

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Policy and Oversight Board

Date: 17/09/2025

Subject: Policy and Accountability Committees' Update Report

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SUMMARY

This report provides an update on the meetings of the Council's six Policy and Accountability Committees in June and July 2025 and the draft work programmes for September and November 2025.

RECOMMENDATIONS

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

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

Background Papers Used in Preparing This Report

None.

Children and Education Policy and Accountability Committee

The Committee covers a wide range of services aimed at children and families in the borough including education, children's social services, safeguarding, child protection, children in care, and services for children and young people with special educational needs. Below are the key issues that the Committee discussed at the meeting held on 30 June 2025.

Summer in the City 2025

The Committee noted that the themes for Summer in the City 2025 had been co-produced in collaboration with the Youth Council and Youth Board. All 27 participating providers were required to offer places for children and young people with Special Educational Needs and Disabilities (SEND), and to include details of their accessibility support on the new booking platform, Plinth.

Members welcomed the borough-wide reach of the events and emphasised the importance of enhanced marketing efforts, particularly targeting parents of children in local schools. Officers responded by highlighting the diverse and evolving marketing strategies developed over recent years and reaffirmed the inclusive nature of the Holiday Activity and Food programmes, which were accessible to all children and young people across the borough.

Co-production in Children's Services

The Committee acknowledged the significant evolution of co-production within Hammersmith & Fulham (H&F) over the past five years, noting that it had become embedded at every level of Children's Services. Daily engagement with children, young people, and families had informed both frontline practice and strategic policy development. Examples included workshops for children in care and care-experienced young people, consultations with the Youth Council, and collaborative reviews with key stakeholders in education and SEND services.

Outcomes of co-production had been both tangible and strategic. Notable developments included the establishment of the Care Leavers' Hub, the Transitions Team, and the Youth Council's podcast series. Broader impacts had been reflected in Committee reports, such as the education and SEND outcome frameworks, performance indicators for young people in H&F, and feedback from annual stakeholder reviews.

Members commended the dynamic and evolving nature of co-production and called for more comprehensive reporting on the process, including its wider reach and transformative impact on the lives of children and families.

Preparation for Adulthood in H&F

Upon receiving the briefing, the Committee noted that H&F's Preparation for Adulthood plan had been aligned with the borough's SEND strategy. Feedback from children, young people, and their families had shaped three priority workstreams: Workforce, Pathways, and Provisions.

Children's Services teams would continue to collaborate with external partners to develop effective pathways and provisions that support young people's transition to adulthood. At the time, between 15 and 30 young people with an Education, Health and Care Plan were expected to participate in a one-year supported internship programme. Upon completion, participants would progress into employment or other supported apprenticeship opportunities.

Work Programme

November 2025

- Local Safeguarding Annual Report
- Local Offer plan and comms
- Summer in the City

February 2026

- Medium-Term Financial Strategy 2026/27

Climate Change and Ecology Policy and Accountability Committee

The Committee considered the following item at its meeting on 1st July 2025.

Tackling Air Pollution in Hammersmith & Fulham

In July, members received an update on Air Pollution in Hammersmith & Fulham. The Committee was provided with a summary of the many workstreams that were being explored in the borough to tackle air pollution. The Committee discussed:

- Air pollution in context including the health impacts of pollution.
- Air pollution particularly affected the most vulnerable in society: children and older people, and those with pre-existing conditions.
- Air Quality Action Plan 2025-30 - The council's Air Quality Action Plan contained a range of actions that would be delivered by the council over the next five years.
- Partnership objectives looked to tackle the impacts of poor air quality within the borough through both behaviour change, and systems change.
- Workstreams and priorities - Building emissions, transport emissions, indoor air quality and behaviour change.
- How the Council planned to engage with residents to encourage more environmentally responsible actions/habits, particularly in terms of improving everyday wellbeing and long-term health outcomes.
- Hospitals had committed to support the 'Better Air, Better Health' collaboration and would continue to contribute to future air quality projects.

The Committee welcomed representatives from Imperial College London, Imperial College Healthcare NHS Trust and Mums for Lungs, The Committee discussed the health impacts of poor air quality and reducing air pollution at source, by working with schools to introduce more School Streets in the borough. It was highlighted that Air Quality should be considered in the home and workplace and embedded into Care Plans. Members discussed the importance of increasing public awareness around this area.

The Chair thanked all the presenters for their contributions and concluded the meeting by summarising the key outcomes. She highlighted that behaviour change was a crucial area for further exploration, particularly in relation to how messages about Air Quality were communicated to residents. She also emphasised the importance of collaborative working and improving the school run.

Work programme for next meeting:

September 24th 2025

- Public Realm Works Contract
- Clean Energy Transition (Heat Networks Energy Efficiency)

Health and Adult Social Care Policy and Accountability Committee

Health and ASC PAC considered the following items at its meeting on 8th July 2025:

- Adult Social Care Update
- Adult Social Care Co-Production
- Hammersmith and Fulham Food Plan 2025-30

Adult Social Care Update

The committee were informed that Adult Social Care had been integrated into a newly formed directorate alongside Children's Services and Public Health. Following this change, assessments and stakeholder engagement had identified areas needing improvement, and a transformation roadmap had been developed to guide future progress.

- The committee discussed performance measurement, noting that key indicators and timelines would differ across workstreams.
- Governance structures were being strengthened, and a partnership board was being set up to oversee strategic delivery, with a five-year goal to improve local service provision.
- The committee explored what defined a high-quality service, emphasizing clarity in service offerings, community engagement, and collaborative delivery.
- Demographic changes were influencing care needs, and there was interest in using research and technology to adapt services.
- Workforce stability was considered, with recognition of the current reliance on agency staff. While some agency workers were valued, the long-term aim was to build a permanent, well-trained workforce with appropriate roles.

Adult Social Care Co-Production

The committee were presented with an overview of co-production work in Adult Social Care, which outlined a new approach aimed at expanding stakeholder involvement to support the transformation agenda. This direction had been shaped by feedback from co-production groups, internal stakeholders, and recent assessments. Previous co-production examples included work on the dementia strategy and improvements to the direct payments system.

- The committee discussed how to assess the effectiveness of co-production, emphasizing the need to go beyond consultation and ensure local needs were met. An example was shared where engagement with young people led to a co-produced housing solution that improved funding and set standards for essential items.
- The committee requested more examples of co-production, especially involving parents and carers, and it was confirmed that co-production would be embedded across all areas of Adult Social Care.
- The importance of public representation—particularly carers and parents of children with special needs—on the partnership board was highlighted.

- The committee asked about participation in working groups, noting that these would carry out substantive work while the board provided strategic oversight.
- The structure of the working groups had not yet been finalized and would be developed once the strategy was complete.

Hammersmith and Fulham Food Plan 2025-30

The committee were presented with a five-year Food Plan, which built on previous work to address immediate food needs while tackling long-term food insecurity. The plan aimed to create a sustainable local food culture and reduce reliance on crisis support. It had been co-produced with residents experiencing food poverty, and funding had been secured for a coordinator role to support its delivery. The borough had received recognition for its leadership in this area.

- The committee reviewed the financial aspects of the plan, noting its aspirational nature and the intention to seek external funding for delivery.
- Success metrics included reducing childhood obesity, improving food security, supporting infant feeding, and tackling social isolation.
- The borough's performance had been positively assessed by the Greater London Authority.
- Community engagement methods were discussed, including the coordinator's role in mapping local connections.
- Concerns were raised about the sustainability of fresh food packages at food banks; it was confirmed that healthy alternatives and Rose Vouchers were being used to improve access to fresh produce.
- School meal provision was considered, noting a mixed approach to food preparation and that standards were set nationally.
- The availability of communal spaces and allotments was discussed, with confirmation that the main site was at Wormwood Scrubs and plans were in place to promote it more widely.

Work Programme for next meeting on 17 November 2025

- Drug Strategy
- Health and Care Partnership Update

Housing and Homelessness Policy and Accountability Committee

Housing and Homelessness PAC considered the following items at its meeting on 24th July 2025:

- Housing Repairs Service Update
- Housing Provision in Hammersmith and Fulham for People over the Age of 55
- Homelessness Update

Housing Repairs Service Update

The committee reviewed a housing repairs update, noting 91% of repairs were completed on time and most damp and mould cases met targets. A new disrepair protocol improved case handling and reduced legal claims. Other improvements included preventative maintenance, fewer drainage callouts, and better resident engagement. Procurement planning for 2027 services had begun, focusing on long-term stability and retrofit goals.

- The committee discussed the absence of a presentation, the rise in damp and mould cases due to proactive checks, and the rationale behind the 91% performance target.
- A request was made for more detailed tenant satisfaction data, with figures measured externally. Satisfaction varied across indicators, with some areas showing improvement and others requiring further attention.
- The committee explored recent service enhancements, including increased repair visits, improved communication with residents, weekend appointments, and compensation for missed visits.
- Data on damp and mould hotspots was requested, and it was confirmed that targeted interventions and resident education were being used to address recurring issues.
- The committee noted progress since the last update two years prior, including the formation of a cross-departmental team and timely treatment of all damp and mould cases.
- It was agreed that a more detailed paper on tenant satisfaction would be brought to a future meeting.

Housing Provision in Hammersmith and Fulham for People over the Age of 55

The committee reviewed a report on housing options for residents aged 55 and over in Hammersmith and Fulham. It included policy analysis and a SWOT assessment, highlighting strengths in provision, challenges in supply, and opportunities to improve perceptions. The findings were intended to inform the Older People's Housing Strategy for 2026–2031.

- The committee discussed the need to rebrand “sheltered housing” to make it more appealing, emphasizing the importance of language and presentation. Printed resources were valued, and the continuation of hard copy booklets was recommended.
- Concerns were raised about limited downsizing options and the importance of maintaining relationships with housing associations. Issues with delays in

housing adaptations and contractor knowledge were noted, with a call to better align services with residents' needs.

- The committee stressed the importance of collaboration with health and care services and requested more detailed data. It was confirmed that further analysis would be brought back for review in six months.

Homelessness Update

The committee reviewed a homelessness prevention report, noting 3,000 approaches and 1,511 households in temporary accommodation by March 2025—a 4% annual increase. Budget pressures were mitigated, reducing a projected overspend from £7.7m to £6.4m. An action plan aimed to reduce entries, lower costs, and increase move-on rates. Early intervention and support into private rentals helped prevent homelessness, with 290 households rehoused permanently.

- The committee raised concerns about siloed working and the limited number of households assessed as in priority need. It was clarified that TA was provided only to those imminently at risk or with specific needs.
- Members noted competition between priority and non-priority households for private rentals, and the council's engagement with landlords through a dedicated forum was highlighted.
- The committee discussed tenancy lengths and the effectiveness of deferring evictions. It was noted that many tenancies began with two to three-year terms and were often extended when relationships were strong. Rent in advance was offered to reduce homelessness risk.
- The average stay in TA was reported as 8 to 10 years, prompting discussion on revising the terminology to reflect long-term placements.
- The committee explored the impact of the Rent Reform Act, which was expected to improve regulation and enforcement in the private rental sector. The reforms were seen as a potential means to reduce homelessness and strengthen tenant protections.
- It was confirmed that households losing supported tenancies through no fault of their own could reapply for assistance.
- A future meeting was proposed to revisit damp and mould data and tenant satisfaction measures.

Work Programme for next meeting on 5 November 2025:

- Capital Programming and Regeneration
- Tenants Satisfaction Measures

Social Inclusion and Community Safety Policy and Accountability Committee

The Committee is responsible for improving social inclusion, community safety and anti-social behaviour, licensing and gambling, neighbourhood governance, community engagement, the Council's equalities and diversity programmes and support for vulnerable groups, the Council's Voluntary Sector strategy, and increasing access to opportunity in all aspects of social and economic life in the borough. Below are the key issues that the Committee discussed at the meeting on 18 June 2025.

Annual Performance Report for the Law Enforcement Team (LET)

Members received a report on the LET's performance in the last quarter of 2024/25 and exchanged with officers on the following issues:

- LET's key areas of concerns/priorities were general safety, cleanliness and safety of women and girls.
- How LET and Police provided mutual support for each other on a day-to-day practical level, and the multi-layered approach in enhancing community safety in H&F.
- Police's compliments on the quality of LET and CCTV officers and their statements, and the quality of footages seized, downloaded and shared.
- Recruitment of LET officers and their quality accreditation.
- Reasons of issuing fixed penalty notices which might be cancelled by providing a valid explanation.
- The need to step up communications with residents in a wider way like through an app further to the LET's 24/7 email contact service and the plan to conduct customer satisfaction survey for service improvements.
- The need to provide yearly figures against the monthly statistics of patrols, service requests, referrals/interventions etc and an explanatory note to illustrate the situations and project the trends.
- LET's role in tackling drug problems including identification of drug dens in the borough

Work programme:

18 November 2025

- Police Scrutiny
- Crime/Drugs Strategy (tbc)

2 February 2026

- 2025/26 Medium-Term Financial Strategy
- End of Year LET Review

27 April 2026

- Gangs Violence and Exploitation Unit and My Ends Programme

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

The Committee considered the following items at its meeting on 21st July 2025.

Black History Project Update

This report provided an update on the work in progress on the community collecting and engagement project being co-produced with residents to generate black history content for exhibition conservation education.

The Committee discussed:

- How the Black History Project would be implemented.
- Details on the interactive family history event held at West London College.
- The Wendell Park Primary interactive workshop, the outcomes and how this made the students feel.
- The Island Records Blue Plaque celebration, and The Black History Month launch event held in Lyric Square.
- The three phases of the Project, culminating in a celebratory event and the creation of a resource for the whole community.

The Committee agreed that the Black History Project should be brought into local communities and emphasised the importance of consulting and engaging with the BBC. It was noted that a final destination for the collection had yet to be determined. Members also highlighted the need for broader representation within the team leading the Project. The Committee stressed the importance of weaving together the themes of music, theatre, and Black culture, given their significant role in the borough's history. Officers were also encouraged to capture and document memories from previous large-scale events, such as the Windrush celebration.

Highway Roadworks Management and Co-ordination

This report outlined how roadworks are currently managed and coordinated in the borough using the LBHF permit scheme. It described the proposed enhancements to the London Permit Scheme, known as the Lane Rental Scheme, which provides additional protection for fifty of the borough's key roads.

The Committee discussed:

- Background on roadworks and their management in H&F.
- Details on the multiple assets which make up the Highway network.
- Communication / collaboration and the co-ordination of works, to ensure effective works planning and minimised disruption.
- Details on the process by which works permits are issued and the conditions surrounding these.
- Information on penalties and fines for non-compliance / delayed works.
- Details on H&F future co-ordination, the Lane Rental Scheme and its benefits.

The Committee expressed its support for the introduction of the Lane Rental Scheme. The Chair emphasised the importance of planting additional trees along

Uxbridge Road and noted that improved coordination between the Council and utility companies would greatly benefit residents. Members of the Committee also urged officers to encourage utility providers to complete their works within agreed timescales and to ensure that all reinstatement works are carried out to a high standard.

Update on Waste and Recycling Service Developments

This report provided a presentation on the progress made in Hammersmith and Fulham's waste and recycling services through the on-going roll-out of food waste recycling, the introduction of wheeled bins and garden waste recycling and other service developments.

The Committee discussed:

- The context of where Hammersmith and Fulham stood for waste minimisation and recycling in comparison to other London Boroughs.
- The benefits of a wheeled bin and food collection service.
- Details of the service roll out, the community engagement work which had been conducted and the flexibility of the service.
- A sample of the feedback the service had received from residents.
- Details on the garden waste recycling service.
- Details on the food waste recycling service, including its uptake by residents.
- Performance metrics – Noting household recycling rate was up 5% points due to increased food and dry mixed recycling.
- Details on the social value implications of the service and how this had benefited communities.

The Committee thanked officers for their ongoing work and noted the encouraging rise in recycling rates, while recognising further opportunities for improvement—particularly through communal collections, schools, and other venues. Members encouraged increased recycling efforts, especially for food waste, and welcomed the growing number of residents subscribing to the garden waste collection service. Regarding soft plastics, the Committee urged officers to introduce a collection scheme as soon as possible.

On operational matters, Members asked officers to review bin presentation guidance to ensure bins are returned to their designated collection points within property boundaries. Officers also requested that Councillors report any bin collection issues directly to the Waste Management Team.

Report on the Draft Markets and Street Trading Licensing Policy 2025-2030 and Updated Prescribed Standard Conditions for Street Trading Licences

This report provided the details and rationale for having a new H&F Markets & Street Trading Licensing Policy. This also provided an update to the prescribed standard conditions and the list of commodities.

The presentation covered the following points:

- Key Functions and the remit of the Markets and Street Trading Team.
- The Council's five priorities and aspirations:

1. Attracting and retaining new traders.
2. Addressing the economic challenges of the market.
3. Demonstrating the wider value of markets.
4. Professionalising Market management.
5. Improving relationships with Traders.

- The key benefits for adopting a Markets and Street Trading Licensing Policy.
- Key updates to the standard conditions for Street Trading Licenses.
- Details on the revised commodities list.
- Information on the following:
 1. Shop front licences.
 2. The declaration of Market Rights.
 3. Designating the whole borough for regulated street trading activities.
 4. Details on the Market and Street Trading consultation proposals and the revised timetable for formal adoption.
 5. Details on the Enforcement Policy and speaking to Traders.

The Committee welcomed the development of the policy and asked officers to proceed with the consultation, subject to appropriate engagement being in place by September. If sufficient engagement is not achieved, Members recommended extending the consultation period. The Committee noted that much of what would be codified in the policy reflects existing practice. Members were particularly keen to see clearer rules regarding shop fronts and their use.

The Chair emphasised that effective enforcement would be essential to the success of the policy and welcomed the inclusion of social inclusion and co-production elements.

Work programme for next meeting:

19 November 2025 (items TBC)

- Park Management Update
- Active Wellbeing Strategy
- Play Street and Café Culture Update