Amanda Lloyd-Harris commented that of three parks in her ward, South Park was the least impressive, the fabric was in a state of disrepair, however, it was well used. Hurlingham Park was more than just an astroturf surface or a running track. The issue at Hurlingham, was Fulham Boys School were using it consistently which meant the grass could never recover.

Richard Shwe, Director of Housing provided apologies for absence for Cllr Frances Umeh, Cabinet Member for Housing and Homelessness who was attending a Tenants and Residents Association meeting. He commented that work in partnership which had not been present for a long time with Play and Housing colleagues were working with Parks to develop a new play programme for parks but also for the Council's estates. He explained Housing would be working collaboratively with registered social landlords (which had not previously looked at play spaces) to improve facilities and promote more inclusive play facilities across the borough. It was noted that on the Clement Atlee Estate, the main play area was run by Notting Hill Genesis but all the tenants thought it was Council controlled.

The Chair, Councillor Rory Vaughan commented that the Committee welcomed the investment and was glad officers had undertaken the conditions report on the different playgrounds and identified that these were at different stages of their life

cycles. Councillor Rory Vaughan asked how the improvements to play spaces would be prioritised for an upgrade. Presumably, those spaces in the poorest conditions first, unless there was a different approach. He mentioned the play space at Godolphin Gardens where the equipment seemed out of date as one which officers might wish to investigate.

In terms of the consultation, Councillor Rory Vaughan asked how residents associations and other interested parties could become involved. He noted that in Cathnor Park, the residents association were conducting their own consultation to understand what people wanted in the park and how the playground could be redeveloped. In response, Jessica Bastock confirmed that the Council would concentrate on those playgrounds in the poorest condition first. With regards to the consultation process, and in particular Cathnor Park there was the Friends of group, as well as an active residents association. And where there might be investment for a larger project, officers might attend the residents' meetings as part of the consultation.

The Chair commented it would be informative to see the timescales for the different parks when these became available. In terms of encouraging play amongst children, he asked if there was funding for this, such as financing Play Workers and how people volunteered for the Play Forum. In response, Jessica Bastock confirmed Play Workers were not under consideration at this point of the programme, as this was still a concept being built around the Play Forum. The Committee were encouraged to send details of those residents who had expressed an interest in the Play Forum to officers. She confirmed there would also be an opportunity for expressions of interest to be submitted.

Councillor Florian Chevoppe-Verdier, Cabinet Member for Public Realm, highlighted that this year the Council had been awarded a further three green flags which meant there were now 25 across the borough. In terms of the £10 million total, this was the combined Play and Parks budget. He confirmed that existing programmes would not be drawn from the £10 million as this was separate. He highlighted that more Section 106 money than ever before was being negotiated and so there were no concerns about where the improvements funding would come from. In relation to Section 106 money being ring fenced for specific projects like improvements to Bishops Park through the lease agreement with Fulham Football Club, this was the case. However, Community Infrastructure Levy money was more fluid and could be used to mitigate that.

In terms of future Projects, Councillor Florian Chevoppe-Verdier commented he would not pre-empt the consultation outcomes to ensure the Council provided the facilities that residents had specifically requested (where feasible). He looked forward to taking the largest ever investment into the Borough parks and open spaces forward. Play was a key part to staying well, learning social codes and collaborating with others.

Concluding the item, the Chair noted that the number of questions asked showed what important topics Play, Parks and Open Spaces were. The Committee welcomed the large engagement exercise to ascertain what residents wanted in their parks, and that a wide range of facilities would be modernised. He welcomed that

officers were looking at specific users of parks, including teenage girls and the provision which was being made for them. And in addition, that playgrounds would use different contractors, be sustainable and also the engagement with schools.

The Committee looked forward to learning what the timescales would be for these improvements and what the upgrades would be, as well as the roles of Play Workers to get the best out of the new facilities. Finally, he noted that upgrading facilities on housing estates would be critical and be beneficial to these residents and the Committee endorsed officers desire to ensure other social landlords made a positive contribution to the transformation programme. The Committee looked forward to a further update in due course.

## **RESOLVED**

1. That the Committee review the report and provide comments.

Meeting started: 7.00 pm  
Meeting ended: 8.44 pm

Chair .....

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**Report to:** The Economy, Arts, Sports and Public Realm Policy and Accountability Committee

**Date:** 3/2/2026

**Subject:** Culture Update

**Report author:** Val Birchall, Assistant Director, Culture Tourism & Sport

**Responsible Director:** Mark Raisbeck, Director of Public Realm

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### SUMMARY

This report updates the committee on the delivery of activities by the Council and the Cultural Compact in support of the Cultural Strategy, Where Culture Connects.

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### RECOMMENDATIONS

1. For the Committee to note and comment on the report.
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**Wards Affected:** All

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<b>Our Values</b>	<b>Summary of how this report aligns to the <a href="#">H&amp;F Corporate Plan</a> and the H&amp;F Values</b>
Building shared prosperity	The cultural strategy includes measure to grow the cultural, creative and visitor economy, and the work under way includes support for skills and employment.
Creating a compassionate and inclusive council	The programme of events and activities includes activities for and by residents across the Borough with different backgrounds and interests.
Doing things with local residents, not to them	The strategy and delivery programme include support for community cultural activities designed by and with residents. The Cultural Compact is the delivery board for the strategy and is a stakeholder partnership with three sub-groups including a wide range of local people determining and delivering activities.

Being ruthlessly financially efficient	All activities are delivered within agreed budgets, partner contributions and grant funding. The Compact partners contribute both time and expertise, and venues for activities.
Taking pride in H&F	The strategy aims to establish H&F as a destination for visitors, and to develop local pride through a high quality and relevant programme that celebrates the local distinctiveness.
Rising to the challenge of the climate and ecological emergency	Active travel and public transport to activities are promoted, and plans are in place to develop more sustainable approaches adopting best practice in greening events.

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## Background Papers Used in Preparing This Report

None

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## DETAILED ANALYSIS

1. The Cultural Strategy, 'Where Culture Connects', was adopted in October 2023 by the Council and with it the Cultural Compact of the same name was established as a delivery board. The Compact is the Borough's principal stakeholder partnership for culture and visitor economy. It has three sub-groups which mirror the three thematic strands of the cultural strategy – Destination (the 'Visit H&F Destination Management Partnership'), Creativity (the 'Creative Pathways Partnership') and Inclusion (the 'Heritage & Inclusion Partnership').
2. Each partnership has a wide range of members reflecting its purpose, including private sector partners (hotels, hospitality and retail businesses), education (further and higher education, schools, cultural education professionals) and voluntary sector (cultural and community not-for-profit organisations). The Destination Management Partnership and Creative Pathways Partnership are both formally constituted, while work on the Heritage & Inclusion Partnership is at an earlier stage (an early stage working group has been established and has focussed to date on progressing the Black History Community Collecting and Engagement work).
3. Council officers are working to deliver the Foundation Actions of the strategy, including establishing a more robust evidence base to inform and focus in on the actions likely to have greatest impact on its aims and deliver the best outcomes for our local residents and economy. This work includes a Joint Cultural Needs Assessment being delivered with the Business Intelligence team, a Creative Ecology map being delivered with University of the Arts, and a Cultural Vitality lab gathering information from communities concerning their day-to-day cultural lives. The Borough is one of only three Cultural Vitality labs



nationally, delivered by the Centre for Cultural Value.

4. In accordance with the strategy's underpinning principle of Working Together, Council services are both delivering activities directly (in Libraries & Archives and Events) and providing services to support the Compact and to service the partnership work on the visitor economy and arts development.
5. The following section describes activities undertaken since the last update to the Committee.

## **DESTINATION**

6. The Destination Management Partnership, Visit H&F, meets regularly and has commissioned work on a Destination Plan which will support the development of tourism product, analyse market opportunities and create a basis for management of the visitor experience. The plan will be finalised in March and will provide a clear framework for activity, together with Key Performance Indicators. It will inform a business case for investment from the partners.
7. Visit H&F delivered its second Christmas marketing campaign in 2025, promoting H&F as a festive destination. The "West is Best" campaign aimed to retain local residents and friends & family visitors and to attract the wider London visitor market. It included borough-wide Christmas activations, hosted on a dedicated campaign website alongside a series of partner-led competitions. The campaign was promoted across partner channels, including newsletters, social media, BT screens and digital billboards in shopping centres, and also benefited from additional exposure through Visit London's Instagram page. Performance was strong in terms of local take-up and national reach. Competition entries were received from 472 unique postcode areas, with 35.7% originating from London and the remaining 64.3 % coming from outside London.
8. Alongside the marketing campaign, the DMP supported the planning and delivery of community and town centre Christmas lighting. Working closely with Highways and Economic Development teams, this included the coordination of Christmas trees, lighting schemes and switch-on events in key locations including Shepherd's Bush, Parsons Green, North End Road, Brackenbury Village, Askew Road and Fulham Road.
9. Footfall data indicates a positive overall trend for the Borough, in keeping with national tourism recovery rates. Total visitor footfall increased by 1m visits in the year to 1 December 2025. Visitor data shows encouraging growth in key markets; Hammersmith and Fulham experienced a 2% increase in domestic visitors and a 16% increase in international visitors compared to 2024 while Shepherds Bush alone recorded a 5% increase in footfall, reflecting increased interest in an area that the Council has invested in heavily. However, total visitor spend in 2025 declined by 5% compared to 2024, attributed to cost of living pressures on disposable income.
10. Visit H&F has built on partnership discussions with The Boat Race to exploit opportunities, positioning the event as the launch point for a wider Summer of

Sport campaign for 2026, working with wider sports stakeholders. Other partnership activities include promotional opportunities for local restaurants, cafés and attractions, and bespoke offers and discounts for London Tech Week attendees.

## **CREATIVE PATHWAYS**

11. The Creative Pathways Partnership brings together Council services for young people and adult learners with further and higher education partners, and the education specialists within the Borough's cultural sector. It is working on a submission to Arts Council England for a Place Partnership programme to support the development of cultural activities for children and young people which will include an expansion of last year's successful pilot School Arts Week, a scheme for young people to propose cultural activities in their local neighbourhoods and a programme of creative careers pathway support in conjunction with local employers.
12. The Council's King's Coronation Youth Fund invested £400,000 in grant funding in 2025 to support cultural activity across the Borough for young people aged 0–25 (Appendix One). Grants of between £10,000 and £50,000 were awarded to cultural organisations based in Hammersmith & Fulham and funded activity will include public-facing elements delivered between March and September 2026 in a festival format that will be enhanced in the event that the Arts Council England bid is successful.
13. Libraries delivered pioneering robotics workshops engaging children with STEM learning including Explore Learning educational sessions, "Cat and Hutch" creative events for families with young children and a STEM engagement event with Highways Team, demonstrating real-world engineering.
14. Libraries also delivered a six week series of creative writing workshops under the title Telling Tales. Participants developed narrative techniques, character development, and creative expression to build confidence in creative writing and support aspiring writers.
15. Officers are currently exploring a Civic Innovation Lab with the creative education sector. This would bring together artists with researchers and policy makers to test creative approaches to solving policy problems.

## **HERITAGE & INCLUSION**

16. VE Day 80<sup>th</sup> Anniversary activities were delivered across Events, Libraries and Archive services, in partnership with the community and cultural sector. These included a curated display of archive photographs of local street parties and official civic celebration records to bring our past to life and stimulate debate about our collective future. This aimed to support community cohesion and local pride and included residents' stories from the time, re-enactments that brought to life what it was like in the trenches and on the home front, military crafts, performances from historical impersonators including Vera Lynn and

Winston Churchill, music from the era, and dance classes. There was a strong presence on underrepresented groups during the war including the Black and Commonwealth effort, LGBTQ soldiers, and the impact on youth.

17. An exhibition of the work of Clive Cobb, an artist known for his works reflecting war-time experience in the Borough during the Blitz, was funded by Arts Council England. It took place at Fulham Library 16 October – 15 December 2025 with 280 local children participating in creative workshops led by professional artists.
18. An Irish Heritage Trail project was led by local young people between November-December 2025 in partnership with the Irish Cultural Centre and Sacred Heart School. Archives service provided research support and access to local studies collections. Students used primary source documents to make connections with Irish diaspora history.
19. 120 Years of Hammersmith Library was celebrated on 24 July 2025 with a Mayoral visit to acknowledge volunteers at the library for their contribution to the community, and mark the civic importance of libraries. Commemorative merchandise was available.
20. This year's Black History Month was marked by a striking lamppost banner exhibition along King Street. Throughout October, banners celebrating influential historical figures such as Fanny Eaton, Eartha Kitt and Marcus Garvey were displayed. In addition, a Black History Month 2025 competition invited local residents to take centre stage, with three winners selected to have their own banners proudly displayed as part of the exhibition. In libraries, Black History month was marked with a Portrait Workshop, an Author/Storyteller and Drumming session, a curated display celebrating Black British history and culture and a multi-artform programme with the National Caribbean Monument Charity accompanying an exhibition "Loyalty to the Crown."
21. The Victorian Treasures exhibition of the Borough's Pre-Raphaelite art collection from the Cecil French bequest took place at nearby Leighton House Museum between May and September 2025. It showcased 52 artworks, including selected works from the Council's collection and drew over 15,900 ticketed visitors, in addition to more than 11,500 free visits and 72 per cent of respondents to the visitor survey indicating a strong likelihood of repeat visits.

## **OTHER ACTIVITIES**

22. Professional author visits have taken place in libraries promoting both literacy, and learning for pleasure. 2026 is the National Year of Reading, which will develop these activities across the Borough and will also see an expanded Summer Reading Challenge programme for children to maintain their reading progress through the school holidays.
23. Libraries deliver a range of learning programmes including weekly ESOL (English for Speakers of Other Languages), monthly creative writing, class visits from schools, monthly Mandala art sessions, Beginner Italian, Work

Experience for Home Schooled children and through schools. Shepherds Bush Library staged *Absent*, a professional site-specific theatre production using the library space as a flexible cultural venue.

24. A variety of health and wellbeing activities take place in libraries. For example, the Talking Therapies service made library visits for mental health support and the launch of an Art Therapy for Adults programme. A post-Covid awareness stall was delivered by the Community Healthcare Trust. A Smoking Cessation pop-up by Hammersmith-based Turning Point took place in October. Regular Baby Yoga and Baby Massage classes are delivered through partnership with children's centres. Cost of Living information stalls and access to support for managing personal finances are provided.
25. Volunteering and Social Value are also a focus, for example, last summer libraries hosted Action on Disability work placements. They hold monthly Volunteer Centre pop-up sessions.
26. Local artists Yati Sharma and Lisa Pfeiffer were commissioned to deliver two new public artworks for the Macbeth Street and Nigel Playfair underpasses. The commissions transformed key pedestrian routes through site-responsive mural programmes addressing areas of ageing infrastructure and long-standing public realm challenges. Artists were selected through a competitive process involving experts from Arts Council England, Koestler Arts and The William Morris Society. The works drew on Hammersmith's cultural heritage, including the legacy of William Morris.
27. The Borough is an established filming location, from major feature films to high-end television dramas, commercials, and streaming productions. The dedicated film office facilitates filming across the Borough, including driving income for the service itself and for services from Parks to Highways, Housing and Education. In 2025, the Borough has hosted major productions featuring well-known actors including Benedict Cumberbatch, Brad Pitt, Keira Knightley, Jack Whitehall, Gary Oldman and David Duchovny. Screen Tourism is an important and growing opportunity, linked to the work of Visit H&F.
28. The Events team supports many community, civic and cultural activities throughout the year in addition to those above. In 2025, the Events team worked with the West London Queer Project, the Refugee Team, the Joy disability festival, the Polish Social and Cultural Association, Bulgarian Folk Fair and many others. Annual calendar fixtures, the Boat Race, Polo in the Park, Taste of the Caribbean, Hannukah and Parsons Green Fair were amongst the programme that attracted 125,000 people to attend.
29. Armed Forces Day included archival and historical stalls with information on the borough's connection to past conflicts, displays by borough regiments such as the Coldstream Guards, Cadet displays, live entertainment, British Legion fundraising and information stalls on help available to veterans living in the Borough.
30. A new event, the London Pumpkin Patch on Parsons Green in October transformed trees into an enchanted woodland where families could explore Trick or Treat Lane. It attracted more than 6000 families. A survey of 30 local

businesses showed revenue increased up to 50% during what is typically a quiet halfterm week, with several businesses opening earlier to benefit from increased footfall as a result of the event.

31. The first one-day market showcasing young entrepreneurs aged 7–17 in Lyric Square, which included pupils from Fulham Boys School and Queen’s Manor Primary School in partnership with the Children’s Business Fair. Participants researched, planned, and launched their own businesses — designing products, setting prices, managing stock, and serving customers. Products included 3D-printed toys, dog treats, festive gifts and decorations.
32. Across year the Council supported 125 thirdparty bookings across 60 parks and open spaces. Work continues to identify new outdoor event spaces; the space under the flyover has hosted Oktoberfest, and outdoor cinema screening are planned.

## **CONCLUSION**

33. In H&F each year, 95% of people engage with the arts in person and 72% visit Heritage sites. 18% of employees are in the cultural and creative sectors and the cultural and creative sectors account for 30% of GVA. Evidence shows cultural activities make a strong contribution to child social development and creativity, to reducing social isolation and tackling discrimination.
34. The Borough’s cultural strategy, Where Culture Connects, has formed the basis for developing a strong and inclusive partnership of stakeholders to deliver a activities, complemented by the Council’s own delivery. This has added value through increased activity and a wider range of opportunities which enable a more inclusive programme, helping to involve people who are less likely or less able to take part. This approach has increased partnership funding and establish an evidence-based approach that has driven up local and regional footfall, and raised levels of attendance.

## **Appendix One – Summary of Kings Coronation Youth Fund cultural projects**

## Appendix One – Summary of Kings Coronation Youth Fund cultural projects

Kings Coronation Youth Funding was awarded through an open access scheme and activities have begun to be delivered. All projects will have an element of public showcasing between March and October 2026.

Applicant	Summary
Amici	<i>Dance Together</i> disability and integrated dance project in primary schools
ArtsFest	Climate themed programme co-created with participants
Burnt Orange	<i>Now and Next</i> festival for 16-23 year olds
Central St Martin's	<i>What do they actually do in Art School?</i> Half term project for 7-12 year olds with Ed City and University of the Arts
DanceWest	<i>Our Borough Moves</i> dance programme
HQI	6 month programme for 18-25 year olds building creative industries careers
Irish Cultural Centre	<i>Irish Heritage Trail</i> project with Year 9 children
Lyric Hammersmith	<i>Cross the Line</i> – theatre project building individual resilience with Yr 6 children
Music House For Children	<i>Our Shared Voice</i> music and multi-media project for 15-21 year olds in alternative provision or with additional educational needs
Musiko Musika	<i>Ecco</i> – project for 12-18 year old composers and early years settings
Photojournalism Hub	Photojournalism Project to mark The Sulgrave Club's centenary
Rena Initiative	<i>I am a Queen/King</i> – visual art project developing leadership for underrepresented groups
Scrum theatre	Fresh Ink creative writing for stage and screen
Sands End Arts & Community Centre	<i>Face of Fulham</i> film and photography project for 7-25 years
Turtle Key Arts	<i>Key Words</i> playwriting project for KS3 children with dyslexia

**Report to:** The Economy, Arts, Sports & Public Realm Policy and Accountability Committee

**Date:** 03/02/2026

**Subject:** Local Plan Update

**Report author:** David Gawthorpe, Team Leader - Policy and Spatial Planning

**Responsible Director:** Bram Kainth – Executive Director of Place

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### SUMMARY

The purpose of this report is to give an update on progress with the Local Plan review. The first draft of the Local Plan went out for public consultation from the 29<sup>th</sup> October until 10<sup>th</sup> December 2025. This version of the Local Plan is known as the Regulation 18.

A total of 235 consultees submitted 667 representations, including 178 comments specifically about Uxbridge Road. Statutory consultees numbered 14, including key organisations such as the Greater London Authority, TfL, Historic England, and the Environment Agency. Overall, 191 residents and 18 developers participated, with developers including major stakeholders such as Places for London (TfL), Earls Court Development Company, and Queens Park Rangers.

The Council will now consider the responses received when preparing the next iteration of the Local Plan (Regulation 19) and will prepare a consultation report setting out the consultation activities undertaken, a summary of the responses received and how they have been considered in drafting the Local Plan. This report will be published along with the Local Plan in the following stage of consultation. The next stage in the Local Plan will be subject to a Cabinet decision.

#### Why do we need a new Local Plan?

Our borough is changing, and our population is growing. Like the rest of London, we face the challenge of accommodating new growth and development. We need a clear strategy for bringing sufficient land forward, to address objectively assessed needs for housing, employment, leisure, and retail. Key priorities are allocating strategic sites for housing and finding new ways to deliver affordable housing for those on lower incomes. We need to carefully plan for this growth to ensure the infrastructure is there to support our existing and new communities.

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### RECOMMENDATIONS

1. That PAC note the progress on the Local Plan and understand the next steps to be taken as part of the review process.

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**Wards Affected:** All

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<b>Our Values</b>	<b>Summary of how this report aligns to the H&amp;F Values</b>
Building shared prosperity	The review of the Local Plan will build on corporate objectives on shared prosperity delivering growth and infrastructure in the borough and encouraging investment.
Creating a compassionate council	It is a priority for us that we will continue to protect our valuable open space and community facilities and deliver new and improved infrastructure for our residents.
Doing things with local residents, not to them	The Local Plan process includes several rounds of public consultation to enable residents to have their say in the future development framework for the borough. A revised SCI will improve methods of engagement with residents.
Being ruthlessly financially efficient	The Local Plan review is an investment in the future growth of the borough and the costs associated are necessary and within budget.
Taking pride in H&F	Giving local businesses and residents an opportunity to contribute towards sustainable growth of the borough.
Rising to the challenge of the climate and ecological emergency	A revised Local Plan would represent a significant step forward in meeting the ambitions and objectives of tackling the causes and impacts of climate change.

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## **DETAILED ANALYSIS**

### **Local Plan Consultation – Key issues raised**

#### **Uxbridge Road Regeneration**

Uxbridge Road dominated feedback, with 178 comments highlighting its exclusion from the White City/Shepherd's Bush regeneration area. Respondents strongly requested its inclusion in the Local Plan and called for cleaner, safer streets, improved pavements, better shopfronts, and measures to reduce crime and anti-social behaviour. Many referenced the Fix Uxbridge Road petition.

#### **Transport & Infrastructure**

Concerns centred on the Hammersmith Flyunder and gyratory proposals, with consultees seeking clarity on disruption and pollution benefits. Reopening Hammersmith Bridge was repeatedly prioritised over new projects. Parking and car-free policies drew mixed views, balancing sustainability with accessibility for elderly



residents and businesses. There were also calls for expanded EV charging infrastructure and financial support for transition to electric vehicles.

### Heritage & Conservation

Historic England and others raised issues about tall buildings, citing unclear definitions and potential harm to conservation areas. Respondents requested a robust evidence base and clearer site allocation parameters for building heights and design principles.

### Housing & Development

Developers objected to the proposed 50% affordable housing target and mandatory 20% provision for small schemes, citing viability concerns. Changes to tenure split and prescriptive requirements for larger homes were also challenged, with fears these could hinder delivery.

### Employment Land & Economy

Several representations opposed extending the office space marketing period from 12 to 24 months, arguing it would delay regeneration. Stakeholders highlighted oversupply of office space in Hammersmith Town Centre and urged a proactive strategy to address vacancy rates.

### Environmental & Climate Resilience

The Environment Agency flagged the absence of an updated Strategic Flood Risk Assessment and raised concerns about allocations in high-risk flood zones. Strong recommendations were made for greenfield runoff rates, enhanced water efficiency targets, and compliance with biodiversity and river management plans such as TE2100.

### Community & Safety

Residents emphasised the need for stronger measures to tackle crime and anti-social behaviour, particularly along Uxbridge Road. Inclusive design was a recurring theme, with calls for safer public spaces for women, children, and vulnerable groups.

### Next Steps

- Engage further on Uxbridge Road regeneration proposals.
- Review the Local Plan policies and draft the next iteration of the Local Plan (Reg 19)
- Continue to strengthen evidence base for flood risk and tall buildings.
- Consult on next Local Plan draft (Reg 19) in July/August 2026

### Proposed Local Plan review timetable



### Publication of evidence documents

The Council is preparing a suite of up-to-date evidence documents to support production of the Local Plan. The evidence documents cover a wide range of topics including economic, housing, infrastructure and viability. It is proposed that the Council publishes evidence documents that are complete at the time of Regulation 18 consultation.

This will include:

- Employment Land Study
- Local Housing Needs Assessment
- Retail and Town centre Assessment
- Student Accommodation Demand and Supply Study
- Visitor Accommodation Demand and Supply Study
- Infrastructure Development Plan (IDP)
- Characterisation Study
- Affordable workspace viability assessment
- Carbon offset viability assessment
- Open Space Audit

### LIST OF APPENDICES

**Appendix 1.** [Draft Local Plan – Regulation 18](#)

## London Borough of Hammersmith & Fulham

**Report to:** The Economy, Arts, Sports and Public Realm Policy & Accountability Committee

**Date:** 03/02/2026

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

**Report author:** James Newman, Director of Finance (Deputy s151)  
Kellie Gooch – Head of Finance (Place)

**Responsible Director:** Sukvinder Kalsi, Executive Director of Finance and Corporate Services  
Bram Kainth, Executive Director of Place

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### SUMMARY

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

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

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

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

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

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

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

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

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

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## RECOMMENDATIONS

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

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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 Council Tax support to

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

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## Background Papers Used in Preparing This Report

Not Applicable

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## THE REVENUE BUDGET 2026/27

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

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

	(£m)
<b>Base Budget 2025/26 (Balanced Budget)</b>	-
Provision for Price Inflation (3.2%)	6.9
Provision for Pay Inflation (2.5%)	4.0
Essential pressures	3.2

Other Changes (concessionary fares/interest on balances/ other)	(4.9)
Reduction in LGPS employers pension contribution	(2.1)
Savings and Efficiencies	(9.5)
<b>Resources</b>	
<b>Government</b>	
Increase Central Govt Grants	(13.2)
Decrease in Business rates	30.7
Increase in Council Tax resources	(7.7)
<b>Local</b>	
Collection Fund – year on year reduction in surplus	3.3
Collection fund	(4.0)
CIL	(0.7)
Fair Funding - Transitional Relief	(6.0)
<b>Budget Gap 26/27</b>	<b>-</b>

## Savings

- 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)
<b>Subtotal Service Savings</b>	<b>(9.5)</b>
Collection Fund Savings	(8.4)
<b>Total</b>	<b>(17.9)</b>

- The savings relevant to this committee are summarised in table 3 below. Of this £2.8m saving, £2.3m is directly attributable to services within this committee. Further detail is provided in Appendices 1 and 3.

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

Proposal	£m
Place Redesign Phase 3	(1.3)
Review Fees and Charges	(0.5)
Other commercial initiatives	(0.8)
Targeted reduction in waste disposal costs	(0.2)
<b>Total savings</b>	<b>(2.8)</b>

## **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 Commercial Waste, Building Control, Planning, Licensing and Sports Bookings.
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, 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 the commercial charges set out in Appendix 4.

## **Equalities Implications**

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

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

9. The Economy, Arts, Sports and Public Realm Policy & Accountability Committee oversees some budgets within the Council's Place Department. These budgets are invested in a wide range of universal services to the residents of Hammersmith & Fulham, including:
  - Economic Development and Regeneration, including Adult Learning, Employment Skills, Area Regeneration and Council Property Development
  - Planning and Corporate Property Management
  - Public Realm, including Street Environment Services (waste collection, disposal and street cleansing), Highways and Parks, Leisure, Tourism and Sport
  - Transport and Parking

## **Revenue Budget 2026/27**

10. The 2026/27 revenue budget for the services within this Policy and Accountability Committee are summarised in the table below.

**Table 4 – The Economy, Arts, Sports & Public Realm Controllable Revenue Budget 2026/27**

<b>Service</b>	<b>Expenditure £m</b>	<b>Income £m</b>	<b>Net Budget £m</b>
Economic Development and Regeneration	7.8	(7.9)	(0.1)
Planning and Property Management	15.2	(8.2)	7.0
Public Realm and Transport	53.3	(18.9)	34.4
<b>Total</b>	<b>76.3</b>	<b>(35.0)</b>	<b>41.3</b>

11. The 2026/27 net controllable revenue budget for services within this Committee is £41m (expenditure of £76m is partially recovered through income of £35m). The Controlled Parking Account is statutorily ringfenced and therefore managed and reported separately. This £41m net revenue budget will ensure the continued investment of resources in key services for residents, with a few examples as follows.
12. The Council invests more than £30m a year in keeping the borough clean and collecting and disposing of waste and recycling from around 81,000 homes. That's around 10 million waste and recycling collections and almost 30,000 miles of street sweeping every year. The Council is continuing to invest in modernising these essential services, for example by investing in a new electric vehicle fleet and helping residents to throw away less and recycle more through the roll out of wheeled bin and separate food waste collections. This is also supporting the Council's ambitious climate change and ecological aims.
13. The Council invests almost £3m a year in keeping the borough's parks, cemeteries and open spaces as enjoyable spaces – maintaining 53 green spaces across 213 hectares is the equivalent to approximately 300 football pitches. This investment has earned the Council 25 prestigious national Green Flag awards (increased from 21 to 25 in July 2025), recognising these parks as being amongst some of the most excellent, well-managed parks and open spaces in the United Kingdom. The Council also has plans to invest £8.3m of capital finance to upgrade 95 playgrounds and play spaces across the borough over a three-year period.
14. The Council is responsible for maintaining over 220 kilometres of roads and almost 450 kilometres of pavements. Whilst the majority of the Council's Highways maintenance is planned and funded by the Council's capital budget, the Council invests almost £1.5m of revenue spend every year responding to reactive highways maintenance needs and keeping the borough roads clear during icy weather.
15. The Council continues to minimise the cost of its Leisure Service, providing four leisure centres and a swimming pool at no cost to the Council (the existing leisure contract is a net income generating contract). The Council has continued to invest significantly in leisure infrastructure and services, including £1.3m to modernise facilities at Linford



Christie Outdoor Sports Centre. The project was delivered with support from partners including the Wormwood Scrubs Charitable Trust.

16. The Council is also committed to delivering its ambitious Cultural Strategy, creating a place where people celebrate together and feel they belong, where visitors are wowed and where local creativity supports innovation and drives investment, jobs and shared prosperity. Through the King Charles III Coronation Youth Fund, Hammersmith & Fulham Council has invested over £1m in arts, culture, sport and youth opportunities, supporting more than 40 local organisations and creating a lasting legacy for young people across the borough. The Council invests almost £3m a year in the borough's Library service, with almost 900 visits across five libraries every year.
17. The Council's Economic Development service, including the pioneering Upstream London industrial strategy, is fully funded through external income and therefore delivered at no cost to the Council or resident. Since the Council's Industrial Strategy was launched in 2017, it has helped to attract £6bn of investment and created more than 17,000 new jobs in H&F, providing a wide range of opportunities for residents.
18. The Place Department is meeting the challenge of being ruthlessly financially efficient by optimising commercialisation. Targeting almost £20m in commercial income that is reinvested in services every year, the Department is focussed on income maximisation. For example, regularly reviewing fees and charges and maximising developer contributions and other external funding. The Department is also robustly managing all service contracts and is actively working with the Council's Contract Assurance Board to reprocure and embed some of major external service contracts. For example, preparing to procure on the open market a new Public Realm works contract, bringing together highways and parks maintenance contracts to ensure maximum value for money. Also ensuring the continuation of cost-effective contracted leisure services as the industry adjusts to the long-term effects of the pandemic and tackles rising running costs.
19. The Place Department is also striving to optimise digitalisation and investing in available technologies to streamline services and improve the resident and customer experience. For example, using Artificial Intelligence to forecast demand for book stock management in libraries. The Department's Digital Transformation programme is also looking ahead and trialling emerging technologies.
20. The Place Department continues to review and challenge current service delivery models and budgets, to ensure that services are effective and efficient. For example, restructuring the department to both reduce cost and make it better equipped to deliver the Council's priorities.
21. For the 2026/27 revenue budget, the following matters should be noted for services relating to this Committee:
  - Contract inflation on externally provided services has been allowed for in the budget (£1.4m in total based on a minimum of 3.2%). It should be noted that inflation continues to be high for some major contracts, and so a significant budget risk exists in relation to this for 2026/27. The Council will continue to work with contractors and suppliers to minimise any adverse impact and secure agreement to temporarily vary contract conditions within budget where possible.

- Efficiency savings within this Committee of £2.3m will contribute to the setting of a balanced budget for the Council (details in Appendices 1 and 3). These are intended to preserve and improve front line services and will be delivered through the transformation and reconfiguration of services and increased income generation.

**List of Appendices:**

Appendix 1 – Savings proposals

Appendix 2 – Service Risks

Appendix 3 – Equality Impact Assessments

Appendix 4 – Fees and Charges

**Savings Relevant to this Committee - The Economy, Arts, Sport and Public Realm**

**Appendix 1**

Savings and Efficiencies Proposals		Total Council Budget Change				Proportion of Budget Change Relevant to this PAC			
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)	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)	(900)	(900)	(900)	(900)
All Place Services	Review fees and charges	(500)	(500)	(500)	(500)	(400)	(400)	(400)	(400)
Public Realm	Other commercial initiatives	(750)	(750)	(750)	(750)	(750)	(750)	(750)	(750)
Public Realm	Targeted reduction in waste disposal costs	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)
<b>Total Savings and Efficiency Proposals</b>		<b>(2,750)</b>	<b>(2,750)</b>	<b>(2,750)</b>	<b>(2,750)</b>	<b>(2,250)</b>	<b>(2,250)</b>	<b>(2,250)</b>	<b>(2,250)</b>

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
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
All divisions	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

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

**Savings Proposals:**

**Place Redesign Phase 3 - £1,300,000**

1. 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**

2. 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**

3. 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 borough 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**

4. 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.

Exceptions to the standard 3.8% uplift

Fee Description	2025/26 Charge (£)	2026/27 Charge (£)	Proposed Variation (£)
<b>HIGHWAYS</b>			
<b>Street Lamp Column Small Cell Attachments</b>			
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
<b>Attachment licence – for attachments other than small cells:</b>			
Admin Charge	£280.00	£310.00	£30.00
6 monthly block charge per asset (i.e. lamp column)	£830.00	£910.00	£80.00
<b>Other</b>			
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
<b>Pavement Licences</b>			
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
<b>Scaffolding / Hoarding Licences</b>			
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
Scaffolding / Hoarding Licence (Any site measuring more than 15m ) - per month	£1,060.00	£1,170.00	£110.00
<b>Crane Licences</b>			
Major crane Application	£1,120.00	£1,230.00	£110.00
Minor Crane Operations, two weeks	£550.00	£610.00	£60.00
<b>Skips &amp; Builder's Materials Licences</b>			
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
<b>Other Highways Licences</b>			
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
<b>Highways Inspection Data</b>			
Application	£610.00	£670.00	£60.00
<b>Highways Land Enquires</b>			
Text Based	£140.00	£155.00	£15.00
Drawing	£270.00	£300.00	£30.00
<b>Street Naming and Numbering</b>			
Initial new addressable Unit	£450.00	£500.00	£50.00

Fee Description	2025/26 Charge (£)	2026/27 Charge (£)	Proposed Variation (£)
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
<b>Street works (Section 50) Licences</b>			
Application Fee	£500.00	£550.00	£50.00
Admin Fee (based on cost)	10%	20%	10%
<b>LETTINGS &amp; EVENTS - Zero Rated VAT (Hourly Rates)</b>			
<b>HIRE OF PARKS &amp; OPEN SPACES FOR EVENTS - CHARGES PER DAY (based on 8 hours)</b>			
Promotional activity roaming (per team of 5)	£410.00	£500.00	£90.00
<b>Community in LBHF - for eligible voluntary organisations</b>			
<b>Build and de-rig fee or non-operating day (50% of daily hire fee)</b>			
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
<b>Other Fees</b>			
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
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



# Budget 2026/27

# Overview

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

# Strategic Context

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

# Policy Statement - Fair Funding Review

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

# Revenue Budget Strategy 2026/27

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

# Budget 2026/27

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

# Essential Pressures 2026/27

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

# Savings Proposals 2026/27

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



# Next Steps

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