

# LONDON BOROUGH OF HAMMERSMITH & FULHAM

**Report to:** Policy and Oversight Board

**Date:** 04/02/2026

**Subject:** Policy and Accountability Committees' Update Report

**Report author:** David Abbott, Head of Governance

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

---

## SUMMARY

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

---

## RECOMMENDATIONS

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

---

**Wards Affected:** All

---

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

---

## Background Papers Used in Preparing This Report

None.

## **Children and Education Policy and Accountability Committee**

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

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

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

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

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

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

The Committee received a brief update and discussed the following:

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

### **Local Offer (LO) Annual Report 2024/25**

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

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

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

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

### **Summer in the City 2025**

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

### **Work programme for meeting on 27 January 2026**

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

## **Climate Change and Ecology Policy and Accountability Committee**

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

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

### **Public Realm Works Procurement**

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

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

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

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

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

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

### **H&F Clean Energy Transition**

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

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

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

The Committee discussed:

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

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

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

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

### **Work programme for meeting on 2 February 2026**

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

## **Health and Adult Social Care Policy and Accountability Committee**

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

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

### **Hammersmith and Fulham Health and Care Partnership**

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

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

### **Safeguarding Adults Board 2024/25**

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

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

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

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

### **Charing Cross Hospital Co-Production**

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

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

### **Drug Strategy**

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

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

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

#### **Work Programme – 27 January 2026**

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



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

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

- Tenant Satisfaction Measures
- Family Housing Strategy

### **Tenant Satisfaction Measures**

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

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

### **Family Housing Strategy**

The Committee received a report on the Family Housing Strategy. The report highlighted the following key aspects. There was an ongoing demand for family sized housing, particularly affordable or social family housing. There was evidence to suggest that birth rates were declining the borough. The Council planned to overcome challenges by updating the housing strategy and planning policy, making best use of existing homes and building and buying new homes. By implementing

this strategy, the Council aimed to increase the number of family-sized homes available.

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

### **Work Programme – 3 February 2026**

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

## **Social Inclusion and Community Safety Policy and Accountability Committee**

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

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

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

### **Update report on Policing in Hammersmith and Fulham**

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

Members discussed the following:

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

**Work Programme – 2 February 2026**

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

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

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

- Active Wellbeing Strategy
- Play Transformation Programme 2025-28

### **Active Wellbeing Strategy**

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

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

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

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

### **Play Transformation Programme 2025-28**

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

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

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

### **Work Programme – 3 February 2026**

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