

# Cabinet

## Agenda

**TUESDAY**  
**4 MAY 2021**  
**7.00 pm**

**THIS MEETING WILL  
BE HELD  
REMOTELY**

It will be streamed via  
YouTube on:

<https://youtu.be/yX9hw-SaWhs>

**Membership**

Councillor Stephen Cowan, Leader of the Council  
Councillor Sue Fennimore, Deputy Leader  
Councillor Larry Culhane, Cabinet Member for Children and Education  
Councillor Andrew Jones, Cabinet Member for the Economy  
Councillor Wesley Harcourt, Cabinet Member for the Environment  
Councillor Max Schmid, Cabinet Member for Finance and Commercial Services  
Councillor Ben Coleman, Cabinet Member for Health and Adult Social Care  
Councillor Lisa Homan, Cabinet Member for Housing  
Councillor Adam Connell, Cabinet Member for Public Services Reform  
Councillor Sharon Holder, Cabinet Member for Strategy (\*)

**Date Issued**  
**23 April 2021**

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Reports on the open Cabinet agenda are available on the Council's  
website: [www.lbhf.gov.uk/councillors-and-democracy](http://www.lbhf.gov.uk/councillors-and-democracy)

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**PLEASE NOTE** that any member of the press and public may listen-in to proceedings at this 'virtual' meeting via the weblink. Members of the press and public may tweet, blog etc. during the live broadcast as they would be able to during a regular Committee meeting at the Town Hall. It is important, however, that Councillors can discuss and take decisions without disruption, so the only participants in this virtual meeting will be the Councillors concerned, the officers advising the Committee and registered speakers who have submitted a valid deputation or petition in advance.

(\*) *Councillor Sharon Holder's appointment to be formally confirmed by Annual Council on 28 May 2021*

### DEPUTATIONS

Members of the public may submit a request for a deputation to the Cabinet on item numbers **4-5** on this agenda using the Council's Deputation Request Form. The completed Form, to be sent to Kayode Adewumi at the above address, must be signed by at least ten registered electors of the Borough and will be subject to the Council's procedures on the receipt of deputations. **Deadline for receipt of deputation requests: Wednesday 28 April 2021.**

### COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Wednesday 5 April 2021**. Items on the agenda may be called in to the relevant Accountability Committee.

The deadline for receipt of call-in requests is: **Monday 10 May 2021 at 3.00pm**. Decisions not called in by this date will then be deemed approved and may be implemented.

A confirmed decision list will be published after 3:00pm on **Monday 10 May 2021**.

# Cabinet

## Agenda

4 May 2021

| <u>Item</u>  |  | <u>Pages</u> |
|--|--|--------------|
| 1.   | <b>MINUTES OF THE CABINET MEETING HELD ON 19 APRIL 2021</b>        | 5 - 10       |
| 2.   | <b>APOLOGIES FOR ABSENCE</b>                                       |              |
| 3.   | <b>DECLARATION OF INTERESTS</b>                                    |              |
| <p>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.</p> <p>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.</p> <p>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.</p> <p>Councillors are not obliged to withdraw from the meeting where a dispensation to that effect has been obtained from the Standards Committee.</p> |  |              |
| 4.   | <b>CLIMATE AND ECOLOGICAL EMERGENCY COMMISSION RECOMMENDATIONS</b> | 11 - 80      |
| 5.   | <b>HOUSING STRATEGY 2021</b>                                       | 81 - 166     |
| 6.   | <b>FORWARD PLAN OF KEY DECISIONS</b>                               | 167 – 198    |

**7. DISCUSSION OF EXEMPT ELEMENTS (IF REQUIRED)**

**LOCAL GOVERNMENT ACT 1972 - ACCESS TO INFORMATION**

**Proposed resolution:**

*Under Section 100A (4) of the Local Government Act 1972, that the public and press be excluded from the meeting during the consideration of the following items of business, on the grounds that they contain the likely disclosure of exempt information, as defined in paragraph 3 of Schedule 12A of the said Act, and that the public interest in maintaining the exemption currently outweighs the public interest in disclosing the information.*

London Borough of Hammersmith & Fulham

# Cabinet

## Minutes



**Monday 19 April 2021**

### **PRESENT**

Councillor Stephen Cowan, Leader of the Council  
Councillor Sue Fennimore, Deputy Leader  
Councillor Ben Coleman, Cabinet Member for Health and Adult Social Care  
Councillor Adam Connell, Cabinet Member for Public Services Reform  
Councillor Larry Culhane, Cabinet Member for Children and Education  
Councillor Wesley Harcourt, Cabinet Member for the Environment  
Councillor Andrew Jones, Cabinet Member for the Economy  
Councillor Lisa Homan, Cabinet Member for Housing  
Councillor Max Schmid, Cabinet Member for Finance and Commercial Services

### **INTRODUCTION**

The Leader expressed his contentment at seeing local people enjoying themselves outdoors, following the release of some lockdown restrictions. However he reinforced the need to continue to be cautious and maintain safety measures as there had been an increase in infection rates around the borough.

The Leader requested Cabinet to observe a minute's silence to honour His Royal Highness The Prince Philip, Duke of Edinburgh, following the announcement of his death. Also, with great sadness, the Leader informed Cabinet of the recent death of Mike Cartwright, a former Mayor and Deputy Leader of the Council, who had stepped down at the 2018 council elections due to illness. Cabinet observed a minute of silence in their memory.

### **1. MINUTES OF THE CABINET MEETING HELD ON 1 MARCH 2021**

#### **RESOLVED:**

That the minutes of the meeting of the Cabinet held on 1 March 2021 be confirmed and signed as an accurate record of the proceedings, and that the outstanding actions be noted.

### **2. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Sue Macmillan.

### **3. DECLARATION OF INTERESTS**

There were no declarations of interest.

### **4. CORPORATE REVENUE MONITOR 2020/21 MONTH 9 - 31ST DECEMBER 2020**

Councillor Max Schmid stated that this report demonstrated that the Council was in a good position and had a projected underspend. He paid tribute to officers for this remarkable achievement, specially taking into account all the expenses generated by the Covid-19 pandemic.

Councillor Ben Coleman reiterated Councillor Schmid's comments and added that meals on wheels and free adult social care had continued to be delivered to residents throughout the pandemic.

The Leader asked Kim Smith, the Chief Executive, to pass his gratitude to senior officers for continuing to deliver more efficient services, despite the many financial challenges, and within the Council's budget. Kim Smith stated that balancing the budget while delivering better services to residents was at the heart of the Council's priority.

#### **AGREED UNANIMOUSLY BY CABINET:**

1. To approve the General Fund virements of £0.405m as detailed in appendix 9.
2. To note the General Fund forecast overspend of £0.525m, of which £0.741m arises from the net impact of Covid-19. Excluding the impact of Covid-19 there is an underlying underspend of £0.216m.
3. To note the Housing Revenue Account forecast underspend of £0.867m.
4. To note the in-year Dedicated Schools Grant overspend of £3.076m.

#### **Reason for decision:**

As set out in the report.

#### **Alternative options considered and rejected:**

As outlined in the report.

#### **Record of any conflict of interest:**

None.

#### **Note of dispensation in respect of any declared conflict of interest:**

None.

**5. APPROVAL TO COMMIT AND DRAW DOWN SECTION 106 RECEIPTS TO FUND ECONOMIC DEVELOPMENT ACTIVITY FOR FINANCIAL YEAR 2021/22**

Councillor Andrew Jones stated that this report supported the Council's Industrial Strategy which sets out a vision for economic growth for everyone. It aimed to support the borough's long-term ambitions of an inclusive local economy. He added that Hammersmith and Fulham continued to suffer negative economic consequences as a result of the ongoing Covid-19 pandemic. From the beginning of the lockdown in 2020 until December, the number of work-related benefit claimants had more than doubled. In addition, thousands of residents had been furloughed and, with the continuation of lockdown measures, many of these residents could lose their jobs in the coming months. He thanked the Economy Team for working extremely hard to support residents and businesses during this pandemic.

The Leader added that the end of furlough would leave thousands of people in need of support. The Council would need to focus on equipping residents with the skills and knowledge to get them back into employment. Particularly sectors such as hospitality and retail would need support to be better prepared for the changing economy and in adapting their businesses to comply with safety measures as a result of the pandemic.

Councillor Coleman stated that he was happy to see the support initiatives targeted at BAME communities and disabled residents. These would give everyone the best chance without discrimination and help to build trust within these communities.

**AGREED UNANIMOUSLY BY CABINET:**

To approve revenue funding of £1.942m to fund economic delivery activity for 2021/22 using Section 106 (£1.850m) and Strategic Investment Pot (SIP) funding (£0.092m).

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

**Note of dispensation in respect of any declared conflict of interest:**

None.

**6. DECARBONISATION OF SOCIAL HOUSING - INNOVATION PARTNERSHIP PROTOTYPE PHASE - ENERGIESPRONG WHOLE HOUSE RETROFIT**

The Leader stated that the Council was very committed to combat climate change and had pledged to cut CO2 emissions from the Council's activities to net zero by 2030 and be the greenest council in the country.

Councillor Lisa Homan stated that the Council, alongside 6 other councils, was successful in a joint bid to undertake a whole house retrofit project to make homes zero carbon using the innovative EnergieSprong (ES) approach. A total of 27 homes in the West Kensington Estate had been identified to take part in this project. Their aim was to take learnings from this project forward to apply across the whole of the Council's housing stock. This report was to approve the 'Design' and 'Prototype' phases and delegate the approval to the Strategic Director of Economy.

**AGREED UNANIMOUSLY BY CABINET:**

1. To approve progression to the 'Design' and 'Prototype' phases as described in the report.
2. To approve delegated authority to the 'Strategic Director of Economy' to provide approval for the design and delivery stage gateway.

**Reason for decision:**

As set out in the report.

**Alternative options considered and rejected:**

As outlined in the report.

**Record of any conflict of interest:**

None.

**Note of dispensation in respect of any declared conflict of interest:**

None.

**7. APPROVAL OF QUEENSMILL SPECIAL SCHOOL ACADEMY CONVERSION**

Councillor Larry Culhane stated that Queensmill was an outstanding autism specific special school in the north of the borough. They had applied to become an Academy, which was supported by the Council. This paper provided details of the terms and conditions of the conversion, making it a solid and seamless transition.



## **AGREED UNANIMOUSLY BY CABINET:**

1. To grant a 125-year lease of Queensmill Special School to Queen Charlotte Education Special School Trust.
2. To enter into a Commercial Transfer Agreement, transferring school assets, contracts and staff from Queensmill Special School to Queen Charlotte Education Special School Trust.
3. To delegate authority to the Interim Strategic Director for the Economy in consultation with the Head of Law to finalise and complete negotiations with Queen Charlotte Education Special School Trust in order to give effect to the decisions in 1 and 2 above.
4. To delegate authority to the Director of Education in consultation with the Cabinet Member for Children and Education to make decisions to complete the outstanding works on the Queensmill Special School site.
5. To enter into a High Needs Funding SLA and Services agreement with the Queen Charlotte Education Special School Trust, delegating authority to the Director of Children's Services to finalise and complete negotiations in consultation with the Cabinet Member for Children and Education.
6. To delegate authority to the Director of Children's Services in consultation with the Cabinet Member for Children and Education to increase place funding arrangements with Queen Charlotte Education Special School Trust up to the number of learners on roll in the October 2020 census which shall be detailed in the High Needs Funding SLA.
7. To enter into a SLA with Queen Charlotte Education Special School Trust to formalise arrangements for the Post-19 college and Supported Internship delivered by the Q+ charity, delegating authority to the Director of Children's Services to finalise and complete negotiations, in consultation with the Cabinet Member for Children and Education.

### **Reason for decision:**

As set out in the report.

### **Alternative options considered and rejected:**

As outlined in the report.

### **Record of any conflict of interest:**

None.

### **Note of dispensation in respect of any declared conflict of interest:**

None.

8. **FORWARD PLAN OF KEY DECISIONS**

The Key Decision List was noted.

9. **DISCUSSION OF EXEMPT ELEMENTS (IF REQUIRED)**

There was no discussion of exempt elements.

Meeting started: 6.30 pm  
Meeting ended: 6.55 pm

Chair .....

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

**Report to:** Cabinet

**Date:** 04/05/2021

**Subject:** Climate and Ecological Emergency Commission recommendations

**Report of:** Cllr Harcourt, Cabinet Member for the Environment

**Report author:** Bram Kainth – Chief Officer for Public Realm

**Responsible Director:** Sharon Lea, Strategic Director for the Environment

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### SUMMARY

This is a covering report accompanying the findings and recommendations of the London Borough of Hammersmith & Fulham's (LBHF's) resident-led Climate and Ecological Emergency Commission (Appendix A). The commission launched in December 2019, and their recommendations follow a year of extensive research and engagement with internal and external stakeholders. The recommendations have been presented to SLT (Senior Leadership Team) and CSEPAC (Community Safety and Environment Policy and Accountability Committee).

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### RECOMMENDATIONS

For Cabinet to note and comment on the recommendations or provide any direction based on the findings of the LBHF Climate and Ecological Emergency Commission: Summary of findings, detailed in Appendix A.

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**Wards Affected:** All

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| Our Values                       | Summary of how this report aligns to the H&F Values  |
|----------------------------------|--|
| Building shared prosperity       | The recommendations propose how H&F's residents can benefit from the growing green economy, including through skills and promoting the circular economy. They pursue a broad view of prosperity encompassing economic, environmental, social and health aspects. |
| Creating a compassionate council | As well as ensuring a safe climate, the recommendations target poverty and   |

|   |  |
|---|--|
|   | inequality, and seek to improve health, public space and engagement for residents of all backgrounds.  |
| Doing things with local residents, not to them                  | The recommendations have been produced by a resident-led commission, and map out how the council can extend its engagement and co-production with residents.   |
| Being ruthlessly financially efficient                          | The recommendations relate to the council's commitment to a net zero borough by 2030. This will demand significant private and public investment; this report includes recommendations to maximise external funding. |
| Taking pride in H&F   | The recommendations include deepening community engagement and environmental improvements to public space.   |
| Rising to the challenge of the climate and ecological emergency | The primary purpose of the recommendations is to help shape the council's activity around this value.  |

## Financial Impact

The recommendation asks Cabinet to note and comment on the Commission's recommendations and findings.

There are no direct financial implications arising from this decision. Further decision reports will be required as the Council seeks to respond to the recommendations made. The financial impact, including the costs and funding and any financial opportunities and risks, specific to each decision will be set out at that time.

## Legal Implications

There are no legal implications in the noting and commenting on the findings report.

## Contact Officers:

Name: Hinesh Mehta  
Position: Strategic Lead – Hinesh Mehta  
Telephone: 07960 470125  
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Name: Emily Hill  
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Name: Grant Deg  
Position: Chief Solicitor, Litigation and Employment  
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## **Background Papers Used in Preparing This Report**

None.

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## **DETAILED ANALYSIS**

### **Background**

1. In late 2018 the UN's Intergovernmental Panel on Climate Change (IPCC) assessed that the world has until 2030 to take radical action to keep global temperatures within 1.5°C of pre-industrial levels, beyond which catastrophic change is expected. In recognition of this, Hammersmith & Fulham council declared a climate and ecological emergency in July 2019, setting an ambitious target of 2030 for the borough to achieve net zero carbon. As part of its declaration, the council pledged to launch a resident-led climate and ecological emergency commission, to make recommendations for achieving this target.
2. In December 2019 the council appointed twelve local resident commissioners. Between January and December 2020 the commission conducted extensive research and engagement, within the council and externally, to produce its findings. This has included:
  - Surveying best practice and emerging innovations.
  - Engagement with H&F officers.
  - Engagement with H&F residents through a public event and an online consultation.
  - Engagement with external experts including industry and leading public authorities.
3. Delivering technical solutions to achieving net zero emissions requires bold and challenging policy decisions, including levels of regulation and how action should be funded. This report is the outcome of thorough discussion, agreement, disagreement and a diversity of thinking among the twelve commissioners. It does not represent a total consensus on each of the recommendations and illustrates the variation in views among residents. The report is intended to recommend areas of action and this is where its focus lies. Commissioners nevertheless wished to acknowledge the positive action and direction taken by the council to date on this agenda. The recommendations also speak to wider economic, regulatory and social structures that require action at the national and societal level, as well as from the council and borough.

4. The commission has worked closely with the council's Climate and Ecological Emergency Unit throughout this year. They have given enormous time and dedication and have helped the council grow its network of contacts and resources on climate action. The Climate Unit is very grateful for their work and support.
5. In tandem with the commission's research, officers in the council's Climate and Ecological Emergency Unit have been working with officers from all council departments in cross-cutting working groups to develop the council's draft climate and ecology strategy and action plan. This has been shaped by the commission's emerging findings and regular discussion with officers throughout 2020, and the commission's completed findings will now be used to finalise a first draft of the council's strategy.

## **Findings**

6. The climate and ecological emergency touches on all areas of economic and public life. These findings present recommendations for three overarching aspects of the council's role in achieving a net zero borough:
  - a. **Communication and engagement**, including public communication and engagement, education, and staff engagement.
  - b. **Building knowledge at a local level**, on:
    - Built infrastructure
    - Transport
    - Ecology
    - Energy
    - Waste
    - Finance
    - Food
    - Health
  - c. **Leadership** on the above areas.
7. The findings and recommendations are attached as Appendix A.

## **Proposals and Analysis of Options**

### **Reasons for Decision**

8. The Commission's findings should be noted and received with thanks. The Council is grateful to members of the independent Residents Commission for their expertise and time in developing the report. The Council's vital work in response to their and other recommendations will continue to be implemented at pace over the next nine years. Individual project or policy proposals will always require Cabinet decisions and approval, noting that priorities, circumstances, technology, regional and national policy as well as the availability of legal powers and financial resources are likely to evolve significantly during this time period and will impact our ability to pursue our key goal of net zero carbon across the borough by 2030.

## **Equality Implications**

9. There are likely to be significant implications from this report when individual recommendations are progressed into policy and projects. In this report only brief consideration is given to the impact on different communities

## **Risk Management Implications**

10. The recommendations outlined in the Commission's report will need to be evaluated against a number of areas including ease of implementation, cost and time, benefit and risk.

*Implications verified by: Michael Sloniowski (Risk Manager - 020 8753 2587)*

## **Climate and Ecological Emergency Implications**

11. There are no direct climate and ecology implications from noting the recommendations. Implementing the recommendations in the report will lead to a positive impact on the Council's or borough's carbon and ecology impact.

*Implications verified by: Hinesh Mehta (Strategic Lead – 07960 470125)*

## **Procurement implications**

12. There is no direct procurement resulting from this report as it is for information only. There will be procurement implications for individual decisions and initiatives in the future based on the recommendations in the report. Future procurements will need to ensure governance and compliance.

*Implications verified by: Waheeda Soomro (Commercial Manager, Contracts and Procurements – 07776 672927) [09/04/2021]*

## **Consultation**

13. The Commission held a public event at the Lyric Theatre with 100 residents prior to COVID-19 and undertook a digital public consultation exercise with the Council to engage a larger, more diverse cross-section of H&F including businesses, community groups and households. The results and analysis have been used to prepare the findings.

## **LIST OF APPENDICES**

Appendix A: LBHF Climate and Ecological Emergency Commission: Summary of findings.

## Appendix A: LBHF Climate and Ecological Emergency Commission

# Summary of Findings



This report was prepared by members of the LBHF Resident-led Climate and Ecological Emergency Commission who dedicated their time on a voluntary basis to provide LBHF with support and guidance.

Members of the Commission include:

**Sian Alexander**  
**Artin Amjady**  
**Paul Beaty-Pownall (Chair)**  
**Morag Carmichael**  
**Helen Dell**  
**Stephen Farrant**  
**Eleanor Harrington**  
**Yvonne Insh**  
**Scarlett Knowles**  
**Holly Larrett**  
**Cecilia Tacoli**  
**Pat Tookey**  
**Will Reynolds**



## LBHF Climate and Ecological Emergency Commission

## Acknowledgements

Delivering technical solutions to achieving net zero emissions requires bold and challenging policy decisions, including levels of regulation and how action should be funded. This report is the outcome of thorough discussion, agreement, disagreement and a diversity of thinking among the twelve commissioners. It does not represent a total consensus on each of the recommendations and illustrates the variation in views among residents.

The report is intended to recommend areas of action and this is where its focus lies. Commissioners nevertheless wished to acknowledge the positive action and direction taken by the council to date on this agenda. The recommendations also speak to wider economic, regulatory and social structures that require action at the national and societal level, as well as from the Council and borough.

The CEEC worked in partnership with a number of council officers during the preparation of this report and we would like to thank the following people who gave their time. We were very impressed by their level of commitment to the work of the Commission and the positive response we have received towards our ideas. We are delighted that the LBHF Climate Change Unit has now been established and is gaining respect across all council departments. The CEEC will continue to support the Climate Change Unit to assist them in embedding a culture of change that is focussed on reducing carbon emissions across the organisation and the Borough as a whole.

The following have given their time and provided CEEC with generous support in our work:

**Jim Cunningham**  
**Bram Kainth**  
**Robert Kyle**  
**Hinesh Mehta**  
**Cat Priddey**  
**Peter Smith**

We would also like to thank the Leader of the Council, **Cllr Stephen Cowan**, and **Cllr Wesley Harcourt** for their support and for setting up this commission.

**Version 06**  
**Issued February 2021**

## LBHF Climate and Ecological Emergency Commission

## Executive Summary

### Finding headline

**The Council needs to define a positive vision and embed a culture of change to help us reach net zero by 2030, through strong and persistent leadership on Climate and Nature**

The London Borough of Hammersmith & Fulham (LBHF) declared a Climate and Ecological Emergency in July 2019, aiming for the whole Borough to reach net zero-carbon emissions by the end of 2030.

The Leader of the Council is personally committed to strongly driving the agenda for change to meet the Borough's carbon net zero objectives and he has embedded this commitment in the Cabinet and Senior Leadership Team. A cross-departmental Climate Change Unit has been set up within the Council to implement change, and the Unit is working on a Road Map to Net Zero. A commitment to responding to the Climate Emergency has become one of the Council's six core values

**'Rising to the Challenge of the Climate and Ecological Emergency'**

*LBHF*

### The big picture

Tackling climate change will need changes in behaviour right across society and the economy – with a host of new incentives, laws, taxes, innovations, opportunities and above all robust communication about the changes that are needed. Models which embrace the green economy as an alternative to pursuing economic growth as a measure of success and which recognise the importance of local employment, sustainable investment, fairness and equality, including measures of personal well-being, access to healthy food, good housing and education are being actively explored, and embraced across the country.

It is also very important that we increase the strength of 'carbon sinks' in the borough (including green spaces, gardens, parks, green roofs), and there is an urgent need to protect and restore nature, wildlife and biodiversity.

The unprecedented and on-going experience of managing the COVID-19 pandemic has shown how difficult it is to prioritise longer-term goals for Climate Change and Nature, over immediate and pressing problems which require urgent attention.

Notwithstanding political cycles, the Council must work out and test for robustness, how it urgently embeds Climate and Nature in its long-term strategy and financial planning. A recent World Bank Report<sup>1</sup> makes it very clear that a continued focus on short- and medium-term targets would make achieving de-carbonization far more difficult.

## The dilemma of National and Local Targets

The target date set of net zero by 2030 is an ambitious one and is ahead of national policy, which is geared to 2050. But based on IPCC analyses<sup>2</sup>, if we are to avoid a temperature rise of more than 1.5 degrees above the pre-industrial average, then advanced nations will need to reduce our carbon emissions much more rapidly. The Council needs to consider what this means and examine the implications, costs and benefits for the Borough of “doing things early”.

## Limitations to funding

Tackling climate change is likely to require a big shift in current and investment spending. Sources of funding, ie where investment capital will come from to fund improvements to reach net zero, is an enormous issue, which is well understood nationally and at a local level. To meet the immensity of its funding challenges for the Borough, there is a critical need for the Council to creatively consider its options - to plan for the long term, and to analyse where investment capital can be sourced, including from the private sector, to fund necessary improvements.

## The importance of a Strategy and Plan

It is vital that the Council has a clear plan and is able to measure and track timely progress on carbon emissions. The Climate Change Unit is developing a strategy to reach net zero through its **Road Map** which must set out what needs to be done and provide a means of measuring the carbon emissions of all its activities. This Road Map needs to become the “**Tool of Change**”.

## The Council recognises that it is a significant contributor to carbon emissions in the Borough; but it is not the biggest part of the problem

We know most of the problem of carbon emissions comes from the management of housing and commercial buildings, with transport being the third largest emitter. In addition, the amount we all consume, and what we waste, plays a significant part – we must consider the embodied carbon that is emitted in the manufacture and transportation of what we consume.

Reducing carbon emissions and decreasing one’s own environmental footprint, should not be seen as “giving things up”. The **Co-Benefits** of changing the way we live to a low-carbon lifestyle are now well understood, celebrated, measured and documented (Grantham Institute, Imperial College<sup>3</sup>), in terms of less inequality, more active life styles, improved health and well-being.

## So how can the Council help map the road to Net Zero?

The Council’s first priority must be to **communicate and engage** with the public with a positive vision for what 2030 would be like if the ambition to reduce carbon emissions to net zero was achieved. It should help us to [Imagine 2030](#)<sup>4</sup> by articulating the amazing quality of life that could be achieved in a well-balanced community that would result from a zero-carbon, ecologically rich society.

Secondly, the Council must develop much greater knowledge and better understanding about carbon emissions, the effects of global warming, and how we must adapt to the changes that are now inevitable. **This knowledge must be built at a local level and shared with the public** to help and encourage us to change our behaviour. The Council should lead an extensive training programme in carbon literacy,

environmental management and the importance of biodiversity, and we should all take care to consider the carbon emissions associated with the choices we make.

Thirdly the Council needs to show **Leadership** and prepare a **Road Map to Net Zero** that demonstrates it has a way of **measuring and reducing carbon emissions** with a clear timeline for each area of activity across the whole Borough. The Road Map must be agreed at Cabinet and given the authority required to ensure that all departments must consult with the Climate Change Unit to gain their support. Progress on the Road Map should be reported to Cabinet on a regular and frequent basis, along with up-to-date data on current carbon emissions.

The Leader has also committed to **measuring the carbon impact of all the Council's policies and projects** to give carbon reduction the same priority as financial management, legal probity and equality measures. This must be agreed at Cabinet and a report on the carbon impact of all policies, projects or activities must be included in all future cabinet papers.

CEEC would also recommend that the Council launch a series of "**Demonstrator Projects**" in key areas as examples of positive changes that can deliver zero-carbon ways of living. These could range from retrofitting a Council Estate to create a zero-carbon living environment, to projects to reduce our dependency on private cars. The Council could also explore the development of a local circular economy with, for example, A Library of Things, Made in H&F, and other initiatives that eliminate waste.

Finally, the Council has committed to setting up a **Community Map** that will provide everyone with the opportunity to share information about the great things that are already happening in Hammersmith & Fulham. **Mapping Local Knowledge** will allow us to share ideas and build on each other's experiences to give us all confidence to make the extraordinary changes that are urgently required to prevent the further destruction of our environment and to improve the habitat that we need to maintain for our very survival.

## References

- <sup>1</sup> <http://sdg.iisd.org/news/world-bank-report-maps-strategic-directions-towards-decarbonization/>
- <sup>2</sup> <https://www.ipcc.ch/2018/10/08/summary-for-policymakers-of-ipcc-special-report-on-global-warming-of-1-5c-approved-by-governments/>
- <sup>3</sup> <https://www.imperial.ac.uk/media/imperial-college/grantham-institute/public/publications/briefing-papers/Co-benefits-of-climate-change-mitigation-in-the-UK.pdf>
- <sup>4</sup> <https://www.imagine2030.earth/>

CEEC

LBHF Climate and Ecological Emergency Commission

**“Happily, the solutions exist.  
The only thing stopping us  
solving this problem is us”**

Mike Berners-Lee, Author of *There is No Planet B*

## CEEC

## LBHF Climate and Ecological Emergency Commission

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## LBHF Climate and Ecological Emergency Commission



## Introduction

It is hard to reflect on the climate emergency whilst the coronavirus crisis is turning all our lives upside down. Hammersmith & Fulham's Resident-led Climate and Ecological Emergency Commission (CEEC) has none the less continued its work and has also been looking at how we can learn from the actions currently being taken to respond to the coronavirus emergency.

On 17<sup>th</sup> July 2019, the London Borough of Hammersmith & Fulham (LBHF) unanimously agreed with the Intergovernmental Panel on Climate Change (IPCC) that there is a Climate and Ecological Emergency. In passing the Climate and Ecological Emergency Motion, the Council set a target for the whole of the borough of Hammersmith & Fulham to reduce carbon emissions to net zero by 2030.

That was the easy bit. We now need to work out how this can be achieved in an effective and meaningful way that delivers positive long-term outcomes.

***“The UK can and should act as a leader in the global response to climate change – UK emissions contributed to causing it, and its leadership can have an international impact.”*** UK Government, Committee on Climate Change<sup>5</sup>

It has become increasingly understood by all political parties, all faith groups and all parts of our community that urgent action is now needed to protect ourselves from the worst impacts of climate change. This shared understanding gives me hope that the action needed might also bring our divided society together and be an amazingly positive experience.

The IPCC and the global scientific community are unequivocal that society needs to de-carbonise at an unprecedented scale and pace over the coming decade if we are to avert the worst effects of climate breakdown. In conjunction, we face a crisis in our natural environment, with a 60% loss of wildlife populations over the last 50 years.

The role of the CEEC is to challenge and support the Council in delivering its net zero ambition by 2030, and help to bring about the recovery of nature and wildlife across the Borough, acting as a role model to other London Boroughs.



I believe that a zero-carbon, ecologically rich society is something to look forward to. By articulating the amazing quality of life that could be achieved in a well-balanced community that would result from a zero-carbon, ecologically rich society, we can build an exciting and positive vision for the future.

By defining a clean, fresh and healthy environment in which people care about each other and where success is measured by high levels of well-being, everyone – council officers, councillors, residents and people working in or visiting the Borough – will be encouraged to change their behaviour and help each other to work towards a prosperous future for all.

During the Commission's work, we have worked with the newly founded Climate Change Unit, engaged with LBHF officers, led a public survey and hosted an Engagement Event at the Lyric Theatre that helped us to learn from local residents about which areas of work we should focus on.



*Paul Beaty-Pownall at the Lyric Engagement Event Feb 2020 - Hosted by CEEC in partnership with Lyric Theatre*

We need to have an open and honest conversation about what LBHF can achieve and what needs to be done through regional and national policy initiatives. We need to be prepared to tell the truth and be brave enough to respond to the evidence with action that matches the existential threat that the climate and ecological emergency demands.

I hope that this report provides a useful starting point. There is a lot to do.

Paul Beaty-Pownall  
CEEC Chair

## References

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<sup>5</sup> <https://www.theccc.org.uk/wp-content/uploads/2019/05/CCC-Net-Zero-Infographic.pdf>

CEEC

## LBHF Climate and Ecological Emergency Commission



## Communication & Engagement

The first priority must be to engage with everyone who lives, works in or visits Hammersmith & Fulham to provide much more open and honest information about the seriousness of the threat we face due to the scale of carbon emissions and severe loss of biodiversity. LBHF must prepare a robust communications plan that provides guidance on the actions we need to take, and promote a positive vision for how the future might look if we succeed in reducing our carbon emissions.

The communication strategy should recognise that this is an emergency and lessons should be learned from the communications used during the COVID-19 crisis.

By engaging with local residents and council officers LBHF will help define a positive vision of a zero-carbon and ecologically rich society. All residents of Hammersmith & Fulham have a part to play and we must work together in order to ensure that the changes in behaviour we seek are effective.

### 1.1 Public Communication

### 1.2 LBHF Engagement

### 1.3 Public Engagement

### 1.4 Education



## LBHF Climate and Ecological Emergency Commission

## 1.1 Public Communication

### Finding headline

**We need to be better informed about the negative impact of our current carbon emission levels**

### Summary of proposed actions

Define a positive vision of what it would be like to live in a zero-carbon society, to encourage changes in behaviour that reduce carbon emissions.

Communicate the importance of biodiversity and supporting activities that enable nature to thrive.

Prepare robust communication plan – tell the truth about the effects of climate change and provide information about positive behaviours. This will include:

- The amount of carbon being emitted in the Borough
- The types of activities that cause carbon emissions
- Types of positive behaviour that do not cause carbon emissions
- The policies that are being promoted to reduce carbon emissions
- Actions that need to be taken to adapt to the effects of climate change
- Promote the positive aspects (co-benefits) of action to reduce carbon emissions and enable nature to thrive

*“Talk about the climate emergency with residents. Start a clear and unambiguous communications strategy that tells residents about the dangers that lie ahead and help us to change our behaviour so that we can prepare and improve our chances of living in a healthy borough in the years ahead.”* Commonplace Consultation Oct 2020

### Existing context

LBHF has a duty to protect people from harm and ensure that the environment in which we live is healthy and safe. The Council have a responsibility to communicate with the public in order to inform them about any activities that are being carried out that might cause harm to themselves or others.

Residents, visitors, council officers and people who come to work in Hammersmith & Fulham are not currently being informed about the amount of carbon that is being emitted as a result of our daily activities.

The negative impact of our emissions, and the scale of changes needed to make Hammersmith & Fulham a safer place to live, is not something which is widely acknowledged.

We believe that the Council has a duty to inform people of the risks associated with their activities and to encourage behaviours that radically reduce our carbon emissions.

## Observations on the current situation

LBHF has a sophisticated communications system that includes access to the following tools:

- LBHF website<sup>6</sup>
- Social media<sup>7</sup>
- Nextdoor<sup>8</sup>
- Street banners
- Commercial advertising hoardings

LBHF have demonstrated their ability to communicate with the public in response to the COVID-19 crisis. They established a clear method of communication using all the above tools to encourage rapid changes in behaviour to reduce the spread of the coronavirus. We would now like to see the Council making use of these tools and others to inform people living and working in the Borough about the climate and ecological crisis, and the need for changes in personal, public and corporate behaviour to reduce our carbon emissions.

## What needs to change?

The public need to be better informed about the dangers associated with high levels of carbon in the atmosphere and the impact that their carbon emitting activities are having on themselves, other people and future generations.

LBHF must help people to change their behaviour both to reduce carbon emissions and to prepare for the consequences of a changing climate which are already occurring due to existing global heating. LBHF should help us to [Imagine 2030](#)<sup>9</sup> by articulating the amazing quality of life that could be achieved in a well-balanced community that would result from a zero-carbon, ecologically rich society

A communication plan needs to be established that informs the public about:

- The amount of carbon being emitted in the Borough
- The types of activities that cause carbon emissions
- Types of positive behaviour that do not cause carbon emissions
- The policies that are being promoted to reduce carbon emissions
- Actions that need to be taken to adapt to the effects of climate change
- The positive aspects (co-benefits) of action to reduce carbon emissions and enable nature to thrive

The plan should illustrate the changes in behaviour that are anticipated and how these will support the strategy to move towards net zero carbon by 2030.

## References

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<sup>6</sup> <https://www.lbhf.gov.uk/>

<sup>7</sup> <https://www.facebook.com/HammersmithandFulhamCouncil/>

<sup>8</sup> <https://twitter.com/LBHF/>

<sup>9</sup> <https://www.imagine2030.earth/>

## CEEC

## LBHF Climate and Ecological Emergency Commission



## 1.2 LBHF Engagement

**Finding headline****LBHF officers must become carbon literate****Summary of proposed actions**

- All council officers, staff, councillors and contractors need to be educated about the impact of carbon emissions locally: they need to become 'carbon literate'.
- A training scheme should be developed to support all LBHF staff
- Current carbon emissions must be measured and publicised to establish a baseline, against which the success of future policies can be measured.
- The Council should develop a Road Map to carbon zero, with annual reduction targets.

**Existing context**

The Commission has worked alongside the LBHF Climate Change Unit to build a good working relationship with the staff of Hammersmith & Fulham. We have met with a wide range of LBHF officers, councillors and agencies to talk to them about the climate emergency and to get a better understanding of the actions that the Council are taking in response to the emergency declaration.

A Climate Change Unit has been set up that reaches across all council departments. The LBHF Climate Change Unit arranged a Staff Climate Summit in June 2020 which gave the Commission the opportunity to give a presentation and discuss the climate emergency with over 130 officers.

There appears to be near unanimous agreement that the situation is very serious, and that urgent action needs to be taken to reduce our carbon emissions and mitigate against the worst effects of climate change.

There are a number of emerging positive policy initiatives that are beginning to gain momentum, including for example: making better use of the Social Value Act, more electric vehicle charging points, walls that are designed to absorb carbon, and greater support for cycling and walking to reduce the need to travel by car.

Individual officers frequently described how their individual ability to act and implement more radical policies are restricted by existing rules. Staff asked for more guidance from their managers to help them shift their focus. National regulations, budget constraints and legal frameworks limit their ability to make changes they feel are now needed.

There appears to be little existing knowledge amongst the staff about the true scale of the problem and the impact that very high levels of carbon in the atmosphere is having on the well-being of our community and our natural environment.

## Observations on the current situation

The policy initiatives currently being proposed do not seem to reflect the scale of the problem. Several policy ideas are coming forward which might make a positive difference to carbon emissions, but they are not evaluated against the amount of carbon they will save, or measured against their impact on the central aim to achieve net zero carbon by 2030. Nor is there any measure for the existing level of biodiversity that is now required to determine if we are actually protecting nature and improving our biodiversity.

Financial considerations and legal requirements (including health and safety laws) currently take priority over environmental benefits. Ideas such as guaranteeing that the new Town Hall will be built to zero-carbon standards are rejected on the grounds that they are unaffordable, and yet there is no measure for the amount of damage that is being done to the environment by continuing to emit carbon into the atmosphere or the co-benefits of this investment.

It is great to see that as individuals all the officers and councillors that we met are supportive of taking radical action to reduce our carbon emissions. But the organisation as a whole does not reflect this energy. There is therefore a need to capture this enthusiasm and embed a culture of change that places reducing carbon emissions at the same level of priority given to financial and legal values.

There is a growing recognition that responding to the climate and ecological emergency is a shared responsibility that needs action from all departments and should not be assigned to the department for the environment. It is encouraging that Stephen Cowan as the Leader of the Council has accepted the role of Cabinet Member for the Climate and Ecological Emergency, placing this at the centre of cabinet decision making across all cabinet responsibilities.

## What needs to change?

Training and educating all council staff, councillors, leaders and agents about carbon emissions is essential. The scale of the problem and the impact it is having on the health and well-being of Hammersmith & Fulham residents needs to be understood and a comprehensive programme of training should be delivered across all departments. Staff need to be better informed so that they become 'Carbon Literate'<sup>10</sup> and learn to evaluate the carbon emissions that result from all activities.

The assessment of the existing carbon emissions and quality of our biodiversity needs to be measured to provide a base line against which the success of future policies can be measured. Other evaluation tools should also be considered that measure social and environmental impacts of our policies and actions and further ideas on this can be found in the Leadership section.

A Road Map needs to be developed that demonstrates how the Council can reduce its carbon emissions over a period of 10 years, across all departments. The base line measure of carbon emissions and biodiversity should be used within the Road Map to demonstrated yearly targets for emissions reductions.

Staff need support from the Senior Leadership Team and Cabinet to give them more confidence to be able to take action to radically reduce carbon emissions. The constitution, vision and values need to be reviewed in order to provide staff with the tools required to deliver change.

## References

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<sup>10</sup> <https://carbonliteracy.com/>



## CEEC

## LBHF Climate and Ecological Emergency Commission



## 1.3 CEEC Engagement

**Finding headline****CEEC is working with residents****Existing context**

The CEEC is made up of 12 local residents who have given their time voluntarily to help the Council consider the future of our environment from the perspective of people of live and work in the Borough. The Council believes in 'Doing things with residents, not to them'. This philosophy is there to enhance civic life by empowering residents to change their own neighbourhoods for the better.

As part of our work the Commission is listening to residents and engaging with the public to get a better understanding of how aware people in the Borough are about the Climate and Ecological Emergency and what can be done about it.

In February 2020, we partnered with LBHF and Lyric Studios<sup>11</sup> to host an event at the Lyric Studios to engage with local residents and ask 'How the climate crisis affects me'. The event was used to build awareness of the nature of the emergency, and to start building an evidence base of residents' appetite for change. The event also provided an opportunity for the Commission to gather ideas for actions that residents feel the Council and the Commission should be considering in their work towards achieving net zero-carbon emissions by 2030.



*Fehinti Balogun speaking at the Lyric Engagement Event Feb 2020 Hosted by CEEC in partnership with Lyric Theatre*



We have also partnered with a number of local groups to set up #Imagine2030, a platform through which we can all get together to imagine what Hammersmith & Fulham would be like if we were living in a society that emitted net zero carbon. The Imagine 2030 [website](#)<sup>12</sup> started by providing links to a free showing of the [film 2040](#)<sup>13</sup>; and it will continue be built through dialogue with anyone who wants to take part and will be supported by social media of all kinds to reach out to as many people as possible.

We also called for evidence using Commonplace Tools to allow borough residents to submit answers to a series of questions to help the Commission understand what their main concerns are and where our priorities lie. The results of the survey, currently being analysed and written up, will help the Commission to direct the Council towards those areas of work that are most important to local residents.

## **Observations on the current situation**

The CEEC Engagement Event at the Lyric in February 2020 provided more than 100 ideas and proposals that we can use to support our work. A full report on the outcomes of the event can be found [here](#)<sup>14</sup> and shows the wide variety of concerns and how the climate emergency touches every part of our lives.

Using data from this event the Commission decided to structure our work across eight topic areas as it was clear that adapting to the effects of the climate emergency is not just an issue that belongs to the department for the environment alone.

In order to reduce our carbon emissions to zero we must examine how we have come to demand so much from our natural resources in order to produce the products that we consume, and then waste, without regard to the consequences of our actions. People came forward with an extraordinarily wide range of ideas from setting up a locally managed mutual bank to ensure that investment in our local community stays within the community, to setting up a community compost facility at the end of every street. Promoting walking and cycling to reduce dependency on cars, planting lots of trees, and making use of heat generated from the underground system to power our homes were a few of the other suggestions that would not only help reduce our carbon emissions, but also benefit the health and wellbeing of our community.

So far we have found that there is no shortage of ideas, and we must do much more to listen to residents, people who work in the Borough and visitors coming to enjoy just being here, to find out what needs to be done. But we have also found that not everyone is aware of the dangers that lie ahead with regard to the effects of global warming.

## **What needs to change?**

Residents must be given greater opportunity to share ideas about how we can reduce our emissions and increase opportunities for nature to thrive. They must also be given more information about current carbon emissions and the impact this is having on our climate and on our health.

The local authority must start measuring the amount of carbon we emit from each of our activities and share this information so that people can be better informed and respond by taking actions that have the greatest benefits.

The CEEC believes #Imagine2030 gives us an amazing opportunity to provide people with information and some of the tools we all need to respond to the climate emergency. We will be seeking partnerships with LBHF, local BID (Business Improvement Districts), the LBHF Climate Alliance, Greenpeace, Extinction Rebellion, Friends of the Earth, Quakers and other groups that are committed to reducing our carbon emissions.

We would encourage LBHF to commit to establish a community map that shows what is happening across our Borough. We have already engaged with Mapping for Change which would provide a tool for local individuals and groups to add information about the good things that are already happening in the Borough and highlight areas that need attention. We would recommend that LBHF appoint

Mapping for Change or a similar community mapping tool to enable residents to take part in sharing information continuously so that we get a picture of what is happening in our community.

During the next phase of our work the CEEC would like to explore how residents can have a greater say in future policy making decisions. We will be considering new ideas such as setting up a Citizens Assembly so that recommendations can be made without being constrained by external interests and can provide long term solutions that go beyond political cycles.

We will also be working with LBHF to explore the potential to establish a local physical space where residents can support a Library of Things and/or a Think and Do space that would help anyone who wants to become more actively engaged in reducing our carbon emissions with opportunities for borrowing, sharing, re-using and repairing.

## References

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<sup>11</sup>

[https://www.lbhf.gov.uk/sites/default/files/section\\_attachments/ceec\\_engagement\\_event\\_lyric\\_report\\_200225.pdf](https://www.lbhf.gov.uk/sites/default/files/section_attachments/ceec_engagement_event_lyric_report_200225.pdf)

<sup>12</sup> <https://www.imagine2030.earth/>

<sup>13</sup> <https://www.youtube.com/watch?v=p-rTQ443akE>

<sup>14</sup>

[https://www.lbhf.gov.uk/sites/default/files/section\\_attachments/ceec\\_engagement\\_event\\_lyric\\_report\\_200225.pdf](https://www.lbhf.gov.uk/sites/default/files/section_attachments/ceec_engagement_event_lyric_report_200225.pdf)

## LBHF Climate and Ecological Emergency Commission

## 1.4 Education

### Finding headline

**Ensuring that our children and young people are at the heart of all H&F does in respect of addressing the climate emergency is vital: it is their future that will be most affected by decisions taken today**

### Summary of proposed actions

- Our children must receive age-appropriate education about the climate and ecological crisis, embedded across the entire curriculum rather than added in as an extra, discrete subject.
- Harness the influence and contribution of the youth sector; engage and consult with young people before making key decisions that will affect them. Inspired young people will be powerful advocates for change.
- The Borough should plan for local apprenticeships and opportunities for school leavers to help expand the green economy and contribute to local sustainable development.
- The Council needs to develop a fully worked up plan for retrofitting the school estate to achieve net zero by 2030.

### Existing context

The Borough currently has 12 community primary schools, 14 voluntary aided primary schools, 13 primary academies and free schools, 7 special needs schools and 13 secondary schools (excludes private schools).

The Council has plans to set up a charity with the vision of: Toward a Zero-Carbon Community, Reduce What You Can, Offset What You Can't and three key themes: Reduce; Recycle; Restore and Offset.

The Council aims to raise the profile of its Climate Change Education at a global level. Examples include: delegation of headteachers participated at the "Dubai Climate Conference - "Climate defenders" (November 2019); invitation extended to Council Leader Stephen Cowan to COP25<sup>15</sup> (Madrid November 2019); H&F schools to represent the UK education sector at rescheduled COP26 (tbc); H&F schools to represent the UK education sector at Dubai Expo 2021 (tbc); contribute papers to UNESCO Climate Conference 2021.

Miles Coverdale and Fulham Academy Trust each have two accredited 'UN eduCCate Global' teachers. Recently, all of the Borough's primary schools were given a briefing by eduCCate Global and it is hoped that more will sign up. Up to £5,000 per school is available for signatory schools.

There is some good practice going on within the Borough; for example, the Fulham College Trust has developed a cluster and attracted some funding from the British Council to work with schools in Uganda and share approaches to conservation and climate education. However, much remains to be done to engage schools more widely across the Borough.

## Observations on current situation

The Council is sending Climate Change Education Guide packs to all schools (November 2020). This is to be followed up by meetings with the schools to present the Guide and discuss ways they can integrate climate education within their curriculum planning.

[Urbanwise](#) London<sup>16</sup> works with schools across West London, including in Hammersmith & Fulham where it is based, to provide education sessions based on the local area and linked with climate education and issues concerned with pollution and sustainability. One of their projects, the Mudlarks Project<sup>17</sup>, established in 2019, is being relaunched with a specific focus on the recovery of nature and the recovery of our school communities.

The Healthy Pupil Capital Fund (HPCF) offers approximately £4,000 per school to support them in adapting their learning environments to be eco-friendlier, and commits schools to rolling out the Climate Change Accreditation programme. Funding will enable schools to invest in capital assets to improve their infrastructures and schools' practices around climate change action. The project is due to run from September 2020 to May 2021 and participating schools will be asked to deliver local eco-projects focusing on five key areas. A toolkit is currently being developed and further activities will take place once extra funding has been secured via the Net Zero Innovation Programme (funded by LGA and UCL). The eduCCate Global<sup>18</sup> programme, has been promoted amongst other options such as developing school gardens, buying a waste composter and recycling, developing Forest Schools and improving school grounds to promote outdoor learning. The Council will be co-ordinating a support group to monitor and share school activities.

The Council supported the Youth Climate Summit 2020<sup>19</sup> which ran from 9-13 November, involving schools from across the UK in a virtual festival of themed discussions and activities focusing on protecting the planet and creating a more just and sustainable world.

Ashden<sup>20</sup> 'Less CO2' & 'Net Zero' programmes: Less CO2 is a programme helping schools reduce their carbon footprint and save money along the way. The Ashden campaigns have been included in the Climate Education Guide for all H&F primary schools, and there is an aspiration for a cluster to be formed.

Salix Finance<sup>21</sup> provides Government funding to the public sector to improve energy efficiency, reduce carbon emissions and lower energy bills. A number of H&F schools have been identified as meeting the stringent criteria and a draft paper has been written to support governance to accelerate the programme.

The Council has no ring-fenced funding for climate education but is applying for grants and hopes to attract future S106 funding to help co-ordinate climate education.

## What needs to change

It is vital to educate and enthuse young people about climate action, and prepare them for the green economy. We need to see the Council's laudable aims translate into more action on the ground.

Introduce small-scale gardens in schools to enable children to learn about preparing fresh food and eating seasonally.

School meals should include meat-free days. Engage with schools to ensure meals are delivered in accordance with the official Eatwell Guide and the majority of options on menus are healthy and plant-based. Children must be taught about how to maintain healthy eating and lower carbon diets throughout their lives.

Schools should provide education on low carbon lifestyles more generally.

School land, open space, play space and green areas must not be lost. Green school roofs or installation of solar PV should be considered (roofs should not be used as places to relocate play space).

Encourage partnerships across different schools (eg primary/secondary, state/independent) to facilitate the sharing of good practice.

Harness the influence and contribution of the youth sector. The Council should increase engagement with young people, listen to their views and consult them before making key decisions that will affect them. Inspired young people will feed the message back to their families and be powerful advocates for change.

Ensure safe access and local routes to all schools and colleges, fostering opportunities for children to walk or cycle to school independently from an early age.

Review air quality at all school sites and take appropriate action to reduce pollution (eg via traffic management, planting).

Work in partnership with teachers' organization's (eg trade unions), governors, parents and childminders to support climate and ecological initiatives in all borough nurseries, schools, colleges and other children's services.

Broaden the focus from schools: education runs from childminders and nurseries through to schools to colleges (all regulated by OFSTED). In addition, developing apprenticeships and other opportunities<sup>22</sup> for school leavers to help expand the green economy would help to contribute to local sustainable development.

The Council's communications must be improved; we are told that messages on climate change initiatives are not getting through to young people - even the most engaged ones.

Ensure proper incentives for teachers to get UN eduCCate Global<sup>23</sup> accreditation, such as making it part of CPD.

The Council needs to accelerate work to retrofit the school estate to achieve net zero by 2030. It is encouraging that a number of H&F schools have been identified as meeting the Salix Funding criteria; a fully worked up plan to implement and fund this important work stream as soon as possible is vital.

## References

<sup>15</sup> <https://www.youtube.com/watch?v=Cy65u-bqR0I&feature=youtu.be>

<sup>16</sup> <http://urbanwise.london/>

<sup>17</sup> <http://urbanwise.london/projects/mudlarks-project/>

<sup>18</sup> <https://www.educcateglobal.org/>

<sup>19</sup> <https://www.transform-our-world.org/youth-climate-summit-2020>

<sup>20</sup> <https://ashden.org/schools-campaign/>

<sup>21</sup> <https://www.salixfinance.co.uk/loans/maintained-schools-and-sixth-form-colleges>

<sup>22</sup> <https://inews.co.uk/news/environment/school-kids-climate-change-reporters-sky-the-edit-programme-733120>

<sup>23</sup> <https://www.educcateglobal.org/>

**CEEC****LBHF Climate and Ecological Emergency Commission****Building Knowledge at a Local Level**

By building knowledge at a local level LBHF will help support all the residents of Hammersmith & Fulham to act on the climate and ecological emergency. Knowledge will provide the tools to help both residents and the Council to understand the changes that are going to be needed to build a new zero-carbon society that is full of nature.

In order to explore the wide variety of activities that emit carbon across the borough, we have divided our report into eight knowledge topics. We have provided details of our findings and give an indication of the actions that we think H&F Council will need to take under the following headings:

- 2.1 Built Infrastructure**
- 2.2 Transport**
- 2.3 Ecology**
- 2.4 Energy**
- 2.5 Waste**
- 2.6 Finance**
- 2.7 Food**
- 2.8 Health**

# CEEC

## LBHF Climate and Ecological Emergency Commission



## 2.1 Built Infrastructure

### Finding headline

**All new and existing buildings must be zero carbon by 2030**

### Summary of proposed actions

- Update Local Plan to set a standard of zero carbon for all developments.
- Lobby Government to ensure Building Regulations require zero-carbon standards.
- Prioritise retention and re-use of existing buildings to protect their embodied carbon.
- Make sure that the purpose of development improves the wealth of the community.
- Use open land to enhance biodiversity and help us to adapt to climate change.
- Set new design standards for adaptation to mitigate for the effects of climate change.
- Invest in retrofitting and adapting all existing buildings to meet zero-carbon standards.

*“Free up planning restrictions to convert commercial to residential properties. Build more social homes. Covid has taught us poor and insufficient housing is a real problem. This is the priority.” Commonplace Consultation Oct 2020*

### Existing context

The LBHF Local Plan<sup>24</sup> published February 2018 is aligned with LBHF’s Industrial Strategy ‘Economic Growth for Everyone’ July 2017<sup>25</sup> and highlights the Council’s commitment to making Hammersmith & Fulham the greenest and most environmentally positive borough in the UK. The Local Plan Policy CC1 requires all major developments to implement energy conservation measures. The Local Plan also makes reference to moving towards transport that has low/zero-carbon emissions and encourages the use of low and zero-carbon technologies.

The Local Plan makes reference to the London Plan 2016<sup>26</sup> which sets out additional standards and directs LBHF to deliver 1031 additional dwellings per year every year to 2035. The London Plan 2016 also required that all residential buildings should be designed to zero-carbon standards from 2016 and that all non-domestic buildings should follow the Building Regulations.

LBHF is also obliged to comply with national construction standards as provided for in the UK Building Regulations. The current Part L of the Building Regulations (2013)<sup>27</sup> provides guidance on the energy performance of buildings and details a Target Emission Rate (TER) that generally achieves a 6% reduction in emissions. New Part L Building Regulations have been drafted by the government and are currently out for consultation and proposes a TER that would achieve a 31% reduction in operational carbon emissions.

There are approximately 85,000 dwellings, 60 schools, two main hospitals, three football stadiums, one prison, 12,000 businesses and a large variety of retail, leisure and entertainment venues<sup>28</sup>. We have not identified any buildings that currently conform to zero-carbon standards (though the new Quaker Meeting House<sup>29</sup> meets Passive House standards). LBHF actively encourages investment in our built infrastructure through both directly funded projects and through incentives that are established by partnerships, grants and regulations that invite investment in the borough.

## Observations on the current situation

The LBHF Local Plan does not currently include a requirement for all new or existing buildings to reduce their emissions to zero. Developers and investors will use the standards set out in the Local Plan, London Plan, Building Regulations and supporting reports to assess the viability of their proposals and they will be unlikely to want to improve on these standards if this leads to additional costs that will make their development uncompetitive.

The carbon emissions generated by all new developments including the new civic campus and the developments promoted by the industrial strategy will be determined by the standards set out in the Building Regulations and Local Plan and they will therefore not be built to zero-carbon standards. The embodied carbon used in the construction of these buildings will not have been taken into consideration. These buildings will still be in use by 2030 and in order for LBHF to reduce its carbon emissions to zero by then, they will need to be retrofitted almost immediately upon completion to improve their performance accordingly.

The proposed new Building Regulations 2020 currently under consultation are not sufficiently ambitious and will not support the LBHF target of net zero by 2030 as disclosed by the London Energy Transformation Initiative (LETI)<sup>30</sup>. They do not require a reduction to zero emissions and rely heavily on the use of technology to provide carbon reduction solutions, without assessing the embodied carbon used in the production of these technologies. Furthermore, they will restrict LBHF's ability to independently impose higher standards on any future development within the Borough.

The current and draft regulations only focus on operational carbon and the value of the embodied carbon wasted in the demolition of existing buildings; construction of new buildings and the manufacture and transportation of new technologies is not currently regulated. The embodied carbon associated with the manufacture and supply of materials and equipment can be as much as 50% of the total emissions of a building over its lifetime<sup>31</sup>.

Other than responding to flood events, there is little mention in the policies and regulations of the need to adapt our built infrastructure to mitigate against the effects of climate change that are already inevitable. Heatwaves now occur regularly and are predictable. Dwellings that do not have solar shading or natural cooling can cause serious health problems for their residents. The existing building stock is responsible for over 40% of the Borough's carbon emissions and may not continue to be fit for purpose as the effects of climate change impact on their ability to keep us safe from the impacts of over-heating, flooding, heavy rain and other extreme weather events.

## What needs to change?

The Council's aspiration to be the greenest borough in the UK needs to be updated to reflect the Council's commitment to reducing its carbon emissions to zero by 2030 across the whole Borough, and to increasing our biodiversity.

The Council must lobby Government during the consultation period to improve on the proposed new Part L of the Building Regulations so that they allow LBHF to act on their commitment.

The Local Plan should be updated to require that all new and existing buildings are built or retrofitted to zero-carbon standards so that all buildings still in use in 2030 do not emit any further carbon. Guidance on how this can be achieved is provided by the UK Green Building Council<sup>32</sup>.

Open land should be valued for the opportunities that it might provide to support our need to adapt to the effects of climate change and enhance biodiversity. Opportunities to allow nature to flourish, mitigate rainwater runoff or generate local carbon-free energy supplies for example, should be prioritised before open land is offered for new development and built on.

Developers should be required to measure the carbon emissions created as a result of a proposed



development, both during the construction process and as the future carbon that will be emitted by the building in use. Embodied carbon in all the materials and equipment used should also be accounted for, including the embodied carbon of any existing buildings demolished.

Priority should be given to retain and reuse existing buildings and structures rather than demolish and emit all the embodied carbon that was used in their construction. For example, existing redundant office space could be converted to residential or other uses to retain their embodied carbon instead of building new carbon intensive housing.

Establish a major investment programme to retrofit and adapt existing buildings to prepare them for climate change and to reduce their carbon emissions to zero. This programme of investment would also create opportunities to train young people and create employment for local residents (see 2.6 Finance).

The purpose of any development should be defined to make sure that it benefits the community, before any loss of open space or loss of embodied carbon is permitted. Developments should be profitable, but they should also improve the well-being and wealth of residents. Any investments in the Borough that extract wealth from our community should be rejected. Funding for developments that are sourced from the proceeds of fossil fuel extraction and other systems that do damage to our ecosystems should not be supported.

Opportunities to deliver carbon positive solutions through our built infrastructure should be identified and developed. Built infrastructure may be able to provide support to other sectors that are not able to reach net zero without the need for offsetting. Carbon positive developments may provide some of the carbon offsetting that will need to be achieved within our borough in order to reach net zero.

All buildings, and in particular housing, should be designed or adapted to prepare for the effects of climate change without the need for carbon emitting technology. For example, housing should be designed with the potential for natural cross ventilation and solar shading to help cool dwellings during a heat wave.

## References

<sup>24</sup> LBHF Local Plan <https://www.lbhf.gov.uk/planning/planning-policy/local-plan>

<sup>25</sup> LBHF Industrial Strategy <https://www.lbhf.gov.uk/business/industrial-strategy>

<sup>26</sup> London Plan 2016 <https://www.london.gov.uk/what-we-do/planning/london-plan/current-london-plan/london-plan-chapter-five-londons-response/policy>

<sup>27</sup> B'Regs Part L [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/540326/BR\\_P\\_DF\\_AD\\_L1A\\_2013\\_with\\_2016\\_amendments.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/540326/BR_P_DF_AD_L1A_2013_with_2016_amendments.pdf)

<sup>28</sup> H&F Borough profile <https://www.lbhf.gov.uk/councillors-and-democracy/about-hammersmith-fulham-council/borough-profile>

<sup>29</sup> <http://www.hammersmithquakers.org.uk/>

<sup>30</sup> LETI Part L Consultation <https://www.leti.london/part-l>

<sup>31</sup> WRAP Cutting Embodied Carbon in Construction Projects <http://www.wrap.org.uk/sites/files/wrap/FINAL%20PRO095-009%20Embodied%20Carbon%20Annex.pdf>

<sup>32</sup> UKGBC Net-Zero guidance <https://www.ukgbc.org/ukgbc-work/net-zero-carbon-one-pager-for-new-buildings/>  
Gov Net Zero and Sustainability Annex:

## LBHF Climate and Ecological Emergency Commission

## 2.2 Transport

### Finding headline

### Re-imagining transport in Hammersmith & Fulham

### Summary of proposed actions

Our vision is that residents and visitors to the Borough take pleasure in travelling by foot, bicycle and new generation public transport, along safe, healthy and green streets. The few remaining vehicles are clean and zero carbon, and residents make sustainable choices for travelling beyond the Borough. We want to see the Council do the following:

- Ensure that mitigation of, and adaptation to, climate change is a priority in all transport-related council policies and decisions.
- Deliver a clear and consistent communications strategy for explaining the relationship between vehicle use, air quality, health and well-being, and why local measures to reduce local and through traffic are urgent and essential.
- Commit to investment in infrastructure which prioritises people who are walking or cycling, and those using public, community and green modes of transport.
- Substantially reduce the amount of land devoted to private vehicles, driving and parking in order to create green and accessible outdoor public spaces throughout the Borough to be enjoyed by all residents. Space released in this way can then be used for recreation, growing and gardening, to make space for nature, to provide shade and to reduce flooding
- Move rapidly to ensure the council and sub-contractor fleet is low or zero carbon, encourage active travel by council employees, and do everything possible to help local residents, businesses and institutions to do the same thing.

*“It would be a terrible waste if people just put their bikes in the garage because they feel the roads have become unsafe again.” Commonplace Consultation Oct 2020*

### Existing context

Transport (excluding aviation) is a major source of carbon emissions in the Borough (around 20%), while also being the major cause of urban air pollution. CO2 emissions, particulate matter and noise all have a detrimental effect on local residents and visitors, as well as wildlife populations.

For decades now, street space has generally been allocated in favour of cars and other traffic, to the detriment of walking and cycling. This becomes especially problematic when social distancing measures have to be upheld.

It is estimated that 85% of all road traffic in the Borough is simply through traffic, with the remaining 15% split between destination traffic (eg deliveries, visitors) and resident-generated traffic.

CEEC have been working with the Council to look at best practice from around the world and support LBHF in discussions on project feasibility. We anticipate that the solutions will include the use of new technologies to manage capacity and control access in certain situations.

## Observations on the current situation

If we are to avoid the worst effects of climate change and the loss of nature, we will need to rethink how people move around and through the Borough. Specifically, we should be looking forward to behaviours that significantly reduce the number of vehicle trips on our roads.

There is huge opportunity to achieve the co-benefits of traffic reduction with improvements in health and well-being, for example through better air quality and healthier, more active life styles. We understand that Hammersmith & Fulham are currently developing borough-wide plans to address these issues.

As a temporary response to COVID-19 and the need to maintain social distancing, some new cycle ways have been set up; these need to be improved, extended, made permanent and supported by a clear communications strategy to encourage active travel. However, the lack of funding (made worse by the pandemic's drastic impact on TfL budgets) is a major constraint currently.

The pandemic has also had the effect of flattening the rush-hour peaks, which helps in terms of congestion and air quality.

We understand that plans for a number of Low Traffic Neighbourhoods across the Borough are advancing, to include more locally-based services which can be accessed by a short walk or cycle ride.

Further work is needed to understand whether neighbourhood-based schemes simply displace traffic to adjacent routes, and whether a more ambitious borough-wide or city-wide approach is therefore required. Early results however from a south Fulham / Wandsworth Bridge Road scheme are encouraging.

## What needs to change?

A city that is designed first and foremost around the needs of pedestrians and cyclists is a quieter, cleaner and more liveable city, with a greatly reduced carbon footprint, fewer deaths resulting from urban air pollution, and the opportunity to encourage back larger populations of wildlife. Recent examples from [Barcelona](#), [Milan](#) and [Birmingham](#) show the levels of ambition that are currently possible.

We would like to see the Council commit to transport initiatives which will combat climate change, encourage the re-establishment and protection of nature, and improve residents' health and well-being. One immediate and pressing example relates to the current closure of Hammersmith Bridge where LBHF has an important opportunity to signal a change in direction on transport infrastructure provision, consider how it could be repaired sustainably within 2030 net zero constraints, and most importantly re-imagine how the Bridge is used in the future. Other practical initiatives include the following:

1. Communicate to residents the link between traffic reduction on our streets to climate change, ecology and air quality.
2. Encourage a major shift to active travel by making cycling and walking easier, starting with a Council-led campaign to encourage residents and businesses to reduce vehicle usage.
3. Ensure low-carbon and affordable public transport reaches all residents.
4. Incentivise cleaner, shared-use vehicles.
5. Disincentivise private vehicle use and ownership.
6. Ensure highway infrastructure investment serves net zero objectives and increase allocation of space for walking, cycling and biodiversity.
7. Further develop and evaluate Low Traffic Neighbourhoods, ensuring a phased approach that retains local resident support.
8. Re-allocate space (including kerbside parking space) for active travel and nature (eg bike lanes and bike storage) and nature (encouraging biodiversity and creating carbon sinks) while also improving urban drainage and reducing flood risk.
9. To encourage the enhancement and promotion of nature with tree planting and community-managed green space.

10. Scale up the use of camera-enabled traffic management systems and air quality monitors.
11. Make EV charging points widely available and affordable (and integrate with energy management systems in homes / buildings).
12. Develop a network of freight hubs using cargo bikes for 'last mile' delivery.
13. Invest in green streetscapes / parklets / sitting areas to relieve pressure on local parks and improve air quality.
14. Reduce petrol and diesel car journeys to as close to zero as possible on all H&F controlled roads.
15. Electrify the Council's vehicle fleet and encourage active travel wherever possible.
16. Reduce the number of flights our residents and businesses take.
17. Review the system of parking permits (including emissions-based parking schemes).
18. Engage with schools to encourage active travel plans and educational support.
19. Encourage the development of a '20 minute Borough', where residents can access all the services they need within a twenty minute walk or cycle ride.
20. Work with neighbouring boroughs to harmonise local schemes for the wider community, wherever possible (eg ensuring that cycle lanes don't just stop on borough boundaries).

## References

<https://www.london.gov.uk/press-releases/mayoral/mayors-bold-plan-will-overhaul-capitals-streets>  
<https://www.citymatters.london/beece-street-become-uks-first-247-zero-emission-street/>  
<https://www.theguardian.com/cities/2019/sep/10/barcelonas-car-free-superblocks-could-save-hundreds-of-lives>  
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## CEEC

## LBHF Climate and Ecological Emergency Commission

## 2.3 Ecology

### Finding headline

**Our vision is that Hammersmith & Fulham will be visibly greener, and people of all ages will appreciate and understand the need to nurture all forms of life.**

### Summary of proposed actions

- All green areas in our borough will be managed to ensure that they contribute to minimising the impacts of climate change.
- Rooftop gardens help to reduce heat island impacts<sup>33</sup>, as well as being valuable for greening, for bees and for food production; all commercial and public buildings with large flat roof areas will be reviewed for suitability for such gardens.
- Parks and gardens have obvious potential for adaptation: creating water reservoirs will help with surface drainage during extreme rainfall, and preserve water for periods of high temperatures and water scarcity.
- Every potentially green space will be used to support and encourage wildlife, creating green corridors and having more trees, green spaces and parklets. Reducing the amount of tarmac and paving helps to restore biodiversity, and we will see more birds and bats, bees, butterflies and other insects and invertebrates.

*“Support all our green spaces, encourage greening of tarmacked and other hard surfaces, never reduce open space in its own Council projects, such as school rebuilding, or allow others to do so.” Commonplace Consultation Oct 2020*

### Existing context

The impact of climate change is already apparent in our urban environment, with hotter summers and wetter winters becoming increasingly common. The natural environment provides one of the most important carbon sinks available to us and we must make the best use of the land we have to mitigate against the worst impacts of global warming.

### Observations on the current situation

Several other Resident-led Commissions have worked on areas which overlap with the Climate and Ecological Emergency remit, particularly with regard to Ecology. The Biodiversity Commission (2018) and the Air Quality Commission (2016) made a number of recommendations, some of which have not yet been implemented, and should be. The Cycling and Walking Commission and the Parks Commission were both established in 2020 and it is likely that their recommendations will also cover relevant issues.

The introduction of Low Traffic Neighbourhoods is to be welcomed, and will provide opportunities for making our streets greener.

Nature-based solutions<sup>34</sup> to the challenges of our changing climate are already being implemented locally. For example, sustainable drainage measures (SuDS) have been installed in some parks/streets in the Borough, for flood mitigation and to provide green havens where previously there was tarmac; these are welcome and we would like to see more of them.

We have many parks and green spaces in the Borough, as well as Wormwood Scrubs, which are great assets and must be protected.

## **What needs to change**

### *Inspiration and education*

Appointment of an inspiring ecology officer who also helps co-ordinate volunteers. Set up an ecology centre. Reinstate annual Greenfest. More signage in public spaces to increase awareness of biodiversity. Encouraging people of all ages to plant fruit trees and vegetables and to volunteer with planting in public spaces will help prevent nature deficit disorder.

### *Protect existing trees and green spaces*

Avoid removing healthy mature trees as this releases carbon back into the atmosphere. Protect all existing parks and green spaces, allotments, cemeteries, community gardens and wilder spaces such as Wormwood Scrubs. Discourage building in private gardens.

### *Create more green spaces*

Low traffic neighbourhoods will involve closing roads and removing tarmac to allow more green spaces. More SuDS and roads closed outside schools. Remove unnecessary tarmac, eg on Eel Brook Common. Identify more spaces for planting, like bus stops, tube stations and railway bridges. Encourage the creation of roof gardens; every new public building should have a low-maintenance green roof. Aim to double the number of street trees. Find suitable spaces and plant up to ten “tiny forests” within the next 5 years.

### *Gardens – grey to green*

Increased awareness through a Council campaign will lead to more people greening their gardens and providing more habitats for wildlife, which will help to provide green corridors. Ban the use of Astroturf to replace grass in private gardens.

### *Role of park workers*

Liaise with the Parks Commission and ensure the new contract in 2022 provides for training local young people to enable them to become knowledgeable park workers who understand biodiversity and are invested in the local area. Split the parks and open spaces contract into small local contracts or bring them in-house to help build wealth within our community by retaining the benefits of the investment in our Borough.

### *Planting for pollinators*

Bearing in mind that bees and other pollinators are vital to our food supply, encourage more areas of long grass, nectar-rich flowers and fruit trees everywhere, including in school grounds, and housing estates, providing explanatory signage for the public. The Council should launch a campaign each Spring to encourage planting in gardens with bees and other pollinators in mind.

### *Plant native*

Because our native insects and invertebrates are adapted to native species, this must be the guiding principle for planting trees, shrubs, hedges, and wildflowers; it should also be stressed when encouraging people to green gardens and support local wildlife and ecology.

***Adaptation to climate change***

Nature-based solutions to current and imminent challenges are needed, and need to be scaled up and joined up. More green spaces and SUDS will help to prevent flooding. In view of the increasing trend of hot dry summers, rainwater butts should be installed in parks and housing estates and assistance provided with installing them in private gardens. Encourage residents to take care of their local green spaces and trees when hot and dry. Roof gardens and many more trees will help to prevent the heat island effect.

**References**

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<sup>33</sup> <https://www.sciencedirect.com/science/article/abs/pii/S0269749120365878?via%3Dihub>

<sup>34</sup> <https://www.climatechangenews.com/2019/12/09/nature-based-solutions-matter/>

## LBHF Climate and Ecological Emergency Commission

## 2.4 Energy

### Finding headline

**Energy efficiency must be increased by *powering-down* demand, while simultaneously *powering-up* renewable generation to ensure all energy needs are met by renewable sources.**

### Summary of proposed actions

The council must mastermind an energy transition across the Borough:

- Reduce energy waste through a borough-wide retrofit programme, eliminating leaky buildings.
- Ditch fossil fuels, switching to highly efficient heat pumps and solar thermal water heating.
- Develop highly efficient district heat schemes.
- Grow a skilled local retrofit workforce.
- Increase local renewable electricity generation, through rooftop solar PV.

H&F's ambitious 2030 target is considerably earlier than the national timeline to 2050; creativity, ingenuity and leadership will be required to work around and alongside this.

The majority of this will need to be accomplished using levers of influence rather than direct control:

- Resident engagement & communication.
- Planning regulation.
- Business & Council tax relief for pro-environmental measures.
- Lobby government for increased ambition in national regulation and increased local control.

*"Fund and initiate mass retrofit/renovation of existing buildings to near zero carbon standards, starting with social housing and schools." Commonplace Consultation Oct 2020*

### Existing context

Residential and commercial energy use each account for approximately 40% of greenhouse gas emissions in LBHF ([LEGGI](#)). Data from [BEIS](#) shows that approximately 30% of these emissions from homes are from electricity consumption (eg lighting, appliances) and 70% from gas (predominantly heating and hot water). For the commercial sector this is roughly reversed, with approximately 60% of emissions from electricity (lighting, telecoms & computing, air conditioning) and 40% from gas & oil (again predominantly heating).

In 2017 LBHF used 2,500 GWh equivalent of energy from the National Grid (950 GWh of electricity, 1500 GWh equivalent of Gas; [BEIS](#)).

Almost all of the electric energy used in LBHF is supplied by the National Grid - there are currently only about 200 active renewable generating sites in the Borough (all small-scale solar PV), with a combined total capacity of just 0.7MW ([BEIS](#)).



LBHF is a densely populated borough (population 185,000), home to a wide variety of businesses of all sizes. Housing is predominantly privately owned, privately rented or publicly owned. Commercial property is primarily office and retail space.

### **Observations on the current situation**

Energy from the National Grid is not carbon-free, with just one third of National Grid Electricity generated from renewable sources. This is increasing as coal is phased out, but the grid is not expected to reach net zero grid until well after 2030 (BEIS, 2018). Technologies for generating renewable electricity locally are well established and cost-effective, but are currently hardly utilised in LBHF.

The timeframe for decarbonising National Grid Gas is even more uncertain, but is far less ambitious than LBHF's 2030 target for decarbonisation. National-level schemes to develop bio-gas and green hydrogen are embryonic, and unlikely to have any significant impact on local emissions in the required time frame.

Large amounts of energy are wasted heating poorly insulated buildings and running inefficient appliances. BEIS have shown that average fuel costs for heating the least efficient domestic properties are three times higher than costs for the most efficient properties. Over half of buildings in LBHF have an EPC rating below C (BBC data), with only 42 properties currently rated at the highest grade A. This demonstrates that improving the energy efficiency of buildings across the Borough would hugely decrease total energy demand and therefore reduce emissions.

Wasting energy benefits no one in LBHF, but disproportionately disadvantages the fuel-poor. Reducing wasted energy reduces the cost to consumers, and therefore presents an unmissable opportunity to benefit everyone. Improved energy efficiency means improved energy resiliency across the borough, and simultaneously tackles fuel poverty and improves public health.

LBHF's strategies for energy supply systems, energy use and energy efficiency are laid out in the Local Plan. However, these local policies are generally determined by national regulations as set out by building regulations. For example, LBHF's Local Plan makes reference to minimising energy use, energy conservation and efficiency, but improvements to energy efficiency in private sector housing will be mainly through government legislation (2.27 LBHF Local Plan).

With a wide variety of domestic and commercial building types in the Borough many different technologies, methods and finance models will be required to enact the massive retrofit programme needed to reduce wasted energy and switch away from fossil fuel based heating. Buildings within the Council's direct control form a small proportion of the Boroughs' building stock, and so it must be recognised that the Council must use its influence to encourage others to make change.

The main tool at the Council's disposal is its role in the planning process. The majority of planning law is controlled nationally, and so achieving the 2030 target will require pushing against national legislation, which lags behind the ambition we have in H&F. Ingenuity and bravery will be needed to overcome such obstacles, as well as a concerted effort to lobby for more ambitious supportive national legislation.

### **What needs to change?**

It is clear that we cannot rely on the decarbonisation of nationally supplied energy to achieve our target in LBHF so significant local action will be required. While local renewable electricity generation is vital to achieving the local net zero target, decarbonising heating presents the bigger, and perhaps more pressing, challenge, and in the end energy use will most effectively be decarbonised locally through a combination of increasing efficiency to reduce demand and increasing the use of renewable energy technologies.

Achieving the net zero target will require coordinated effort in all departments, and so it is important we highlight here the interdependence of energy policy in LBHF with planning policy and the Industrial Strategy.

The LBHF Local Plan talks about making use of low/zero-carbon technologies, but contains no suggestion that carbon emissions from energy use should be reduced to zero. The Plan's 'Spatial Vision' sets a target of 2035 for new buildings to be 'energy *and* resource efficient' (p28 Local Plan) and there is mention of decentralised energy networks throughout, but the Local Plan does not provide measurable targets in the reduction in carbon emissions from energy use. This plan will need to be updated to reflect the net zero target, and provide clarity to developers.

LBHF's current Industrial Strategy sets out a strategy to increase economic growth, but the net zero target means that such growth ambitions must now be carefully considered, and no longer be pursued *at all costs*. In fact, growth in some areas is incompatible with meaningful reductions to carbon emissions (see also pages from the Transport and Finance working groups for example). Until all energy use is 100% renewable we must strive to reduce our usage and as energy is vital for economic activity, growth *at all costs* is no longer a viable option – the benefits must *always* be weighed up against the net zero target.

### *Improve efficiency/use less energy<sup>35</sup>*

- There are many types of building in H&F, and many approaches will need to be taken. The Council must indirectly encourage and facilitate investment in the retrofitting of improved energy efficiencies in residential and commercial buildings on an unprecedented scale.
- It is encouraging to see a national energy efficiency retrofit support scheme rolled out in late 2020, and we hope to see the Council enthusiastically signpost residents towards this scheme as well as developing bespoke local approaches. The first step the Council must take is to commission energy-efficiency surveys of their own properties, and to urgently start the required retrofit work to bring them up to a high efficiency standard. We would like to see all council-controlled buildings brought up to near net zero energy use in operation.
- Cooling will become increasingly important as the climate warms (as we have seen during the recent heatwave in summer 2020). Insulation retrofit schemes must be designed to keep buildings cool in the summer as well as warm in the winter, removing the need for energy intensive air conditioning.
- Areas with particularly high-density heat demand such as high-rise buildings, Charing Cross Hospital and large estates could utilise highly efficient District Heat Networks (DHN), and we expect to see demonstrator projects started as soon as possible, with borough-wide feasibility studies and a requirement for all new large developments to include or connect to a zero-carbon DHN.
- For more details on energy efficiency, insulation and the retrofit schemes required please see 2.1 Built Infrastructure. The London Energy Transformation Initiative (LETI) also provides useful guidance on how to ensure that all buildings operate at net zero by 2030.

### *All energy must be zero carbon*

- Domestic and commercial tariffs for 100% renewable electricity are readily available at competitive rates, and the Council has set a good example by switching to such a tariff. We look forward to them following up on this lead by signposting and encouraging local residents and businesses to do the same.
- Rooftop Solar PV is barely used in the Borough, and we would like to see the Council encourage and facilitate a massive expansion of this well proven, cost-effective technology. Incorporating battery storage into solar PV installations ensures maximum local benefit is achieved. Support for a borough-wide survey of suitable sites as well as signposting for domestic customers and larger scale demonstrator projects on council-owned buildings would all provide significant support with good returns on investment.

- Community-owned renewable energy schemes provide both a significant boost to local renewable generation and massive public engagement, while ensuring that financial benefits are kept local. Of particular interest is the possibility for such schemes to return investment to areas of high need, for instance in financing energy efficiency initiatives for those in fuel poverty. We would like to see the Council become a vocal supporter of such schemes, and would hope to see the development of the first local scheme as soon as possible.
- Driving down the use of gas in the Borough will come from moving to more efficient methods of heating both buildings and water. Solar thermal water heating is an established technology already in some use locally, and we expect to see considerably more installed as quickly as possible. Heat pumps<sup>36</sup> are vastly more efficient than gas central heating, and can be coupled with a renewable electricity supply for zero-carbon heating. Heat pumps are still a relatively uncommon sight in LBHF, although common in other countries. Significant council encouragement will help take-up – we would like to see prominent, clear signposting for SMEs as well as homeowners and private landlords, as well as demonstrator projects with appropriate council property and social housing.
- We have mentioned several specific technologies here, and while choices must be left to individuals and business commissioning private installations the Council can provide significant support to promising technologies in a number of important ways:
  - Undertaking and publishing local surveys and feasibility studies, highlighting suitable technologies for real locations and likely return on investment.
  - Developing an easy to navigate online resource hub for private homeowners and landlords as well as local SMEs to highlight benefits of energy efficiency retrofits and potential financing models, signposting the likely impact and suitability of different technologies and interventions as well as local sources of knowledge and suppliers.
  - Using the planning and landlord-licencing systems to encourage and enforce low-leakage, highly-efficient, low-carbon buildings.
  - Leading by example, with high-profile demonstrator projects showing the co-benefits to local people and businesses and building the local demand for expertise and a skilled workforce.
- Some specific technologies<sup>37</sup> we would like to see investigated for their local suitability (including potential impacts on local biodiversity) include:
  - Electricity generation with solar PV and small-scale wind (where appropriate for an urban environment).
  - Rooftop solar thermal water heating.
  - Zero-carbon heating using Air Source Heat Pumps for smaller buildings and private homes and Ground Source Heat Pumps for larger buildings and major new developments.
  - District Heating Networks, supplied by low-carbon sources (innovative examples include using tube tunnels, sewers and parks as heat sources).

## References

<sup>35</sup> <https://powerforpeople.org.uk/the-local-electricity-bill/>

<sup>36</sup> <https://www.businessupnorth.co.uk/uks-largest-gas-replacement-project-bringing-ground-source-heating-to-sunderland-apartment-blocks/>

<sup>37</sup> <https://www.cat.org.uk/info-resources/zero-carbon-britain/research-reports/zero-carbon-britain-rising-to-the-climate-emergency/>

## LBHF Climate and Ecological Emergency Commission



## 2.5 Waste and the Circular Economy

### Finding headline

**Prioritise and support the transition to a circular economy: reduce, reuse, recycle**

### Summary of proposed actions

- REDUCE: massive reduction in overall waste across the Borough.
- REUSE: make material and product reuse and repair mainstream.
- RECYCLE: adopt at least the [CCC target<sup>38</sup>](#) of 70% domestic waste recycled by 2025.

Council's levers of change and points of influence:

- Using the Council's procurement processes to focus on waste, reuse and the circular economy at all levels of the Council's activity.
- Leading by demonstrating best practice.
- Initiating local award schemes to promote local examples of best practice.
- Explore points of contact and ways of influencing local businesses.
- Conduct a rigorous examination of existing regulations and smart use of enforcement to meet waste minimisation objectives.
- Engagement campaign to discourage excessive consumerism.

*"Provide a communal sealed compost container per street which is replaced every month." Commonplace Consultation Oct 2020*

### Existing context

Waste from Hammersmith & Fulham as well as three other Boroughs (Kensington & Chelsea, Lambeth, Wandsworth) arrives at Western Riverside Waste Authority (WRWA) plant (operated by Cory Riverside Energy). WRWA receives 380,000 tonnes per annum of waste and recyclables from a population of approximately 986,000 people living in 407,000 households. In addition, WRWA receives 172,000 tonnes of local trade and commercial waste per annum.

Refuse waste (black bin bag waste) is incinerated at Cory's 'Energy from Waste' (EfW) facility at Belvedere, in the London Borough of Bexley. It is transported by river barge, saving approximately 100,000 heavy vehicle movements a year compared to road transport. The EfW plant is the second largest in the UK. It generates 80MW of power (6MW is used on site and the remaining 74MW is exported to the National Grid).

The leftover Incinerator Bottom Ash (IBA) produced at the EfW plant is taken back on Cory's barges to a processing facility at Tilbury Docks. 170,000 tonnes a year of IBA is processed for recovering metals and other construction projects.<sup>39</sup>

The WRWA processes 84,000 tonnes of mixed recycled waste through the constituent councils' 'sack and bank' schemes. Once sorted they are transported to various facilities in the UK and abroad.<sup>40</sup> The percentage of recycled waste has not materially increased. For example, 21.1% in 2013/14 of waste was recycled and reached 22.2% by 2018/19. Over the same period, the volume of total waste only decreased by about 3%.

Food waste is not collected currently, but a pilot scheme is now underway.

Garden waste can be dropped off at the WRWA facility. It is then transported to a number of composting facilities within or just outside the London area.

### **Observations on the current situation**

H&F ranked the 6th best council in the country in 2018/19 for the lowest volume of annual collected waste per person at 253.7kg, but was close to the bottom of the league for the percentage (23.8%) of household waste sent for reuse, recycling or composting.

The most effective way to reduce emissions from waste will be to reduce the amount of waste generated. Yet there currently appear to be no policies to encourage or incentivise people to reduce the waste they generate. On the contrary, advertising encourages people to buy more new products and we are told by national and local governments that it is important to go shopping to support the retail sector and grow the economy. Products are wrapped in over-sized packaging to make them appear attractive. Food is given use-by dates that discourage people from storing food.

While the EfW facility is a modern plant it is not entirely accurate to say it generates 'green electricity'. Even the cleanest incinerator releases greenhouse gases and dangerous particulates into the air.

This is significantly preferable, however, to waste going to landfill. The waste management sector accounted for 5% of UK greenhouse gas emissions in 2018, with methane being the most prominent gas (92% of those emissions), and the vast majority is down to landfill sites.<sup>41</sup> The capacity of landfills accepting London's waste is moreover expected to run out by 2026.<sup>42</sup>

The best alternative would be to reduce, reuse and recycle our waste as consumers and producers, transitioning towards a circular economy. WRWA are currently in the process of procuring a carbon metric expert to devise a SMART carbon measurement for their operation, and to see how much greenhouse gases are produced by the constituent Councils of the WRWA. This will include plotting progress made over the last ten years. This is a positive step that will allow the Council to measure its progress.

Increasing the levels of recycling is essential but a number of structural challenges exist in the Borough. Collecting mixed recycling in clear sacks results in 14% contamination, however, separated recycling collection can be difficult to achieve efficiently. LBHF is densely populated (6th highest in the country) with 73% of residents living in flats. Collection vehicles would take longer on narrow roads to collect individual kerbside waste. London, and Hammersmith & Fulham specifically, also have a sizeable mobile population and diverse housing types and cultures (14.5% of LBHF households contain no-one who calls English their first language), which makes it difficult to educate residents about what can and cannot be recycled.

An important support in the transition to a circular economy is to standardise waste collection across the constituent Boroughs that send waste to WRWA and across London (and maybe the country). This can both save money and reduce waste by standardising the messaging on recycling. The Council have taken a step towards this by extending their procurement contract with Serco for waste collection by a year, to coincide with the end of Kensington & Chelsea's waste contract to allow for possible future joint procurement.

LBHF has started a pilot to collect food waste from 6,000 properties in late 2020, with plans to include the remaining kerbside properties by mid-2021 and estates by late 2021. Composting food waste is essential

to achieving the transition to a circular economy and reducing our waste and emissions. 30% of the contents of black bin bags is food waste which is a significant contributor to greenhouse gas emissions.

The Council is in the early stages of procuring a contract for a Green Fleet of refuse collection vehicles. This is a positive step which the Commission supports.

It is encouraging to see a focus on repair and reuse of unwanted items through the WRWA facility. A Rework workshop exists on site where repaired and refurbished items, such as white goods, are resold. Rework in turn provides training and jobs for local people. WRWA also works with experts in reuse such as London Community Resource Network (LCRN), an umbrella body representing London charities that collect and redistribute reusable items for resale. The reuse projects help with changing residents' behaviour by providing a tangible system that will prolong the life of goods and help residents see the potential value in things they would usually throw away. This makes up however a vanishingly small percentage of the overall waste collected, and is not widely publicised. In our experience few residents know much if anything about this scheme.

The Council should be promoting and advertising these initiatives to residents. For example, currently the council encourages residents to book a reuse collection service for items in good condition, rather than booking a Council Waste collection service for disposal. It also directs residents to various charities and initiatives, like the British Heart Foundation or Salvation Army, to send items good quality recyclable waste. Overall, however, the Council does not have any policies or a communications strategy to promote and encourage these and other initiatives to increase the amount we recycle, for example share and repair cafes, or a Library of Things initiative such as the one in West Norwood.<sup>43</sup> What emerges therefore are various individual but disjointed efforts. The Council should work on coordinating these initiatives into an integrated policy and communications strategy to achieve the transition to a circular economy.

### **What needs to change?**

By 2030 we will need to have moved away from the linear system of extract-consume-dispose we are so used to in 2020 in favour of a truly circular economy. Hammersmith & Fulham has a responsibility to ensure a just transition where those most affected by this change and by the coronavirus pandemic can find employment in the transition to a circular economy.

The sharing economy will be mainstream, and the majority of our possessions will be reusable either by ourselves or, after simple local redistribution, by others. Raw materials will hold their value, so those items which are not reused will be efficiently collected for recycling. This can also create an industry for reused materials and a circular economy business. By encouraging producers to use recycled materials a business incentive is created to recycle more.

There is an opportunity to create a community spirit by connecting people together to make the most of consumer goods not often used, like for example the OLIO sharing app.<sup>44</sup> We want to see the Council promote the greater use of share and repair cafes and a Library of Things; in effect, an extension of the farmers' market concept. As part of creating a community hub the Council could celebrate those individuals who are particularly active in promoting waste reduction and recycling.

By 2030 we expect waste to have been significantly reduced in Hammersmith & Fulham – recycling will be increased, with valuable raw materials reclaimed for new manufacturing, and economic value and embodied carbon reclaimed through composting.

WRWA could recycle more if it had greater resources. But what is essential to achieving a circular economy is to move away from single use items, for example single use plastic packaging. The Council needs to encourage this among producers. We need to incinerate less and recycle more.

We want the Council to use their points of contact with local businesses through, for example, food hygiene inspections and premises licensing, to influence a shift towards more sustainable business practices. The Council should also review and seek out regulatory levers to enforce a shift towards lower



carbon and waste reduction by local businesses through interpretation and use of current legislation, as well as the possibility of new local legislation.

The Council needs to prioritise and support this transition to a circular economy. To achieve this, it needs to communicate an effective strategy to encourage and promote greater recycling opportunities among residents and businesses to reduce waste. It needs to coordinate the various initiatives in the Borough to raise the profile of reducing, reusing and recycling.

An essential part of this strategy is to embed circular thinking at all levels of the Council. The Council's industrial strategy needs to integrate the transition to a circular economy as one of its main priorities. In practical terms this could be through a Council procurement strategy document to promote reuse as part of the other Council's key documents or alongside them. The Council could also hire a Reuse officer to encourage reuse in the Borough, set up business initiatives and so on. Council waste contracts should include the commitment to setting up and promoting reuse initiatives.

Remember – recycling is not a solution for over-consumption.

Tackling climate change needs action right across the waste collection and disposal business to encourage reductions in consumption. We would encourage the Council to talk to the collection and disposal companies to actively engage in the Council's net zero 2030 target and help them work towards it. They need to be encouraged to recognise they have a responsibility to encourage waste reduction, reuse and recycling and act as a strong partner in community engagement, for example, advertising on collection vehicles, participation in community hubs and pop-up stores across the Borough.

To achieve net zero emissions by 2030 the Council needs to set itself a target of recycling rates it should meet. At a minimum it should aim for the national target of 70% recycling by 2030 (as recommended by the CCC in their 2019 report to Parliament). This equates to a tripling of the current recycling rate in LBHF and a Borough wide collection of food waste.

Advertising has an enormous influence over residents' consumption habits, and we would like to see the Council acknowledge this and support a move away from extractive consumerism by banning adverts for at least fossil fuel companies, the most polluting vehicles (such as diesel SUVs) and air travel from billboards it controls. We recognise that the Council has no control over many advertising sites in the Borough, but some fall under its direct control and it has considerable influence over some others, via TFL.

## References

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- <sup>38</sup> <https://www.theccc.org.uk/publication/reducing-uk-emissions-2019-progress-report-to-parliament/>
  - <sup>39</sup> <https://wrra.gov.uk/wp-content/uploads/2019/09/What-WRWA-does-with-your-waste-Recovery-WA.37-9.19.pdf>
  - <sup>40</sup> <https://wrra.gov.uk/wp-content/uploads/2019/09/Recycling-WA.37-9.19.pdf>
  - <sup>41</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/862887/2018\\_Final\\_greenhouse\\_gas\\_emissions\\_statistical\\_release.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/862887/2018_Final_greenhouse_gas_emissions_statistical_release.pdf)
  - <sup>42</sup> <https://www.london.gov.uk/sites/default/files/waste.pdf>
  - <sup>43</sup> <https://www.libraryofthings.co.uk>
  - <sup>44</sup> <https://olioex.com>

## CEEC

## LBHF Climate and Ecological Emergency Commission

## 2.6 Finance

### Finding headline

**There is unavoidable tension between consumption and finite resources. The Holy Grail is a perfect circular economy where product lives are extended, more recycled materials used, and we all learn to consume less as part of a low carbon lifestyle.**

### Summary of proposed actions

The Council's levers of change:

- Long term financial planning is required to support the Council's plan to reach net zero by 2030.
- Reset and rewrite the Industrial Strategy to encapsulate the green economy/green recovery and broader measures of growth: well-being; financial co-benefits; sustainable growth; employ and buy local.
- Gear financial instruments (in the Council's control) to environmental/net zero objectives, for example business rates and parking charges.
- Maximise the power the Council has in its procurement to go beyond the requirements of the Social Value Act and develop a net zero based procurement strategy.

*"Rethink the business model of a local authority as a largest corporate in the borough with over 180,000 stakeholders and 17,000 structural assets and use this strength to become the gateway for London to become greener by setting high standards for all movement in and out of the borough." Commonplace Consultation Oct 2020*

### Existing context

Hammersmith & Fulham's current economic policy is driven by its Industrial strategy document<sup>45</sup>, which places huge emphasis on 'growth', yet barely mentions the environment: the word 'growth' appears in the document 42 times, whereas there is only one reference to the environment and green space. It should be noted that LBHF has the third lowest Council Tax in the country.

Levels of economic activity are closely correlated with emissions. Opinions are divided about the extent to which economic growth without any negative impact on the environment (decoupling) might be possible.

Decoupling is said to be relative when the growth rate of the environmentally relevant variable is positive, but less than the growth rate of the economic variable. In an ideal world, we would achieve absolute decoupling (when the environmentally relevant variable is stable or decreasing while the economic driving force is growing).



## Observations on the current situation

In order to meet the Council's 2030 net zero target, huge investment will be required, new sources of funding will be required.

The benefits of investment in green solutions deliver over longer timescales than current financial models usually accept.

Alternative measures of economic wellbeing, such as The Wellbeing Economy Alliance<sup>46</sup>, or the Doughnut Economics Model<sup>47</sup> aim to create an economy that delivers for people and the planet. This is a more holistic way of evaluating the success of an economy whereas GDP only captures a single issue.

Even David Attenborough now asserts that 'extractive capitalism' is unsustainable; the planet has limited resources and humanity must learn to live within those boundaries. This will require us all to rethink our attitudes to consumption.

The Council has huge power via its procurement contracts. There is currently an overwhelming focus on near-term cost when awarding contracts and the purpose of this investment is not fully understood. It is vital to take a long-term view and appreciate that investing now to save later will almost always pay off longer term.

Public land and assets are often sold off to raise funds in the short term, which is an irreversible event that undervalues the benefits the land or asset can provide to the community in the long term.

There is a huge opportunity - post COVID-19 - to re-localise supply chains, which would keep more wealth in the Borough and result in better local economic resilience.

Hammersmith and Fulham BIDs state that ensuring Hammersmith & Fulham 'is a cleaner, greener place to work, live and visit is of the upmost importance to the BID'. The BID has some excellent initiatives, such as Parcels not Pollution and Made in H&F, but they are not well publicised or utilised.

The Council has put out some messaging about buying local, but the environmental benefit to supporting local suppliers is not made explicit.

There is scope to raise council tax given the current low level.

## What needs to change?

The Council needs to regard the environment as equally important as finance, legal and justice measures in its strategic decision making. All proposed policies, projects and activities must provide an assessment of the carbon emitted as a result of the proposal and demonstrate how this carbon can be eliminated.

Notwithstanding political cycles, the Council must take a long-term view when addressing the climate emergency in its finance planning, budgeting and expenditure plans: as The World Bank notes in a recent report, a continued focus on short- and medium-term targets would make achieving decarbonisation far more difficult.

The Council should adopt a "whole-of-economy" approach to decarbonisation which is broader than GDP measures and includes measures of wellbeing in the community and planetary boundaries. Look at The Wellbeing Economy Alliance or the Doughnut Economics Action Lab.

The Council's Industrial Strategy document needs to be re-written with environmental concerns at its heart - as well as a broader understanding of economic success.

The Council must identify and implement a programme of substantial 'green/sustainable growth' investment: for example, retrofitting existing housing stock would provide significant returns through lower heating costs, local employment and training, and reduced impact on the environment.

Take fully into account the Co-Benefits of a low carbon economy (such as long-term financial returns, improvements in public health, reduced NHS costs, growth in the low-carbon jobs market, reduction in poverty and inequality, closer knit community). See the work of the Grantham Institute on Co-Benefits<sup>48</sup>.

The Council's messaging needs to become clearer and stronger on the climate emergency and how people can play their part: for example, providing more information to enable consumers to live low carbon lifestyles.

Find a way of celebrating businesses that are demonstrating environmental best practice - perhaps develop a local ranking or star system.

The Council should consider what opportunities it has to place controls and restrictions on the advertising of environmentally damaging products, label them clearly as such, and set advertising standards to prevent the promotion of carbon intensive products.

Champion and coordinate a repair and reuse culture to move away from wasteful consumption patterns. An example of innovative good practice that we have come across is a fashion app based in East London which enables people to sign up and borrow clothes from others who live locally: a creative example of a way of harnessing media and technology to change consumer behaviour and reduce the purchase of new clothes.

There needs to be a focus on Community Wealth Building<sup>49</sup> to ensure more local consumption of goods and services: smaller, local firms generally offer more value to the local community. Money needs to be made more 'circular' by offering more local employment opportunities and improving the well-being of residents so that wealth does not leak out of the local area.

The Council must ensure it makes the most of its procurement policies. Local/greener schemes must take priority. Fiscal savings and economic flow-through need to be factored into the picture when evaluating total procurement cost. It is vital to see the 'true cost' of goods and services, factoring in negative externalities and remembering that it will become more expensive when organisations are obliged to pay penalties for their own waste. Bottom line: sometimes 'greener' options cost more upfront, but are far more cost effective in the long-term.

LBHF Pension Fund should continue to divest from all fossil fuel companies and transition into a proactive strategy based on sustainability and impact investing.

Finding smart and environmentally targeted methods of raising funds through charging for Council services – for example emissions based parking charges, monitoring and imposing charges for idling vehicles, flexing business rates according to environmental and ecological credentials of businesses, introducing a 'green rating' element to annual licensing inspections (like hygiene ratings).

LBHF should be prominent in lobbying for changes outside local control at a national level – for example on built-in obsolescence, and supporting the CEE Bill.

Create and publish a 'green audit' of all Council services to give weight to environmental and sustainability impacts – alongside crude cost and value for money, to track improvements and success in moving towards its zero-carbon target.

Alternative sources of finance should be found by, for example, engaging local residents to invest in projects that enhance sustainability, environmental quality, green technology etc. Abundance helped Warrington Borough Council<sup>50</sup> do this over the summer. The project gains the dual benefits of raising funds from the community to implement it, and fosters wider engagement and awareness on environmental issues amongst local residents.

## References

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<sup>45</sup> <https://www.lbhf.gov.uk/business/industrial-strategy>

<sup>46</sup> <https://wellbeingeconomy.org/>

<sup>47</sup> <https://doughnuteconomics.org/>

<sup>48</sup> <https://www.imperial.ac.uk/media/imperial-college/grantham-institute/public/publications/briefing-papers/Co-benefits-of-climate-change-mitigation-in-the-UK.pdf>

<sup>49</sup> <https://cles.org.uk/tag/the-preston-model/>

<sup>50</sup> <https://www.abundanceinvestment.com/>

## CEEC

## LBHF Climate and Ecological Emergency Commission

## 2.7 Food

### Finding headline

### Healthy diets are good for people and the planet

### Summary of proposed actions

Our vision is that all residents have access to delicious, affordable and healthy food that reflects the vibrant diversity of the borough, supports local farmers, producers and retailers, reduces waste and promotes better diets. It must be produced, supplied, distributed and prepared in ways which help to reduce carbon emissions locally, nationally and internationally.

- The Council, in consultation and collaboration with private and public sector providers, community organisations and residents must develop and implement a sustainable borough-wide food policy.
- The Council must support local food production and markets, encourage retailers to provide seasonal produce, and implement policies which reduce food miles.
- Public procurement and community initiatives, should promote a substantial reduction in the consumption of meat and 'fast food', ensuring everyone living in the borough has access to cooking facilities and healthy foods.
- All public and commercial establishments in the Borough should be 'breast feeding friendly'.
- Food waste and packaging should be minimised, and all residents and businesses should have easy access to food waste collection and composting.

*"Create a food forest in a public green space run for and by the homeless, with support from the community. With the chance to sell their surplus and of course access to a kitchen for them to cook. It's not housing but at least it's a common Space for them to give them some stability and security in their lives." Commonplace Consultation Oct 2020*

### Existing context

Food is central to healthy lives and to achieving zero carbon. Because of its multiple dimensions including production, distribution, consumption and waste, there is a need for a borough-wide food strategy that brings together all stakeholders: Council and other public services, community and commercial ventures, supplying food of all kinds; and not least the consumer – everyone living in, working in and visiting the Borough.

### Observations on the current situation

The existing food supply chain has huge negative impacts on the climate and environment, relies on industrial agriculture that is killing our soils, destroying carbon sinks and habitats all over the world, and generates huge amounts of waste. Increased reliance on cheap, processed and animal-based food affects people's health and fosters child obesity and diabetes; it also makes people more vulnerable to a whole range of illnesses including COVID-19. Large-scale adoption of a mainly plant-based diet would make a significant contribution to reducing carbon emissions.

Public procurement of food (for example in schools, hospitals, care homes, prisons) can play a major role in promoting plant-based diets. Community gardens and other existing initiatives can help to ensure that

financial constraints do not force people to make unhealthy dietary choices. Lockdown has forced many of us to revisit our cooking skills, and community kitchens can promote healthier diets while showcasing the fantastic diversity of culinary cultures in the borough. H&F Foodbank is the busiest in London (2018 data), and during lockdown received increased support from the Council and the local community, moved to a home-delivery model, and substantially increased its reach<sup>51</sup>.

How we feed our children has a life-long impact on their health and habits. Breast milk is the most environmentally friendly food for babies, with no waste, and a zero water and carbon footprint. Six months of breast feeding saves an estimated 95-154kg co2 per baby<sup>52</sup>. Powdered formula milk requires water heated to 70c, an energy equivalent of charging 200 million smartphones annually, and results in enormous amounts of metal and paper packaging waste. There are many reasons why individual women might choose not to breast feed, but lack of opportunity, privacy or support should never be a factor.

### **What needs to change?**

Changing diets requires attention to affordability, cultural and personal preferences and the influence of marketing, especially for younger consumers. Supporting changes to healthier diets that are also good for the planet entails multi-pronged initiatives that include information and education as well as creating an enabling environment that supports better choices.

The Council should develop and implement a borough-wide food policy in consultation and collaboration with private sector operators (eg wholesale suppliers, distributors, supermarkets, independent shops, farmers markets, market traders and their associations, restaurants, cafes, pubs, fast food and takeaway outlets); community organisations (eg food banks, community kitchens, allotment holders); and the public sector (eg hospitals, schools, prison, care homes); around the following key dimensions:

#### *Food production and distribution*

1. Support local production by preserving and expanding allotments; actively encourage rooftop and urban gardening in commercial and, where possible, residential and public buildings.
2. Reduce emissions from local food distribution by encouraging the use of small electric vans, cargo bikes, and other sustainable low-emission transport modes.
3. Encourage supermarkets and local independent retailers to provide seasonal produce, sourced as locally as possible and embodying fewer food miles.
4. Protect and encourage local markets and stall holders, including Shepherds Bush and North End Road Markets and other weekly and/or seasonal farmers markets.

#### *Food provision and consumption*

1. Use public procurement to support a substantial reduction in the consumption of meat and ultra-processed foods.
2. Encourage and facilitate growing of fruit and vegetables, and food preparation and cooking, in local schools and other educational and community settings.
3. Support local community initiatives, including food banks, communal kitchens and other projects that pre-date or have emerged in response to COVID-19, through information, communication and shared learning.
4. Ensure that everyone living in hostels and temporary accommodation in the Borough has access to adequate food storage and cooking facilities.
5. While acknowledging that non-chain outlets are an important employer, and that fast food is sometimes seen as the most convenient and affordable food for low-income residents, the Borough must address the overwhelming availability of fast-food outlets locally, supporting those providing healthier meals and minimising packaging and other waste.

#### *Breastfeeding*

1. Educate and support the community to increase breastfeeding rates using voluntary peer support projects, welcome schemes in local private and public establishments, and liaising with local NHS initiatives.
2. Encourage and monitor compliance with the International Code of Marketing of Breastmilk Substitutes adopted by the UK Government, thus helping to eliminate misleading aggressive formula marketing.

3. Encourage all employers to provide suitable on-site arrangements for breastfeeding, pumping and storage of breastmilk, and safe facilities for the preparation of breastmilk substitutes.

### *Food waste*

1. Reduce food waste from retailers by supporting local initiatives ensuring that still-safe healthy food approaching its sell-by/use-by date reaches those who need it.
2. Educate and inform residents on the best ways to reduce household food waste.
3. Establish and promote initiatives throughout the Borough, including on council and private estates, and for residents in houses of multi-occupancy, to compost and recycle inedible food waste.
4. Support and encourage the reduction of plastic wrapping and other non-recyclable materials in food packaging.

## **References**

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<sup>51</sup> <https://hammersmithfulham.foodbank.org.uk/>

<sup>52</sup> <https://www.imperial.ac.uk/news/193226/environmental-cost-formula-milk-needs-global/>

## CEEC

## LBHF Climate and Ecological Emergency Commission

## 2.8 Health

### Finding headline

**Investing in high quality health and care services which contribute to green recovery and are resilient to the impacts of climate change is essential to the well-being of all LBHF residents**

### Summary of proposed actions

- A green recovery plan to help to build climate resilience into our local health and social care services.
- Engage public health expertise in all areas of Council policy.

### Existing context

Everywhere in the world, including right here in our own Borough, health outcomes are strongly associated with levels of deprivation and inequality of resources and opportunities. People living with chronic conditions or disabilities, as well as the very young and the very old, those living in cramped or unsuitable housing or who are financially or socially insecure, are the most vulnerable to both the immediate and longer-term impacts of climate change (London Assembly Environment Committee, 2020)<sup>53</sup>.

Health is intimately related to all the other areas of life explored in this report. From making it easy for women to breastfeed their babies, to enabling children to cycle or walk to school, and breathe clean air; from ensuring homes, schools, hospitals and workplaces are safe, cool in summer and warm in winter, to nurturing our green and wild places; from reducing the carbon emitted by cars and heating systems, to safeguarding our water supplies. All these require a committed and engaged Council, a strong local public health focus, a thriving local green economy and recovery, and the enthusiastic involvement of local residents, workers and businesses.

### Observations on the current situation

*The Lancet's Countdown Report on Health and Climate Change (2019)*<sup>54</sup> contrasted two pathways – one that continues with the business-as-usual response and one that limits the global average temperature rise to “well below 2°C”. With the business-as-usual response it predicted that “climate change [will impact] human health from infancy and adolescence to adulthood and old age,” and warned of impacts ranging from increasing food insecurity, disease transmission, air pollution and extreme weather events, to the “difficult to quantify [downstream risks] such as migration, poverty exacerbation, violent conflict, and mental illness, affect[ing] people of all ages and all nationalities.” More positively, the “alternate pathway could result in cleaner air, safer cities, and more nutritious food, coupled with renewed investment in health systems and vital infrastructure. This ... would transform the health of a child born today for the better, right the way through their life.”

In the UK, summers are rapidly becoming hotter and drier, and winters warmer and wetter. Key health-related findings from a Review of Climate Change Risks in London (April 2019)<sup>55</sup>, reporting to the London Assembly, included the following:

- Two thirds of London flats could experience overheating (temp over 28°C) by 2030s
- For every 1°C increase over 20°C ambulance call outs increase by 1 per cent
- In the most vulnerable districts in London, the odds of dying from cardiorespiratory causes increased by more than 10 percent for every 1°C increase in temperature, compared with virtually no effect in the most resilient districts

It is widely acknowledged that the climate crisis and associated loss of wildlife habitats, bringing animals and humans into ever closer proximity with each other, makes it increasingly likely that new diseases will develop with the potential for pandemic spread in our super-connected world (Guardian 2020)<sup>56</sup>.

COVID-19 has dominated our lives over the last year. Our local and national health and care services are a precious resource, with dedicated staff. This crisis has shown how dependent we are on these services, but also how fragile and under-resourced they are. The commercialisation and fragmentation of our health systems, our dependence on international supply chains for food, pharmaceuticals and medical equipment, the twin threats of antibiotic resistance and newly emerging pandemic diseases, all present substantial challenges. A strong, forward-looking public health service is absolutely fundamental in the context of forward planning for climate change, making progress toward a low carbon society, controlling the spread of infectious diseases, and adapting health and care services.

## Summary of proposed actions

Commission members were reluctant to impose further demands over the past months on local public health and other health and social care professionals, officers and staff, all of whom have been on the front line of the borough's COVID-19 response. Consequently, we have not yet engaged actively with them about longer-term policies relating to the climate and ecological emergency, although we very much want to do this in the next year. We are sure that the local experience of managing the COVID-19 emergency has been invaluable, and we cannot overstate the importance of supporting a green recovery to build resilience into our health and care services for the future.

## References

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<sup>53</sup> [https://www.london.gov.uk/sites/default/files/london\\_assembly\\_environment\\_committee\\_-\\_climate\\_emergency\\_report\\_final.pdf](https://www.london.gov.uk/sites/default/files/london_assembly_environment_committee_-_climate_emergency_report_final.pdf)

<sup>54</sup> [https://doi.org/10.1016/S0140-6736\(19\)32596-6](https://doi.org/10.1016/S0140-6736(19)32596-6)

<sup>55</sup> [https://www.london.gov.uk/sites/default/files/climate\\_change\\_risks\\_for\\_london\\_-\\_a\\_review\\_of\\_evidence\\_under\\_1.5degc\\_and\\_different\\_warming\\_scenarios.pdf](https://www.london.gov.uk/sites/default/files/climate_change_risks_for_london_-_a_review_of_evidence_under_1.5degc_and_different_warming_scenarios.pdf)

<sup>56</sup> <https://www.theguardian.com/world/2020/apr/27/halt-destruction-nature-worse-pandemics-top-scientists>



## LBHF Climate and Ecological Emergency Commission

### Leadership

LBHF must embed a culture of action against carbon emissions within the Cabinet and Senior Leadership Team that is enforced across all council activities. They must provide a vision and build a new governance framework against which LBHF can determine if future policies will support our communities transition to a zero-carbon and ecologically rich society.

#### 3.1 Leadership



## LBHF Climate and Ecological Emergency Commission



## 3.1 Leadership

### Finding headline

### Embed a culture of urgent action across the organisation

#### Summary of proposed actions

1. Provide a vision – that helps us change to a zero-carbon society.  
By articulating the amazing quality of life that could be achieved by living in a zero-carbon, ecologically rich society, we can build an exciting and positive vision for the future that encourages positive changes in behaviour.
2. Measure our carbon emissions – and make a plan for how to reduce them.  
The measurement of carbon emissions of any project, policy or action, must become just as important as the assessment of financial viability, legality and equality.
3. Build knowledge at a local level – so that we understand what needs to be done.  
Training, education and research is urgently needed to improve our carbon literacy and our understanding of the impact that our decisions have on our environment.
4. Communicate this knowledge and tell the truth about the dangers that lie ahead.  
Sharing this knowledge with staff, public and visitors in an open and honest way is needed to encourage the changes in behaviour that are now required.
5. Build wealth within our community – so that investment benefits local people.  
Direct the investment that is now needed towards our own community so that everyone is provided with the support they need to enjoy living in a zero-carbon society using Community Wealth Building<sup>57</sup> principles.
6. Define a new framework for success – ‘improved well-being for everyone’.  
Establish a new framework to measure success that ensures all decisions are both ecologically safe and socially just using tools such as the Doughnut Economic Action Lab<sup>58</sup>.
7. Regenerate our natural environment – so that nature’s true value can be understood.  
From now on, our land must be used to help regenerate nature and enhance biodiversity as a priority. The total area of our green spaces should be increased by 50% over the next 10 years.
8. Lead by example – demonstrate what needs to be done by doing it, so that others can follow.  
Establish a series of demonstrator projects that show by example how we can reduce our carbon emissions to zero and learn to live in a zero-carbon society.

*“Encourage people to maintain 'local lives' - maintaining community spirit amongst neighbours, supporting local shops/cafes when working from home, using their local parks, working from home more.” Commonplace Consultation Oct 2020*

## Existing context

We have found that LBHF show consistent support for robust action to reduce our carbon emissions and enhance biodiversity. The leader of the Council has demonstrated his personal commitment by confirming his central role in driving an agenda for change. This has been communicated to the Cabinet, and the Senior Leadership Team are going out of their way to respond accordingly.

LBHF are determined to become the greenest borough in the country and since declaring a Climate and Ecological Emergency we are pleased to see that the H&F Vision<sup>59</sup> now includes 'Rising to the Challenge of the Climate and Ecological Emergency' as it's 6<sup>th</sup> Priority.

The Climate Change Unit has been established and shows that LBHF understands that responding to the climate emergency requires actions across all departments and is not the responsibility of a single directorate within the department for the environment.

## Observations on the current situation

The actions that are now required for LBHF to become the greenest borough in the country and to respond to the climate and ecological emergency represent a significant change in the way we currently do things. A number of suggested solutions have never been done before and will require a pioneering spirit of experimentation and invention before we get them right.

The implementation of new policies and projects are currently controlled by the rules set out in the constitution, which have been established to ensure consistency and fairness in decision making. The constitution also establishes a strong culture that prioritises value for money over social and environmental benefits. The Social Value Act (SVA) has recently been adopted by LBHF that allows 10% of any contract to be evaluated on SVA principles, but this is still a very small proportion of the overall investment.

The Industrial Strategy<sup>60</sup> calls for Economic Growth for Everyone and takes a social value approach to procurement to create opportunities for local firms. Care needs to be taken to ensure that the investment delivers on its local ambition and provides benefits to local people without damaging the environment.

The Climate Change Unit provides the structure by which action can be agreed across all departments in a co-ordinated strategy, but this must be given senior leadership level authority and the leader of the Climate Change Unit must sit at the top table with the other directors, in order to ensure that carbon reduction is given the same level of priority as financial, legal and principles of equality.

## What needs to change?

LBHF needs to define a strong, positive vision for what Hammersmith & Fulham would be like if we succeeded in our ambition to reduce our emissions to zero by 2030 and made space for nature to thrive. For the scale and pace of change now required to be acceptable, a robust communications plan must be prepared that shares this vision with confidence and tells the truth about the dangers that lie ahead, whilst supporting residents with ideas and solutions that encourages positive changes in behaviour.

A period of training, research and gathering of knowledge is needed to make best use of a growing body of ideas that is emerging across the country. And this knowledge should be shared through an effective engagement strategy that helps everyone to understand why change is necessary.

We must learn how to measure our carbon emissions and understand the impact the choices we make have on our environment. The success of any policy, project or action should then be measured against its ability to reduce carbon emissions to zero within a planned timeframe. A new framework for defining success should be established using tools such as Kate Rayworth's Doughnut Economics Action Lab<sup>61</sup> taking into account a wider range of parameters than just economic growth, to define if policies, projects and actions are actually improving the well-being of our communities.

We should aim to reduce the extraction of wealth, by making wealth more generative and environmentally nourishing, where our communities are put first and people are provided with opportunity, dignity and respect to help them to make positive choices. New procurement rules should be designed to ensure that funding is used to train and employ local young people wherever possible, and that the core purpose of any investment or project is being carried out to improve our well-being.

The value of our ecological systems must be better understood. Open space is now in very short supply and we must increase the total area of green open space by at least 50% over the next 10 years, in order to allow nature to regenerate. Trees, plants, insects and wildlife are essential for our well-being and our very survival. For example, a strategic approach that reduces the area of land used by roads and parking and increases land for plants and green space can begin to address the balance between hard surface and biodiversity.

To demonstrate their commitment to reducing our carbon emissions and regenerating nature LBHF should immediately invest in a series of demonstrator projects that would test ideas and lead by showing what a zero-carbon society might look like. Demonstrator Projects might include:

#### *Zero-Carbon Living*

Look at a council owned estate, for example the White City Estate and provide systems and services that enable the residents to live a zero-carbon lifestyle. For example; retro fit existing housing stock, identify local energy source, establish district heating system, enhanced biodiversity, provide free public transport, provide easy access to social support, good food supplies, support for health services all within 15min of their front door.

#### *Zero-Carbon Working*

Identify a commercial environment and demonstrate how it could be built or re-furnished to provide zero-carbon working environment. For Example, the Civic Campus offices could be used as a n example that measures the embodied carbon in all new build elements, provides support and systems for 15min walk or cycle to work, zero-carbon energy source, super-fast broadband connection to home working environments etc.

#### *Community Map that Builds Local Knowledge*

Build a map of the local communities' environmental success stories. Set up an on-line community map that allows everyone to contribute with their own examples of all the good things that are already going on and links to ideas and solutions that help everyone to change their behaviour.

#### *Zero-Carbon Commerce – Library of Things*

Provide a space for the community to build a library of things or a place where stuff can be shared or repaired to demonstrate how our desire for shopping can be accommodated by providing a place where we can re-use and repair, rather than buy new things that soon get thrown away.

## References

<sup>57</sup> CLES <https://cles.org.uk/the-community-wealth-building-centre-of-excellence/>

<sup>58</sup> Doughnut Economics Action Lab <https://doughnuteconomics.org/>

<sup>59</sup> LBHF Vision

[https://www.lbhf.gov.uk/sites/default/files/section\\_attachments/260\\_59\\_hf\\_vision\\_a4\\_booklet\\_rev8.pdf](https://www.lbhf.gov.uk/sites/default/files/section_attachments/260_59_hf_vision_a4_booklet_rev8.pdf)

<sup>60</sup> LBHF Industrial Strategy [https://www.lbhf.gov.uk/sites/default/files/article\\_attachments/economic-growth-for-everyone-web-rev1.pdf](https://www.lbhf.gov.uk/sites/default/files/article_attachments/economic-growth-for-everyone-web-rev1.pdf)

**CEEC**

## LBHF Climate and Ecological Emergency Commission



## Community Mapping

By developing a mapping tool that captures both the good things and bad things across LBHF, we can gain knowledge directly from our community and engage with the residents of Hammersmith & Fulham.

By providing residents with easy access to knowledge through a mapping tool, residents will be empowered to change behaviour and strengthen the well-being of our community.

### 1.1 Community Mapping



## LBHF Climate and Ecological Emergency Commission



## 4.1 Community Mapping

### Finding headline

**Consolidate currently fragmented knowledge of risks and assets within the Borough into maps that include community initiatives and perceptions and form the basis for co-produced actions**

### Summary of proposed actions

There is a wealth of knowledge on existing and future local climate and ecological risks and of local assets that can help mitigate and adapt to such risks. This knowledge is essential to formulate ground-breaking policies and to secure widespread public support, but to achieve this, two actions are needed:

- first, consolidate existing knowledge and show what the Council is already doing; and
- second, through participatory mapping connect with existing local initiatives and engage residents, especially youth and minorities, in deciding on priorities for co-produced actions (whereby the Council provides an enabling environment and support to community-led activities).

**Council Interdependencies:** all departments: the maps are a key tool to foster cross-departmental collaboration.

**Carbon reduction & biodiversity:** maps and participatory mapping exercises will help identify priorities for action (eg identification of green spaces to support biodiversity, food production, floods and heat island reduction; cycling and walking routes; waste collection systems), their location within the borough and existing initiatives that can be engaged in co-production of solutions.

**Envisioning a better world:** a borough that recognizes and values the knowledge of all residents in achieving just transitions to net zero carbon and where policies and initiatives are developed through bottom-up processes that involve wide consultations and collaboration.

### Observations on the current situation

The climate/environmental crisis affects everyone and everything. But its impacts are highly diverse across the Borough's space and for different groups of residents. Understanding this diversity is important to inform actions that help mitigate risks and reduce carbon emissions.

Let's take flooding, for example, one of the key impacts of climate and environmental change. We tend to think of areas along the river as the most exposed to flooding and it is true that there is a high risk there; however, flooding is just as likely to come from concentrated rainfall or 'rain bombs' (when the amount of rain usually falling over a period of months just falls within a few days or even hours). This is happening more and more frequently and affects locations far from the river but with surface drainage that is inadequate to absorb such vast amounts of water, including few green spaces. And let's look at heat waves, another key impact of climate and environmental change. While this, at least apparently, should be spread more evenly across the Borough that is not the case. Due to the heat island effect, heavily built-up areas are always much hotter compared to parts of the borough with more green spaces and wider roads.

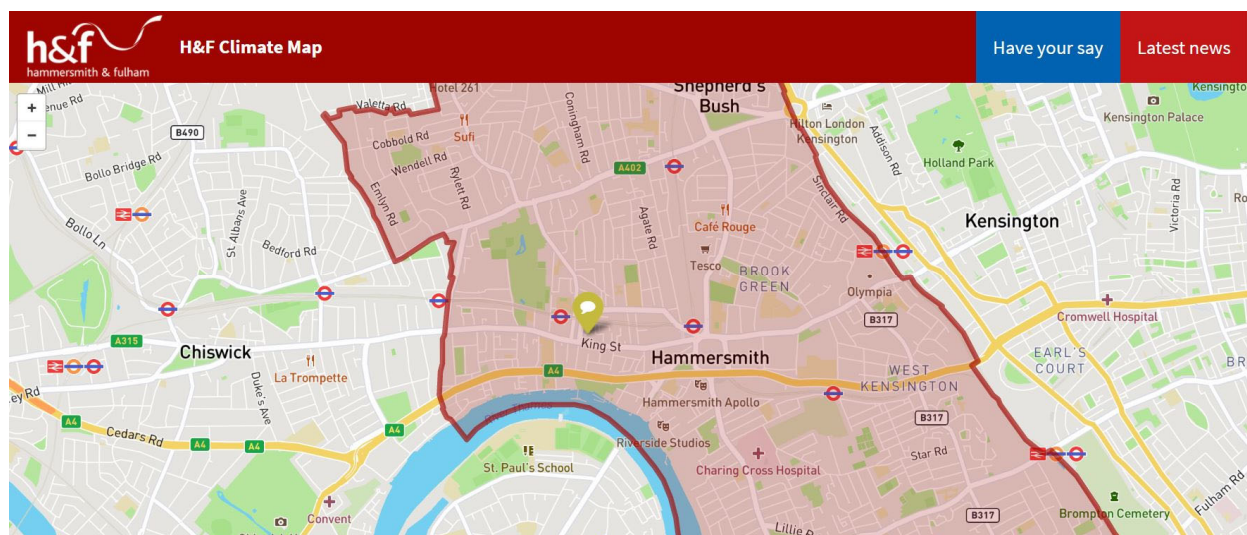


This spatial diversity in exposure to risks is reflected in residents' ability to cope with them. Access to a private garden (or a public green space close to home) can help reduce temperatures and absorb floods more rapidly and with less damage while benefiting both physical and mental health – as seen with the COVID-19 lockdown(s). Even having access to enough financial resources to buy electric fans can make a difference. Pinpointing the locations where risks are higher and where residents are more likely to be vulnerable to their impacts is of great help to guide effective interventions. The current call by local governments and city mayors for more granular local data during the COVID-19 crisis reflects this.

Opportunities are also spatially located, although often difficult to identify unless we can tap on local knowledge; for example, vacant plots that can be used for micro-forests or community food gardens. The social benefits of specific places can also be difficult to pick up by external eyes: locations that seem almost abandoned can be important places for exchanges and meetings for local residents (the Amsterdam Circular Strategy recommends creating an inventory of such places to avoid unwittingly destroying them). The critical issue is thus how to make this knowledge visible.

Participatory GIS (geographic information system) mapping represents local people's spatial knowledge, highlighting the physical and social dimensions of risks, assets and opportunities. The kind of maps we need should be shared, accessible and aiming to encourage networking and communications whilst showing existing local initiatives (including those by the Council). Creating and managing them can support skills creation, for example involving universities and innovative small-scale businesses in training young school leavers.

COVID-19 has shown how important community organisations are to respond to crises – but also, in less dramatic times, to ensure residents' wellbeing and represent those who have less voice in influencing policy, who in most cases are the same groups more vulnerable to the impacts of the climate and environmental crisis. Community organisations have a wealth of local knowledge – physical and social – that should be the foundation of participatory mapping whilst ensuring that this is not a one-off but an ongoing activity that combines knowledge creation and local engagement.



Commonplace Community Map - Everyone can engage and show the great things that are happening in our borough

### What needs to change?

Rather than being a one-off activity, mapping should be a long-term process combining knowledge creation and engagement around the climate and environmental emergency. It can also be a useful tool to bring together different parts of the Council as well as different communities within the borough. Hence an emphasis on capacity building, both:

- a. within the council (what maps exist, who makes them, what are they used for/what data is there, how can they be expanded to become a more open platform collecting existing and new knowledge, as well as tracking change and monitoring action), and
- b. among communities, especially the least represented/with less voice.

a) can probably use more traditional approaches to GIS mapping, while b) can be a series of participatory mapping exercises where focus areas and topics are determined by the communities themselves and are likely to include both 'facts' and perceptions.

When undertaking mapping with communities, it is probably best to start with a pilot involving community champions and other grassroots organisations within the Borough. Outputs from these exercises can be either standalone maps or (preferably) sub-folders or layers of the borough-wide map.

Management of the information collected on the maps is an important issue and essential for monitoring progress towards net zero and the action plan. Preferably this should be shared between the Council and communities. How to do this should be explored later.

**We are delighted that LBHF have committed to establishing a community map, making use of the Commonplace<sup>62</sup> platform and we would encourage everyone to participate.**

### References

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<sup>62</sup> <https://hfclimatemap.commonplace.is/>

**CEEC**

**LBHF Climate and Ecological Emergency Commission**

## **Biographies**

## LBHF Climate and Ecological Emergency Commission



## CEEC Biographies

**Sian Alexander**

Sian is Executive Director of the Lyric Hammersmith and has previously worked as a senior management consultant in the arts working with organisations such as the Nuffield in Southampton, Creative Industry Finance, Tricycle Theatre and the World Stages Consortium among others. From 2012 to 2014 she was Executive Director of the Bush Theatre and prior to that was Associate Director of Julie's Bicycle from 2010 to 2013 and Head of Theatre in London at Arts Council England for 10 years until 2010. She is Chair of Trustees for Frantic Assembly as well as being on the Boards of Julie's Bicycle, the Gate Theatre and London Theatre Consortium and was previously on the advisory board of non zero one. Sian became a Clore Fellow in 2006 and in 2019 she was appointed Chair of Hammersmith & Fulham's Women's Equality Commission.

**Artin Amjady**

Artin is a local resident born and raised in the Borough. He is in education doing his PhD on political theory at King's College London. Artin is passionate about the climate crisis and doing something practical to see changes in our community and society to achieve a sustainable, green future we would all like to live in.

**Paul Beaty-Pownall (Chair)**

Paul has lived in Fulham for 30 years and has enjoyed the benefits of living close to the west end, whilst enjoying the open spaces and views that come with living on the edge of the city and near the River Thames. A father of 3 children who are growing up fast and will soon be faced with the challenges of finding work in a post COVID-19 economy. Paul is an architect and director of a Putney based firm, where he is also author of a number of design guides that look at the future of railway station design and how stations should be designed to serve their local community. Paul believes that a zero-carbon future is something to look forward to and that it is now time for us all to work together to design a community that measures success through high levels of well-being for everyone. It has become increasingly understood by all parts of our society that urgent action is now needed to protect ourselves from the worst impacts of climate change. This shared understanding gives Paul hope that the action needed might also bring our divided society together and be a truly positive experience.

**Morag Carmichael**

Morag has been interested in nature and involved with Friends of the Earth and Greenpeace for many years and has been co-ordinating the local Friends of the Earth group for about 5 years. She chaired the Hammersmith & Fulham Biodiversity Commission in 2017 and has had hands-on experience with Trees for Life in Scotland and local volunteer groups working to enhance the environment for wildlife to thrive. Ever since seeing the film Age of Stupid back in 2009 she has been highly motivated to act on the climate crisis and she is a member of the local Extinction Rebellion group.

**Helen Dell**

Helen has worked for over 25 years in infrastructure development. Her career started as transport and environmental economist working on project feasibility in the UK and overseas, and then she moved to public sector infrastructure procurement at HM Treasury's Treasury Taskforce (TTF) and Partnerships UK (PUK). Over what was a ten-year period of working in central government, her roles covered the development and procurement of projects and programmes for the public sector, in transport, flood

defence, waste management delivery, the health sector and commercial initiatives in science and technology. Since 2008 Helen has focused on family life, whilst working part time for a period as a Non-Executive Director with a firm of architects and urban designers. More recently Helen has undertaken a number of volunteer roles in the local community and is a committee member of her local residents' association.

### **Stephen Farrant**

Stephen is a responsible business consultant, non-executive director and strategic advisor. Through his own sustainability consultancy, he helps organisations (from sectors including travel, renewables, retail and not-for-profits) to re-think and re-purpose their strategy for the 2020s. With some 15 years of experience enabling businesses to work on climate, sustainability and innovation, he started his career in the early 1990s at British Airways. Most recently he was Director of Sustainability and Innovation at Business in the Community (one of the Prince of Wales' leading charities) where among other things he established the Circular Economy Taskforce, the Purpose Toolkit, the Responsible Business Tracker, and BITC's work on responsible innovation in the digital age. From 2009-2015, he led the International Tourism Partnership (recently re-branded as the Sustainable Hospitality Alliance), on whose Board he now serves.

### **Eleanor Harrington**

Eleanor is Co-Director of Bubble & Squeak as well as being the Community Involvement Officer at Old Oak Community Centre in East Acton. Bubble & Squeak is the kids run social enterprise tackling food waste. Since 2017 it has been running its pay-as-you-feel surplus food stall, after school clubs and community events, led by an inspirational group of local children who use nutritious surplus food to bring together the local community. Eleanor has an interest in building the wealth of energy, knowledge and ideas that exist in our communities to bring about grassroots change and to grow community-led ideas.

### **Yvonne Insh**

Yvonne has been resident in Fulham since 1977. She is a mother of three, grandmother of eight and a great-grandmother of two. She is a registered nurse and registered midwife and is now retired from the NHS after 47 years' service. She is International Board Certified Lactation Consultant UK IBLCE country coordinator. Yvonne's last posting was as a senior midwife, supervisor of midwives and infant feeding coordinator at Chelsea and Westminster NHS Trust. Since retirement in 2010 she has hosted a local voluntary breastfeeding support group. She has been dedicated to the promotion and protection of breastfeeding and safe use and marketing of breast milk substitutes through work with local and national organisations such as Westminster/K&C/H&F infant feeding operational group, Lactation Consultants of Great Britain, and Unicef Baby Friendly Initiative UK and WHO.

### **Scarlett Knowles**

Scarlett lives in Hammersmith and is in Year 12 at Latymer Upper School. She is the Youth Mayor of Hammersmith & Fulham and has prioritised the environment in her manifesto for the year. Young people are seriously invested in committing to improving the climate crisis. She wants to help change the education system to teach children about the climate crisis and the solutions that will help implement positive change. Scarlett is passionate that now is the time for change to help benefit future generations as decisions that are made now will impact the generations after.

### **Holly Larrett**

Holly spent over twenty years in the City providing investment advice on Japanese equities to institutional investors, latterly focusing on ethical and sustainable investment in Asia. In 2016 Holly achieved an MSc in Corporate Governance & Business Ethics from the University of London, Birkbeck College, and has a practical understanding of how sustainability and business ethics relate to commercial success and the wider role of corporate, public and charitable sectors. Holly is a skilled linguist with fluent Japanese. Holly currently holds non-executive positions across the arts, education and the criminal justice sectors. Currently Trustee at Rambert School, sits on Management Committee of Camden Primary Pupil Referral Unit, and is an Independent Monitoring Board Member at HMP Wandsworth. She has lived in Hammersmith & Fulham for 16 years and has two teenage children.

**Cecilia Tacoli**

Cecilia has lived in Shepherds Bush for 30 years. She has worked in international development since the mid-1980s and for the past 25 years at the International Institute for Environment and Development, an independent policy research organisation. Her main work focus and personal interest is bringing the voices of marginalised and vulnerable people to the table where decisions are made, through a combination of participatory approaches and tools, and advocacy with local and national governments and international agencies. Cecilia has researched the interface between urban and rural areas, people and enterprises, the changing nature of urban poverty, and emerging food insecurity in cities of the Global South in the context of climate change. She has served as contributing author to the IPCC Fifth Assessment Report.

**Pat Tookey**

Pat worked at University College London's Institute of Child Health as an epidemiologist and public health researcher, and has over 30 years' experience in teaching, surveillance and research. Her main focus was on women and children's health, particularly infections in pregnancy and childhood, antenatal screening and immunisation. She has lived in Shepherds Bush for 45 years, brought both her children up here, and has been active locally in various capacities including as a school governor. She is a Fellow of the Faculty of Public Health, a life-long cyclist, and has been involved in Hammersmith & Fulham's local Extinction Rebellion Group since it was established early in 2019.

**Will Reynolds**

Will holds an engineering Masters degree, and now works in the arts as a theatre set and lighting designer. He has lived in Hammersmith & Fulham for 14 years, where he founded and runs Metta Theatre, an internationally renowned touring theatre charity. He has two children at primary school in the Borough. Will is Carbon Literacy Project trained and, as an Arts Council England Creative Climate Leader is working with major UK theatres to help green the theatrical touring sector through the Accelerator Programme.

**CEEC**

**LBHF Climate and Ecological Emergency Commission**

**Thank you**





## London Borough of Hammersmith & Fulham

**Report to:** Cabinet

**Date:** 04/05/2021

**Subject:** Housing Strategy 2021

**Report of:** Councillor Lisa Homan, Cabinet Member for Housing

**Report author:** Beatrice McGuire, Senior Housing Strategy & Growth Officer

**Responsible Director:** Tony Clements, Strategic Director for the Economy

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### SUMMARY

This report seeks Cabinet approval for the adoption of the:

- Housing Strategy (Appendix A);
- Homebuy Allocations Scheme (Appendix B);
- Housing Strategy Consultation Summary Report (Appendix C), and note the
- Equality Impact Assessment (Appendix D)

The Housing Strategy sets out five key objectives for housing, with an action plan to meet specified commitments under those objectives.

The Home Buy Allocation Scheme sets out the Council's approach to prioritising applicants on low to medium incomes who are seeking low cost home ownership and other intermediate housing options.

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### RECOMMENDATIONS

1. To note the summary and analysis of responses to the Housing Strategy consultation process in the Housing Strategy Consultation Summary Report (Appendix C)
2. To note the Equality Impact Assessment (Appendix D)
3. To Adopt the:
  - a) Housing Strategy (Appendix A);
  - b) Homebuy Allocations Scheme (Appendix B),

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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                                      | More genuinely affordable homes, affordable rents, discourage second homes, bring more empty homes into use, protect our housing estates |
| Creating a compassionate council                                | Improved landlord services, ethical debt collection, homelessness prevention and ending rough sleeping, access to affordable tenancies   |
| Doing things with local residents, not to them                  | Co-production with disabled residents, community engagement, resident led commissions  |
| Being ruthlessly financially efficient                          | Securing more funding for housing, better deals with developers, reducing wasteful spending  |
| Taking pride in H&F   | Green estates, becoming the greenest borough   |
| Rising to the challenge of the climate and ecological emergency | Retrofitting our council stock to meet decarbonisation targets, planning for a zero-carbon future  |

## **Financial Impact**

The financial impact which will follow adoption of the Housing Strategy and Homebuy Allocations scheme is likely to include costs and benefits which will need careful consideration prior to implementation. It is expected that separate reports which contain detailed financial implications will be produced for approval by the relevant decision maker at the appropriate time.

For example, the Housing Strategy (Appendix A) includes action plans which will have financial implications and items for consideration may include co-producing a new online digital platform to allocate social housing stock, enabling the delivery of building safety and compliance targets through the Council's capital programme, and exploring funding opportunities to support housing needs and deliver affordable homes.

The costs of consultation relating to proposals for the Council's Housing Strategy have been funded from existing resources and staff time.

## **Legal Implications**

Section 87 of the Local Government Act 2003 gives puts Local Housing strategies on a statutory basis and the Government's Explanatory Notes state:

*"a local housing strategy is the local housing authority's vision for housing in its area. It sets out objectives and targets and polices on how the authority intends to manage*

*and deliver its strategic housing role and provides an overarching framework against which the authority considers and formulates other policies on more specific housing issues”.*

In addition, section 28 of the Greater London Authority Act 2007 requires that Housing Strategies are *"in general conformity"* with the Mayor of London's London Housing Strategy. Officers consider that the Housing Strategy recommended to Members complies with these statutory requirements.

### **Contact Officers:**

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Name: Grant Deg

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### **Background Papers Used in Preparing This Report - None**

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## **DETAILED ANALYSIS**

### **Proposals and Analysis of Options**

1. This report recommends that members adopt the Housing Strategy and revised Homebuy Allocations Scheme.
2. The Housing Strategy sets out five strategic objectives for housing. The five strategic objectives are:
  - Working with Residents to Meet Housing Needs,
  - Safe, Sustainable Housing;
  - Make H&F a Great Place to Live;
  - Delivering More Homes for Residents; and
  - Prevent Homelessness and End Rough Sleeping.

3. The five objectives have been arrived at through consultation with residents and stakeholders, and analysis of targets from key documents: H&F business plan and manifesto commitments, the draft London Plan, the Local Plan, the London Housing Strategy, and H&F values.
4. The Council considered updating the Housing Scheme of Allocations, however, as changes to the Scheme were recently adopted at Cabinet on 12 October 2020, no further updates to the Scheme were required at this time.
5. A summary of the adopted changes made to the Housing Allocations Scheme in 2020 are as follows:
  - Change the way social housing is allocated by introducing an online digital housing platform;
  - Allow qualifying households to remain or join the housing register when assisted into the Private Rented Sector via our Homelessness Service;
  - Lower the community contribution threshold for Disabled households;
  - Make an exception to the local residency qualification so that young people are not disadvantaged by time spent outside the borough to access SEN services;
  - Ring fence properties which have been adapted or are suitable for adaptation for disabled households;
  - Give additional priority for young people ready for move-on from Care by increasing their priority award to Band 1 and increase the annual quota for Children Leaving Care from 30 to 40 housing lets; and,
  - That local Lettings Plans be put in place automatically to give local residents priority for all new social housing developments.
6. Reference is made in the Housing Strategy to relevant updates of the Housing Scheme of Allocations.
7. Four of the strategic objectives were arrived at following the resident consultation process. Objective 2 - Safe, Sustainable Housing, was added at a later stage of development to give due regard to the Council's declaration of a climate emergency, and the addition of the sixth Council value; Rising to the challenge of the climate and ecological emergency. This was felt necessary due to the vital role housing will play in reducing carbon emissions in the borough.
8. Throughout the Housing Strategy, reference is made to several specific Council strategies. These strategies are either current, or in development and due for adoption within the lifetime of this strategy. These are referred to as 'linked strategies'. These references are made where action points from the 'linked strategy' fulfil commitments made in the Housing Strategy. This method is used to avoid unnecessary repetition of action points in multiple documents, and to draw attention to the broad scope of work underway in line with the objectives of the Housing Strategy.
9. 'Linked strategies' referenced in the Housing Strategy include:

- Homelessness and Rough Sleeping Strategy (in development)
  - Asset Management Strategy
  - Older People's Housing Strategy
  - Disabled People's Housing Strategy (in development)
  - Resident Involvement Strategy
  - Defend Council Homes Policy
  - Housing Energy Strategy
  - Home Buy Allocation Scheme
  - Private Sector Housing Enforcement Policy
  - Climate and Ecology Strategy (in development)
10. The option was considered to publish a Homelessness and Rough Sleeping Strategy alongside the Housing Strategy. However, more time is needed to complete a full, separate consultation for the Homelessness and Rough Sleeping Strategy. To prevent delay to the adoption of the Housing Strategy, the Homelessness and Rough Sleeping Strategy will be published at a later date
  11. Consideration was also given to publishing a new Tenancy Strategy with the Housing Strategy. However, it was preferable to publish the Tenancy Strategy separately to allow for a full and proper consultation on the draft Tenancy Strategy. Disaggregating the documents will prevent delay to the adoption of the Housing Strategy and Homebuy Allocations Scheme
  12. The Homebuy Allocations Scheme has been updated to include key workers, adapt contact arrangements in light of Covid-19, and increase income thresholds in Intermediate Housing incomes bands in response to inflation. The bandings are:
    - a) 1/3 affordable to households on gross incomes of up to £32,102
    - b) 1/3 affordable to households on gross incomes of up to £48,208
    - c) 1/3 affordable to households on gross incomes of up to £55,957

## **Reasons for Decision**

13. The Housing Strategy sets out the Council's approach to the provision of affordable housing and housing services over the next 5 years. This Housing Strategy has considered and follows the Council's previous Housing Strategy, published in 2015.
14. The Home Buy Allocation Scheme sets out the Council's overall approach to allocating intermediate homes available to applicants on the H&F Home Buy Register. These will be applicants who cannot afford to access open market housing in Hammersmith & Fulham and do not otherwise qualify to access affordable housing for rent that can be accessed under the Housing Allocation Scheme. This document is broadly similar to the Scheme adopted in 2015, with only minor details changed, as described elsewhere in this report.
15. As well as reflecting revised policy positions on tenancy issues, the documents also reflect any relevant updates arising from changes in Mayoral policy;

publication of government regulations; case law and judicial reviews; refinement of definitions; other updates and corrections to previous documents; and other drafting changes made by Council officers. The format of the appended documents are broadly similar to that of documents previously adopted, but changes in policy as described in the Housing Strategy have been made.

## **Equality Implications**

16. A public authority must, in the exercise of its functions, comply with the requirements of the Equality Act 2010 and in particular section 149, the Public Sector Equality Duty ("PSED"). The PSED provides (so far as relevant) as follows:
  - (1) a public authority must, in the exercise of its functions, have due regard to the need to:
    - (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
    - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
    - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it
17. The adoption of the revised Housing Strategy documents requires the Council to undertake an Equalities Impact Assessment (EqIA) to fully assess what the positive, neutral and/or negative impacts of adopting the changed approach will be on those with protected characteristics. The protected characteristics to which the PSED applies are:
  - age
  - disability
  - gender reassignment
  - marriage and civil partnership
  - pregnancy and maternity
  - race
  - religion or belief
  - sex
  - sexual orientation
18. The impacts of the delivery of the Housing Strategy vision and actions on groups of individuals with protected characteristics are considered to be positive or neutral. However, officers will continue to monitor the equality implications, to ensure early identification of any adverse impacts regarding the implementation of the Housing Strategy and The Homebuy Allocations Scheme on protected groups.
19. The completed Equalities Impact Assessment is attached as Appendix D to this report.

## **Risk Management Implications**

20. Cabinet is asked to approve the Housing Strategy 2021 to 2026 which is in line with the Council's Values and having regard to political, legislative requirements, duties and policy changes both nationally and locally. This includes acknowledging the impact of Covid, listening to and considering the views of residents on the overarching Housing Strategy through co-production and consultation whilst remaining responsive to the potential changes required as the area recovers from the pandemic. The Strategy recognises the needs and expectations of residents having regard to providing secure homes and safe places for our communities to thrive and grow together. Inevitably the Strategy now builds upon and responds to the environmental conditions, climate change, sustainability, optimum use of resources to ensure that there is enough housing supply to enable local businesses to continue to attract and retain the local workforce that they need.

Implications verified by: Michael Sloniowski, Risk Manager, tel: 020 8753 2587

## **Consultation**

21. Full details of the Housing Strategy Consultation are set out in Housing Strategy Consultation Summary Report (Appendix C)
22. To summarise the Housing Strategy consultation process is:
  - Residents were consulted during the development of the Housing Strategy. Consultation took two forms: an online consultation, and focus groups
  - Third sector organisations were invited to contribute to the development of the housing strategy by answering an online questionnaire, 'Housing Strategy Questions for 3<sup>rd</sup> Sector', in May 2019.
  - Housing associations with stock in the borough were invited to contribute to the development of the housing strategy by answering an online questionnaire, 'Housing Strategy Questions for Housing Associations', in May 2019.
  - The Co-Production Lead was consulted throughout the development of the Strategy regarding involving residents in the process.
  - In May 2019, an email was sent to residents by the Resident Involvement team inviting residents to take part in a Housing Strategy focus group. Two focus groups took place in June 2019, with a total attendance of 13 residents. The focus groups were delivered by the Partnership and Strategy Team, and supported by the Resident Involvement Team.
  - Key messages taken from the questionnaires and focus groups are presented in the Strategy section 'What You Said'. These messages, as well as specific suggestions and comments, also shape the strategy more broadly.
  - Consultation responses contributed to the development of four key objectives for the strategy: Working with Residents to Meet Housing Needs, Make H&F a Great Place to Live, Delivering More Homes for Residents, and

Prevent Homelessness and End Rough Sleeping. (Objective 2 - Safe, Sustainable Housing, was added at a later stage).

23. Quotations from residents are featured throughout the Housing Strategy. Quotes were selected where they best illustrated the views of a number of residents, reflecting the key messages which emerged through the consultation process.
24. Independent and robust investigation commissioned into the root causes of homelessness in our borough has provided a fuller understanding of why homelessness happens. In 2017, H&F established the Rough Sleeping Commission.
25. Below is a summary of the work of the Rough Sleeping Commission:
  - **Stage 1: Literature review**  
From February until March 2017, the commission conducted a literature review of international, national and local analysis and good practice, maintaining its focus on the the relevance of this data to H&F. The information gathered enabled the commission to build an accurate picture of why people sleep on the street in H&F.
  - **Stage 2: A call for evidence**  
A call for evidence was undertaken in April until June 2017 to gather the views directly from people who are, or are at risk of, sleeping rough in H&F, frontline workers and experts in the field.  
Groundswell were commissioned to conduct a peer led research project with the aim of enabling people with experience of homelessness to contribute to the work of the commission.
  - **Stage 3: Public hearing**  
The commission consulted H&F residents on its findings and draft recommendations at a meeting of the Health, Adult Social Care and Social Inclusion Policy and Accountability Committee on 12 December 2017.
  - **Stage 4: Commission Report**  
The cabinet endorsed Rough Sleeping Commission's report was published. The report, 'Ending Rough Sleeping in Hammersmith and Fulham', contained recommendations for how to end rough sleeping.

Which can be found at <https://www.lbhf.gov.uk/councillors-and-democracy/resident-led-commissions/rough-sleeping-commission>

26. The Rough Sleeping Commission's report 'Ending Rough Sleeping in Hammersmith and Fulham' highlights how a complex mix of factors can affect lives in our borough. This report presents the commission's findings alongside key local and national context data and information and gave recommendations which are reflected in the Housing Strategy, with an action plan to be developed further by a new Homelessness and Rough Sleeping strategy.
27. No consultation was required for the minor update made to the Homebuy Allocations Scheme.



**List of Appendices:**

Appendix A – Housing Strategy 2021

Appendix B – Homebuy Allocations Scheme

Appendix C – Housing Strategy Consultation Summary Report

Appendix D – Equality Impact Assessment

## APPENDIX A

The London Borough of Hammersmith and Fulham

# HOUSING STRATEGY 2021-6

*The change we will bring together in housing*

## FOREWORD

By Cllr Lisa Homan

In putting together this housing strategy we've listened to what residents said about the change we need in housing. We know how important it is to get our housing and services right for residents. That's why residents' experiences and ideas are at the heart of shaping this strategy.

We know access to safe, affordable housing impacts health, wellbeing and access to opportunities. We also know housing needs to be sustainable for the next generation.

We understand that residents know best about what they want and need. That's why we set up a consultation for tenants and leaseholders. You told us what you love about living in h&f, and also told us what improvements you wanted to see.

We also set up focus groups, to speak in depth about housing issues. Those discussions have helped form this strategy from the very start.

This strategy contains five key objectives.

- We will work with residents to meet their housing needs by creating a culture of co-production.
- We will provide safe, sustainable housing - better building safety, and responding to the climate emergency by decarbonising homes.
- We will make H&F a great place to live by becoming a more compassionate landlord, increasing opportunities and supporting our communities.
- We will also deliver more affordable homes for residents.
- The Covid-19 pandemic has highlighted even further the risks faced by people sleeping rough. As our final commitment, we will work harder than ever to prevent homelessness and end rough sleeping.

We are committed to making the change our residents want and need in housing.

Thank you sharing your views, helping us make the changes we all need. Together we can make h&f a great place to live.

**INTRODUCTION**  
**THE H&F VISION AND PRIORITIES**

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**People love living in Hammersmith & Fulham. It is diverse, connected, on the up and could be better still. In our part of this busy city, residents deserve a place that is safe, clean and green.**

In Hammersmith & Fulham, we have compassion. We believe our residents should feel secure in their homes and on the streets. They should have high quality services they can rely on.

The area is changing, and some are worried about growing unfairness, being left behind and the future of local services. This threatens what we want for the future.

We're strong because we care about our neighbours. We'll succeed if we bring people together and tackle what holds them back. We can't escape national and international challenges. Many will benefit locally, but some risk losing out. We believe in community, and we will not stand by and see our communities divided or driven out.

We believe in doing things with residents, not to them. We are working to create a culture of co-production, involving residents in decisions that affect them.

The safety of residents is at the forefront of everything we plan and do. We are making strong commitments to ensuring building safety standards are met, and expecting the same from landlords.

With the planet facing a major crisis through climate change, we are looking at how our housing stock adds to our carbon emissions. We will lead the way and set a strong example by acting now to retrofit our housing stock, working towards a zero-carbon future.

We'll manage our finances responsibly and relentlessly challenge unfairness, waste and old-fashioned thinking in how we work.

We're a compassionate council and are not afraid to take on the powerful to get results.

We're making H&F the best place to do business in Europe. We support entrepreneurs and start-ups and generate opportunity and shared prosperity.

We are a different kind of council – pioneering and relentlessly searching for better answers. We'll keep listening, working with residents and finding creative ways to take us forward.

## **OUR VALUES [graphic]**

Building shared prosperity

Creating a compassionate council

Doing things with residents, not to them

Being ruthlessly financially efficient

Taking pride in Hammersmith & Fulham

Rising to the challenge of the climate and ecological emergency

## BUSINESS PLAN COMMITMENTS

|   |   |  |
|---|---|--|
| <p><b>The Council's business plan commitments establish housing as a key corporate priority.</b></p> <p>It also necessitates an approach to housing commitments anchored in its five key values:</p> <ul style="list-style-type: none"> <li>- Building shared prosperity</li> <li>- Doing things with residents, not to them</li> <li>- Creating a compassionate council</li> <li>- Being ruthlessly financially efficient</li> <li>- Taking Pride in the borough</li> </ul> <p>Responding to a global crisis, in 2020 H&amp;F added our sixth key value:</p> <ul style="list-style-type: none"> <li>- Rising to the challenge of climate and ecological emergency</li> </ul> | <p><b>The range of housing commitments includes the development of at least 1,500 genuinely affordable homes</b></p> <p>The commitments reflect a determination that residents can buy or rent genuinely affordable housing, that council homes are protected and that we use every available power to limit the negative impact of empty and second homes on housing supply and affordability.</p> | <p>Doing things with residents, not to them, is also at the centre of Housing practice, with commitments to co-production and meaningful research and consultation throughout the business plan commitments.</p> <p><b>The business plan commitments relevant to this Housing Strategy are summarised below.</b></p>   |
| <b>BUILDING SHARED PROSPERITY</b>   |   |  |
| <p><b>Genuinely affordable homes</b><br/>We'll build at least 1,500 genuinely affordable homes, prioritising larger flats and homes for families. At least 500 will be affordable part-ownership homes-to-buy, prioritising local residents.</p> <p>We'll develop a new partnership strategy with our housing association partners to deliver more genuinely affordable homes through a joined-up approach</p> <p>We'll create a priority scheme to make sure local residents have first preference for all new genuinely</p>   | <p>We'll explore a new housing finance mechanism with partners (such as housing associations and trade unions) to increase the number of genuinely affordable homes we can deliver.</p> <p><b>Affordable rents</b><br/>We'll ensure that new housing association developments are delivering affordable rents.</p>  | <p><b>Second homes</b> We'll look at the St Ives planning restriction model so a newly built property can't be sold as a second home.</p> <p><b>Empty homes</b><br/>We'll seek new planning powers to bring at least 250 empty homes into use.</p> <p><b>Protecting homes</b><br/>We'll seek to protect all existing housing estates, including West Kensington and Gibbs Green estates, and develop further mechanisms to prevent any future sell-offs to developers.</p> |

|   |  |   |   |
|---|--|---|---|
| affordable homes  |  |   |   |
| DOING THINGS WITH RESIDENTS NOT TO THEM   |  |   | TAKING PRIDE IN HAMMERSMITH & FULHAM  |
| <b>Co-production with disabled people</b> we'll put Disabled people at the heart of decision-making in H&F. Co-production will lie at the heart of how we operate in future- nothing about Disabled people without Disabled people. |  | <b>Community engagement</b> we'll develop new ways of engaging and working with residents.<br><br><b>Residents-led commissions</b> We'll work with existing residents-led commissions and set-up new commissions. | <b>Greenest borough</b> we will make our borough the greenest borough in Britain.<br><br><b>Green estates</b> We'll work with our estates, alongside tenants' and residents' associations and residents, to identify areas to plant new trees, bushes and flowers; buildings to install green roofs or green walls; large paved areas which can be converted to grass; and places for bird boxes. |
|   |  |   |   |

## THE PURPOSE OF THIS STRATEGY

|  |   |  |
|--|---|--|
| <p><b>Building on our business plans commitments,</b> this Housing Strategy sets out our housing objectives through to 2025.</p> <p>We explain how we intend to work with our residents and communities to improve homes in both the social and private rented sectors, regenerate estates and increase the supply of housing for residents in Hammersmith, including social and affordable housing.</p> <p><b>In addition, this strategy exists to ensure we do what we've promised residents</b> by setting out a strategic direction for all housing activity in Hammersmith and Fulham.</p> <p>All content here is inspired by our <b>six values</b>, reflecting our beliefs that:</p> | <ul style="list-style-type: none"> <li>- <b>Access to housing is central to social mobility and an inclusive economy.</b> When prices and rents spiral, they drive in work poverty, force unwanted people migration and divide communities along economic lines, compromising our diversity.</li> <li>- <b>Access to housing shapes lives;</b> whether renting or buying, property shapes resident's health, schooling, family relationships; even London's retention of key workers for vital public services.</li> <li>- <b>Good housing makes Hammersmith a great place to live.</b> A housing strategy should never be about bricks and mortar alone, but about This strategy is the change we will bring together in Housing.</li> </ul> | <p>Our values and beliefs mean the strategy presents a determination to offer residents a choice to stay in the borough they love and enjoy high quality homes at affordable prices.</p> <p>We address housing need and supply, but also the best way to ensure quality and effective management of both existing and new housing stock. We are putting building safety at the heart of our work, and planning our response to ensure our housing is safe and sustainable.</p> <p>Most broadly, the strategy considers how housing can play its role in meeting wider commitments to residents across every element of the Corporate Plan.</p> |
|--|---|--|

### OTHER KEY DOCUMENTS

|  |   |  |
|--|---|--|
| <p>This strategy depends on and supports the implementation of a wide range of other strategies and should be read alongside Our Local Plan and other linked strategies listed below. Linked strategies will be referenced throughout this strategy.</p> <p>This document refers to a number of linked Council strategies</p> <p>Upcoming linked strategies, which will be adopted in the lifetime of this strategym are referenced where their publication will further develop</p> | <p>Property Asset Management Strategy<br/>The upcoming Homelessness and Rough Sleeping Strategy<br/>Asset Management Strategy<br/>Older People's Housing Strategy<br/>The upcoming Disabled People's Housing Strategy<br/>Resident Involvement Strategy<br/>Defend Council Homes Policy<br/>The Upcoming Housing Energy Strategy<br/>Home Buy Allocation Scheme 2020<br/>Private Sector Housing Enforcement Policy 2020<br/>Climate and Ecology Strategy 2021</p> |  |
|--|---|--|



|            |  |  |  |  |
|------------|--|--|--|--|
| our plans: |  |  |  |  |
|            |  |  |  |  |

# THE PICTURE IN HAMMERSMITH & FULHAM

## WHAT YOU SAID

### CO-PRODUCTION

We believe in doing things with residents, not to them. The Disabled People's Commission defines co-production as;

*"local Disabled residents are working together with decision makers; to actively identify, design, and evaluate policy decisions and service delivery that affect our lives and remove the barriers we face"*

H&F are committed to co-production. Not just with disabled residents, but with all residents. Great work carried out with disabled residents, including co-production of the Disabled People's Housing Strategy 2021, shows us how this can be done. Building on from this definition, we want to ensure that all residents are involved in decisions that affect them. We have worked with you to ensure this housing strategy is shaped by the priorities, experiences and views of our residents.

### CONSULTATION AND INVOLVEMENT

|  |   |  |
|--|---|--|
| <p>We asked you to participate in three ways.</p> <p>First, we asked everyone who lives in H&amp;F to answer a short questionnaire about Housing. Over 300 of you responded.</p> | <p>Following that, we arranged a series of focus groups, to facilitate in-depth discussions around the issues identified in the questionnaires. These opportunities to work with residents gave us valuable insights into what we should do next in housing.</p> <p>Thirdly, we asked residents renting privately to respond to a survey.</p> | <p>Listening to what you said, these are the key messages we have taken away and used to shape and underpin this strategy.</p> |
|--|---|--|

### YOUR RESPONSES

- Residents really value being involved in decision-making and support co-production
- Provision of support for rough sleepers is a big concern for residents
- We should support young people, vibrancy and new businesses
- You feel that fire, gas and water safety are extremely important
- We need to build more genuinely affordable homes for families
- Supporting older and disabled residents is a high priority
- Housing standards and energy efficiency are important to you
- We need space: you would like the council to address overcrowding, density and room sizes
- You'd like to see more of us: we need housing officers and handy people on estates
- New schemes: you want us to consider a buy-back scheme and more options for home swaps
- Green spaces and community gardens are highly valued

- We need to invest in quality to prevent repairs burden
- We should have better knowledge of our tenants' housing needs
- New developments should be future-proof
- New builds should be for residents, not second homes or investments
- Residents want options to move within the borough
- We need to make better use of empty properties
- Residents want smaller, faster housing developments
- Residents feel proud to live in H&F
- Inter-generational projects and multi-service community events improve resident pride
- All new developments should be fully accessible, mixed-needs and mixed-tenure
- High rents are the biggest risk for private renters
- Private renters want landlords and managing agents to respond quickly and efficiently to disrepair reports, and to comply with their legal obligations, for example to protect deposits and not charge unlawful fees
- The Council should use its powers to tackle rogue landlords-

## SETTING THE SCENE: FACTS AND FIGURES

[Infographics]

|  |
|--|
| We are diverse:<br>12% of Black origins<br>9% of Asian ethnic origin<br>6% of mixed origin<br>4% are of Irish origin   |
| Over 100 spoken languages  |
| 5 <sup>th</sup> smallest borough in England  |
| 6 <sup>th</sup> most densely populated area in London  |
| GLA projections: 8,440 more households in the next 10 years  |
| ¾ of the H&F population are working age  |
| 25,000 more people commute to work in H&F than commute out   |
| High contrast of wealth and deprivation  |
| Barriers to housing: 6% of the borough in the 10% most deprived nationally   |
| Ill health levels are lower than the London average  |
| Tenure split:<br>o 1/3 social housing<br>o 1/3 owner occupied<br>o 1/3 private rented<br>The private rented sector is the sixth highest in London and eighth highest in the country as a whole and accounts for 33.2% of all households, a 10% increase from 2001 to 2011 census |
| Property types: 73% flats, apartments or maisonettes   |
| Unemployment rates are 3.9%, below London average  |
| COVID impact: Universal Credit claims rose from 10591 to 17980 between February and May 2020   |
| 7,036 of H&F properties are second homes   |
| 76.2% of residents aged 16-64 are in employment  |
| 96th most deprived Local Authority in London   |
| Housing accounts for 35% of borough carbon emissions and 71% of council emissions.   |
| Most common foreign languages: French, Arabic, Spanish, Polish, Italian, Somali, Portuguese, Farsi/Persian, Tagalog/Filipino, German   |
| H&F is 28% green space, below 50% for London overall.  |

## WHAT WE'VE DONE SO FAR

Our strategies are active documents which drive real change. We are proud to say that since the publication of our last housing strategy, *Delivering the change we need in housing*, in 2015, we have done what we said we would and made massive improvements right across our services. But we won't stop here: these changes only make us more ambitious about what we can achieve this time round.

### What has happened since the last Housing Strategy?

[INFOGRAPHICS]

- We launched the Affordable Housing Delivery Framework to deliver up to 800 genuinely affordable homes
- Strengthened relationships with Housing Associations
- Set up a co-production implementation group, and worked with Resident Involvement towards creating a culture of co-production
- Joint work with Stanhope, Shepherds Bush Housing Group, and A2 Dominion to maximise local housing opportunities and provide office space for *Action on Disability*
- Five sites were identified for the Direct Delivery programme with more to come
- Secured hundreds of genuinely affordable rented homes in planning agreements
- Secured affordable home ownership and rental products to meet the need of Home Buy clients
- Working through Defend Council Homes Unit to help safeguard the future of Council housing
- Strengthened partnership working with the Greater London Authority
- Consultations were completed on the Home Buy Allocation Scheme
- Reviewed the Council's Housing Allocations Scheme
- Worked with residents to develop a new Resident Involvement Strategy 2019 – 2022 and Action Plan that ensures we will hear the voices of our residents even more clearly
- Involved residents in developing tenancy-related policies
- Published the *Older People's Housing Strategy*
- Started co-producing the *Disabled People's Housing Strategy* with disabled people
- Implemented evidence-based policy making, a Customer Service Improvement Programme, and mystery shopping exercises helped to improve services
- Measures taken to improve protections in the Private Rented Sector include inspections, enforcements taken around hazardous housing conditions and failure to comply with legal obligations, for example for agents to join a redress scheme or not to charge unlawful fees
- H&F promoting the London Landlords Accreditation Scheme, membership of recognised landlords' associations and sign up to the H&F Landlords' Charter with discounted property licencing fees
- Launched H&F Landlord's Charter and introduced discretionary property licensing schemes in 2017 for smaller HMOs and houses and flats in 128 Selective Licensing streets
- Through public health, we funded project Healthier Homes to improved energy efficiency for 257 homes
- Improved Police visibility and resident engagement with Police Officers and Wardens
- Delivered new or expanded CCTV systems on 12 estates

- Completed award-winning sustainable drainage systems (SuDS) and greening on Queen Caroline and White City estates (2015).
- Undertaken energy efficiency improvements on 600 properties through ECO.
- Committed to be carbon neutral by 2030
- Agreed a Climate and Ecology Strategy

## WIDER CONTEXT

### NATIONAL CONTEXT

Housing challenges faced by local authorities are felt strongly in inner London boroughs like ours. Much of our work through this Strategy involves coming up with innovative ways to provide more, and better, housing options for residents despite those challenges.

#### Housing shortages

Things are changing in the UK. We have a growing, ageing population. We also have increasing numbers of households on lower incomes. Unfortunately, as need grows for housing, especially affordable housing, social housing numbers have taken a hit. We have faced cuts to funding for new affordable homes, the Right-To-Buy scheme continues to reduce the number of homes Councils have, and the Housing & Planning Act 2016 forced sale of 'higher value' council-owned homes. Including Right-to-Buy sales, demolitions and conversions, the UK lost around 17,000 social homes in 2019. Increased demand along with diminished supply have created housing shortages, affecting all tenure types. We are working hard on planning and growth, to push back and help residents to access genuinely affordable homes.

#### Climate and Ecological Emergency

We are beginning to see the impact of a changing climate and loss of biodiversity. It is clear we need to change our approach to how homes are built, the energy they use and how they impact nature. The Climate Change Act 2008

requires us to reach net zero by 2050. In H&F, we have declared a climate emergency and are working hard to reduce our contribution to climate change and want to achieve this by 2030.

#### Welfare Reform

Welfare Reform continues to pose housing issues. Changes brought in by the Welfare Reform Act 2012, including Universal Credit rollout and the Overall Benefit Cap, limit what those affected can afford to pay in rent. Although the personal allowance amount has recently increased for UC claimants, the cap limit has not changed, leaving capped claimants' rent budgets tighter than ever. Our own budgets for Discretionary Housing Payments are finite, and UC is administered by the Department of Work and Pensions, limiting our control. Universal Credit, the Benefit Cap and Local Housing Allowance levels create issues of affordability. Tenancy sustainment and homelessness prevention work play a big role in how we help to support those affected.

#### Fire safety

After the Grenfell Tower fire, which took the lives of 72 people in our neighbouring borough of Kensington and Chelsea, it is clearer than ever that safety must come first. Fire safety is high on the national agenda. Hammersmith and Fulham council, residents, and staff, in both personal and professional capacities, reacted quickly to support those impacted by the tragedy and provide practical support. That quick response is being followed through with lasting change.

Building and fire safety feature prominently in our plans.

### **Leaving the EU**

There is growing instability in the housing market. Leaving the EU on 31 January 2020 caused widespread economic uncertainty, including within housing. The full extent to which leaving the EU will impact the economic landscape remains to be seen.

### **What this means for H&F**

Issues of government finance, supply and demand, affordability, economic instability, as well as public health and safety, compound the national housing crisis. In the UK, around 8 million people live in unaffordable, insecure or unsuitable homes. Much is uncertain, and many of these factors are beyond our control. But we are innovative, committed, and ready to tackle challenges head on.

## **STATUTORY CONTEXT**

Within the last decade, important statutory updates have changed the way we deliver our services.

### **The Localism Act 2011**

The Act allows us more control over our housing register and how we allocate housing, so more decisions are made locally, and homelessness applicants are now usually required to have a local connection to H&F.

The Act also allows Councils to discharge housing duties into the private rented sector, and to offer more flexible tenancies. The Independent Housing Ombudsman was introduced to handle social housing complaints.

### **The Welfare Reform Act 2012**

The Act began an overhaul of the welfare benefits system. Introducing benefit caps and the spare room subsidy, and replacing legacy benefits including Housing Benefits with Universal Credit, the Act brought new challenges for claimants (including decreased affordability) and for Councils supporting them. These challenges limit

claimants' options for where they can live, and therefore the housing options we can give them, leaving many threatened with homelessness or priced out of their local area. Unlike Housing Benefits which we administer, Universal Credit is administered by the Department of Work and Pensions (DWP).

### **The Housing and Planning Act 2016**

The Act extended Right to Buy to Housing Associations, encouraged local authorities to sell up 'higher value' Council stock, and introduced the (now defunct) Starter Homes project. These changes have significantly contributed to the scarcity of social homes available.

This Act also brought in a range of enforcement powers to enable Councils to better tackle rogue landlords in the private sector.

### **Homelessness Reduction Act 2017**

The Act introduced new statutory duties, shaping the way all local authorities assist people who are threatened with homelessness. These duties include providing homelessness relief advice to residents, working with eligible people who are threatened with homelessness to create a plan, and to help secure accommodation for them. The Act imparts a duty for public authorities to refer cases of threatened homelessness to the local housing authority. The Act also increases the period when someone can be considered threatened with homelessness from 28 to 56 days, giving us more time to help.

### **The Rough Sleeping Strategy**

This strategic document delineates the government's plan to halve the number of people sleeping rough by 2022, and eradicate rough sleeping by 2027. As part of this strategy, every local authority must produce their own Rough Sleeping Strategy.

### **Climate Change Act 2008 (2050 Target Amendment) Order 2019.**

This act set a mandatory greenhouse gas reduction target for the UK of 80% by 2050, amended in 2019 to 100%. It also



established the statutory Committee on Climate Change to monitor the UK's progress, measured against legally binding five-year 'carbon budgets'. In December 2020 the UK government announced a further target to reduce national emissions by at least 68% by 2030, as part of its nationally determined contribution to the Paris Climate Agreement 2015. Due to the impact of climate change, we have set a more ambitious target, zero carbon by 2030.

#### Other statutory changes

- **The Care Act 2014** requires Councils to promote wellbeing when we provide care and support to an individual, and when considering housing suitability.
- **The Neighbourhood Planning Act 2017** introduced changes to neighbourhood planning, local development documents, compulsory purchase and planning conditions.
- White paper '**Fixing Our Broken Housing Market**' 2017 recommended an update to the planning system, and a move from home ownership to affordable rent. Its four principles are:
  1. Planning the right homes in the right places
  2. Building homes faster
  3. Diversifying the market
  4. Helping people now
- Green Paper '**A New Deal for Social Housing**' 2018 sets out five principles:
  1. Ensuring homes are safe and decent
  2. The need for swift and effective resolution of disputes
  3. Empowering residents and making sure their voices are heard
  4. The need to address the stigma that residents in social housing face

5. Boost the supply of social housing and supporting home ownership

### EMERGING POLICY

Following major changes brought in by the Welfare Reform Act 2012, then the Homelessness Reduction Act 2017, new policies for planning and building safety are on the agenda for housing.

#### Building Safety

The draft Building Safety Bill was published in July 2020. After the Grenfell Tower fire, which was exacerbated by unsafe cladding, it is clear much more needs doing to keep people safe in their homes. The draft Building Safety Bill aims to raise standards. If passed, safety regulations will be stricter. The Bill also introduces a new Building Safety Regulator. The Regulator will ensure regulations are met, enforce sanctions for non-compliance, and act as building control on high-risk developments. New committees will support their work. There will be more regulation within the building control and built environment sectors, and more advice readily available. There will also be clarity around dutyholders, more building safety managers, as well as a new building safety charge for leaseholders. A New Homes Ombudsman will be set up for new homeowners to take actions against developers if needed. Importantly, the Building Safety Regulator will have increased powers to make heavier sanctions where safety standards aren't being met. The Building Safety Bill, if passed, will be a positive change in terms of ensuring and enforcing better building safety.

#### Planning policy changes

Reforms to the planning system could help provide more of the homes we need. Poor supply of new social housing, and other affordable housing, has broad implications. 1 in 7 people in the UK are affected by the housing crisis. Council spending on expensive emergency housing has risen over 700% in a decade as cheaper, social or genuinely affordable homes are in scarce supply. Moreover,



there is a strong link between housing and public health, as seen starkly in the Covid-19 pandemic.

The National Planning Policy Framework is set for an overhaul. In March 2020 the government published white paper Planning for the Future, which proposes to address housing supply. Plans include zoning: planning authorities splitting their land into areas; for “protection”, “renewal” and “growth”. Under the Neighbourhood Planning Bill, planning authorities will set this out in new Local Plans. Planning authorities will be supported to set local design codes, but will have less policy control as this will be set nationally. There will be faster planning approvals, including pre-approvals. Section 106 of the Town and Country Planning Act 1990, which mitigates the impact of developments on the community including requirements for provision of affordable homes, will be scrapped in favour of an Infrastructure Levy.

Along with the extension of Help-to-Buy, the Government have proposed the First Homes scheme, building homes to be sold at a 30% discount. While more options for affordable home ownership might broadly be called a good thing, the details of the scheme pose risks. These homes will be unaffordable to most people who want to get on the housing ladder. Also, the new scheme may not increase the overall number of affordable homes built. Instead, these more expensive homes will be built under Section 106 planning obligations, meaning fewer social homes get built.

These changes are in their early stages. With consultations in full swing, the potential impacts of these plans are unclear. Zoning could pose a risk to social integration within communities. There are concerns around the function of the new Infrastructure Levy, particularly the removal of Section 106, through which almost half of all affordable housing was built in 2019. Removing policy options from planning authorities also reduces our influence on housing built in H&F.

## **HOUSING RESPONSE TO COVID-19**

The relationship between housing and public health is well known. The COVID-19 Coronavirus pandemic has seen housing services across the country respond to the biggest health crisis that the UK has faced this century. The pandemic posed dual challenges for housing: more residents needed our services, and service delivery had new limits due to lockdown and social distancing. So, we rose to these challenges by providing housing and support to more residents, while using new and innovative ways of working. The government recognised that people sleeping rough would need more support to be kept safe from the virus, and asked Councils to bring ‘Everyone In’. In London, 4,700 rough sleepers were placed in hotels. Inspections and liaison with private sector landlords continued throughout 2020 when necessary to ensure private housing remained safe to live in.

### **COVID-19 in H&F**

H&F worked quickly to offer all rough sleepers in the borough accommodation, including those who would not normally be eligible for housing support, such as people with No Recourse to Public Funds. Before the pandemic, rough sleeping in H&F was already on the rise, with numbers exceeding the national average. Providing more and better services for rough sleepers was already high on our agenda. Some new services we had introduced, such as our Crash Pad, could not be used in lockdown as they were not set up for social distancing. But we stepped up and found solutions, offering 181 people, including rough sleepers and people not normally eligible, accommodation.

### **What we’ve done**

Out of necessity, we adapted our services to fit with lockdown rules and social distancing guidelines. This has meant using technical solutions to enable remote working for over 70% of our staff at a time; limiting unnecessary face-to-face

interactions. We discovered we could provide high quality housing options and advice services in this new way. We will continue reviewing our service delivery to keep it accessible, while taking on board the benefits of agile working.

#### **Our response to COVID-19:**

1. Adapting quickly to provide services online
2. Getting 'Everyone In' and supporting rough sleepers
3. Reducing risks while making sure our services keep running and remain accessible to residents
4. Looking at ways of reducing loneliness and isolation
5. Engaging with community groups online and making sure that residents have the support to access online meetings
6. Ensuring the rough sleeping services we commission are COVID appropriate

#### **Going forward**

We have been able to provide support and accommodation to many during the pandemic. We have also found new ways of working. We are now looking at how we can continue to deliver great services going forward – especially adjusting our plans for rough sleeper services to fit the current picture.

#### **We are looking at:**

- **Finance** – Housing budgets for Councils are tight, with scant additional provision for COVID-19. We are exploring funding opportunities to support the extra housing we provided during lockdown, and seeing where our budgets need to change.
- **People** – As we are working differently, we're figuring out when and where our staff work; where to continue remote

working or face-to-face services

- **Sector Capacity**– Looking at the sector as a whole to identify housing options for residents impacted by the pandemic
- **Partnership Working** – How we can work together to provide good continuing services
- **No Recourse to Public Funds** – Identifying how to support those individuals who are not normally eligible for assistance
- **Housing First** – Continuing to provide housing to people with a history of entrenched rough sleeping
- **Floating Support and Supported Housing** – Ways to provide these wherever needed
- **Homelessness Prevention** – Unemployment levels in H&F, as well as Universal Credit claims, have risen sharply during the pandemic. The economic impact of the pandemic has pushed many households to the verge of homelessness. This vital support is needed more than ever
- **Accessibility** – New ways of working must be designed so services are fully accessible to residents

#### **What we're taking away from COVID-19**

COVID-19 has had a huge impact on those living and working in H&F. We have come together to get through this difficult time and provide important services when residents needed them most. As a result, we have supported large numbers of residents and have discovered better ways to deliver services. Lockdown has also highlighted the important relationship between access to suitable housing and physical and mental health and wellbeing – reinforcing our drive to provide great, accessible housing and services to residents.

## WHAT WE ARE DOING NOW

### INTRODUCING OUR PRINCIPLES AND STRATEGIC OBJECTIVES

Our principles are the value system on which we build our strategy. Our five objectives are the key strategic aims we plan to achieve. Here, we introduce those principles and objectives. Following this overview, we will set out commitments and action plans under each objective, showing how we will bring this change together.

#### OUR PRINCIPLES

[Infographics]

Co-production  
Prosperity  
Quality  
Health  
Opportunity  
Protection  
Compassion  
Community  
Equality & Inclusion  
Working Together

#### OUR OBJECTIVES

We have adopted five key objectives in this housing strategy: Working with Residents to Meet Housing Needs, Safe, Sustainable Housing, Make H&F a Great Place to Live, Delivering More Homes for Residents, and Prevent Homelessness and End Rough Sleeping. Like the rest of the strategy, our objectives have been shaped by the views and experiences of residents, partners and stakeholders. Here, we introduce our objectives. In the next section, the work we're doing under each objective will be detailed, alongside a specific action plan. The strategy also draws together aims from;

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| the H&F business plan and administration's most recent manifesto commitments | the draft London Plan, the Local Plan, the London Housing Strategy |
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#### OBJECTIVE 1: WORKING WITH RESIDENTS TO MEET HOUSING NEEDS

Building from H&F's values about **doing things *with* residents, not *to* them**, we start with a strong commitment to co-production. This objective focuses on how we will work together to meet residents' needs, including those of older residents and disabled residents. We will take a holistic, community-minded approach to meeting housing needs and transforming our services.

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#### OBJECTIVE 2: SAFE, SUSTAINABLE HOUSING

We put the safety of residents is at the heart of our work. We are working with residents to make sure safety regulations are met, and have committed to a major capital delivery programme with a focus on compliance.

We are **rising to the challenge of the climate and ecological emergency**. H&F has declared a climate emergency with a net zero carbon target by 2030. This needs to be at the forefront of everything we plan and do. 83% of the Council's direct carbon emissions come from our housing. So, under this objective we start work decarbonising our stock, and planning for a net-zero future.

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### OBJECTIVE 3: MAKE H&F A GREAT PLACE TO LIVE

We take pride in Hammersmith & Fulham and being a fantastic landlord is central to us becoming a **compassionate council**.

A great home is more than just a roof over your head: It is having a landlord who provides good services in an ethical way, a council which responds supportively in challenging times; it is feeling part of something larger, having access to housing opportunities, and feeling proud of where you live.

We are also creating more opportunities for residents to reach their potential through skills and employment support which help achieve our aim of **building shared prosperity**. This objective sees us making H&F a great home borough; working closely with housing associations and third sector partners, making the best of the resources we have, making our homes more energy efficient, and promoting **healthy, safe and prosperous communities**.

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### OBJECTIVE 4: DELIVERING MORE AFFORDABLE HOMES FOR RESIDENTS

This objective is about more than building homes. While planning and building more housing, we're also getting to know our residents better, to make sure we build the right homes to meet a range of needs.

We are making sure residents get great deals by: securing priority for new housing schemes with a variety of affordable housing options.

Being **ruthlessly financially efficient**, we are learning to save money and secure more funding, in negotiations with housing developers, which we could spend where residents need it.

We are finding creative ways to provide new homes quickly, while respecting existing communities and making sure we follow the Defend Council Homes Policy for council housing land.

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## OBJECTIVE 5: PREVENT HOMELESSNESS AND END ROUGH SLEEPING

Building from the work and recommendations of the Rough Sleeping Commission, we escalate our work to prevent homelessness, within the context of an improved assessment and advice service and early intervention.

We are building robust, people-centred solutions to homelessness. We outline how we are doing this in the spirit of new homelessness prevention legislation, and how we will aim to end rough sleeping in H&F.

## OBJECTIVE 1: WORKING WITH RESIDENTS TO MEET HOUSING NEEDS

### Our commitments:

| Commitment to Co-production   |  |   |
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| <p>The Disabled People's Commission defines co-production as;</p> <p><i>"local Disabled residents are working together with decision makers; to actively identify, design, and evaluate policy decisions and service delivery that affect our lives and remove the barriers we face"</i></p> <p>H&amp;F are committed to co-production. Not just with disabled residents, but with all residents. Great work carried out with disabled residents shows us how this can be done.</p> |  | <p>Building on from this definition, we want to ensure that all residents are involved in decisions that affect them</p> <p>Consultation is not enough. To us, working together means more community engagement, resident-led commissions, devolution of powers for decision-making. Great successes have been achieved through working towards true co-production, such as the work of the Disabled Residents Team on the Civic Campus redesign and redevelopment.</p>   |
| Resident Involvement <b>LINKED STRATEGY: RESIDENT INVOLVEMENT STRATEGY 2020</b>   |  |   |
| <p>Embedding co-production in what we do will ensure that more of our residents are actively involved in new projects from start to finish.</p> <p>The new Resident Involvement strategy creates opportunities for our residents to get involved in decision making in the ways that best suit them.</p> <p>Built from residents' expectations, the strategy provides an essential and consistent framework for the voices of Council housing residents to be heard.</p>            |  | <p>One of the main findings from the Hackitt Report, the Independent Review of Building Regulations and Fire Safety, is the importance of landlords listening to their residents' voice and acting on what they are saying.</p> <p>This Resident Involvement Strategy promotes this fundamental principle of co-production. Involving residents who live in Council housing properties is part of the Council's wider commitment to supporting connected communities across the borough and delivering better services.</p> |

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| <b>Meeting the needs of older residents</b> <i>LINKED STRATEGY: OLDER PEOPLE'S HOUSING STRATEGY 2018</i>   |  |   |  |
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| In 2018, we published the Older People's Housing Strategy which looks at improving housing services for older people in the borough. The strategy is built around key principles of early intervention and prevention, partnership working, and a customer-focussed approach.  |  | Building on the work of the Older People's Commission and Older People's Housing Strategy, we support intergenerational projects, re-introducing convalescent homes, continuing the provision of free carers, and becoming the very first dementia friendly council by training dementia ambassadors.   |  |
|  |  | These measures, and other work already underway, will empower our residents to make informed choices about their housing options, ensuring their changing needs are met as they age.  |  |
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| <b>Meeting the needs of disabled residents</b> <i>LINKED STRATEGY: DISABLED PEOPLE'S HOUSING STRATEGY 2020</i>   |  |   |  |
| Following on from the ground-breaking changes proposed by the Disabled People's Commission, the Disabled People's Housing Strategy sets out our approach for meeting the housing needs of disabled people through provision of housing services shaped and influenced and co-produced by and for Disabled residents. |  | Learning from this positive experience, we will develop good practice standards of for co-production. We will start introducing co-production in all our projects going forward; including review of the aids and adaptations service, re-assessing our housing information and communications with disabled residents and developing closer working between Housing and Social Care. |  |
| Developing the Disabled Residents Housing Group and implementation of the actions from this strategy will make positive changes in the services we provide to disabled people, because we will be directly responding to the experiences of disabled residents.  |  | In 2020, the Scheme of Allocations was been updated to ensure disabled residents are prioritised for adapted properties, and people with Special Educational Needs do not lose their local connection by being out of borough to access SEN services. We also lowered the community contribution threshold for disabled residents.  |  |
|  |  | We will now work with disabled residents to co-produce a new online digital platform to advertise and allocate social housing stock.  |  |
|  |  | Our other actions will also include updating our Accessible Housing register, so that we have better knowledge about our tenants and the homes they live to ensure they are suitable and fit for purpose and enable us to deliver effective services.   |  |
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| <b>Meeting complex and multiple needs</b>  |  |   |  |
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| No two people are the same. The lives and  |  | We constantly seek to improve services to   |  |

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| <p>experiences of our residents are varied and diverse, as are their specific needs. Knowing this, we will work better together for residents using our services.</p> <p>Through attention to important moments in people's lives, such as leaving care or transitioning from childhood to adulthood with learning disabilities, we will support residents along the journey.</p> <p>Residents want flexible, responsive services that adapt to their individual needs.</p> <p>.</p>  |  | <p>vulnerable residents. For example, we are now completing the Domestic Abuse Housing Audit (DAHA) to improve our service to domestic violence survivors</p> <p>We will continue to focus on commissioning fail-safe floating support, and good supported housing services to assist vulnerable residents through changes and to develop skills for independent living. We are now the first dementia friendly council, with newly trained dementia ambassadors. Moving forward, we will establish strong internal mechanisms to provide a wrap-around service, ensuring no one is left behind.</p> |
| <b>Working on community</b>   |  |  |
| <p>We are placing an emphasis on fostering a strong community which comes together to end exclusion and loneliness. There are lots of projects underway to help our residents build confidence and find their place in the H&amp;F community. For example, crowd funding initiative BEAM helps vulnerable residents gain skills and training.</p> <p>Going forward, we will look at innovative ways to link these opportunities with housing options. We are also running more apprenticeships within housing and looking at finding more opportunities with our partners.</p> <p><b>Removing barriers to opportunity</b></p> |  | <p>In partnership with Citizens Advice Hammersmith &amp; Fulham, we've established eight weekly digital hubs where our residents can drop in and learn how to use their electronic devices, access the internet, use council services, and keep in touch with friends and family. The digital hubs are all located in our tenants and residents' halls, helping to promote thriving and supported communities.</p>   |
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| <p>The Scheme of Allocations has been updated to ensure disabled residents are prioritised for adapted properties, and people with Special Educational Needs do not lose their local connection by being out of borough to access SEN services. We will now work with disabled residents to co-produce a new online digital platform to advertise and allocate social housing stock.</p>  |  | <p>Other projects on the horizon which will improve prosperity, employment and therefore access to more housing options include: upskilling projects, employment-focused ESOL classes, more opportunities for care leavers, further rollout of the popular Street Elite project, providing sports coaching for young, at-risk people. We will also foster strong links with Adult Learning and local computer literacy courses to support independence.</p>  |

### Action Plan:

1. Co-produce a new aids and adaptations process with disabled residents and Publish the new Disabled Residents' Housing Strategy
2. Standardise co-production best practice across new projects
3. Establish Co-production briefs in upcoming Council-led housing developments
4. Co-produce Housing related Communications and information



5. Establish a co-production focussed Disabled Residents Housing Group to work with us on policies, service provision, and decision making
6. Review and update the Older People's Housing Strategy
7. Transitions planning: develop co-working and feedback mechanisms with Social Care to support residents through major life changes
8. Co-produce a new online digital platform to advertise and allocate social housing stock
9. Establish training programme for all front-line staff on domestic violence and abuse awareness, trauma awareness, mental health awareness, attentiveness to issues including human trafficking and forced marriage, and drug and alcohol awareness, and become a trauma informed Council

## OBJECTIVE 2: SAFE, SUSTAINABLE HOUSING

### Our commitments:

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| <i>Put building safety at the heart of our work</i>  |  |   |
| <b>Linked Strategy: Housing Asset Management Strategy</b>  |  |   |
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| <p>H&amp;F are strongly committed to putting the safety of residents first.</p> <p>The new social housing white paper puts as number one: To be safe in your home. We are carrying out far-reaching work on that basis.</p> <p>In July 2019, we committed to an over £100 million capital delivery programme, the bulk of which is compliance based. This programme is set out in the Housing Asset Management strategy.</p> |  | <p>The new Building Safety bill puts resident safety at the heart of higher risk buildings; it will be a legal requirement. We are in the process of converting the residents group FRAG (Fire safety Residents Action Group) to a building safety group, who will help ensure these important safety requirements are met requirements are met.</p> <p>We are prioritising gas, water, electrical, lift and asbestos safety.</p> |
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| <b>Begin to retrofit homes to a net-zero carbon standard</b>   |  |   |
| <i>Linked Strategy: Climate and Ecology Strategy</i>   |  |   |
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| <p>H&amp;F has declared a climate emergency with a net zero carbon target to be met by 2030.</p> <p>At present, gas boilers contribute over 40% of the carbon emissions in H&amp;F. To decarbonise our homes, we need to make them more energy efficient and change how they are</p>   |  | <p>To meet our decarbonisation target, we have developed a new Climate and Ecology Strategy, with an ambitious objective to retrofit homes to a net-zero carbon standard.</p> <p>We will not be able to decarbonise all of our housing within the lifetime of this strategy. However, the work we start now</p>   |



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| heated.  |  | will put us in a strong position to achieve zero carbon by our 2030 goal.  |
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| <i>Build new homes to a net-zero standard</i>  |  |  |
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| Building homes to a zero-carbon standard now would reduce the need for further retrofitting before 2030. |  | We are looking at industry best practise on how to work towards building zero-carbon standard homes as standard. |
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### Action Plan:

1. Ensure compliance with building safety requirements by carrying out a major capital delivery programme through our Asset Management Strategy
2. Support the work of a new residents' action group for building safety
3. LINKED STRATEGY Begin delivery of the Climate and Ecological Emergency Strategy action points for housing
4. Deliver on the council housing action points from the Climate and Ecology Strategy
5. Begin retrofitting our council homes as part of the Climate and Ecology Strategy
6. Continue to apply for central government funding to support the retrofit of homes now
7. Explore net-zero industry best practise for new homes that we build
8. Continue to pilot innovative approaches to retrofit fitting and building net-zero carbon homes
9. Produce accessible information for residents on how to reduce energy usage

## OBJECTIVE 3: MAKING H&F A GREAT PLACE TO LIVE

### Our commitments:

***'I'm already proud to live in Hammersmith and Fulham!' – H&F Resident***

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| <b>An ethical and supportive council</b>  |  |   |
| <p>We are leading the way as a socially-conscious Council. Steps we are taking towards being a council that protects and supports vulnerable residents include; no more bailiffs for council tax debts, using ethical methods of debt collection instead; using our full powers to tackle rogue landlords; helping improve conditions in the private rented sector, and working to end no fault evictions.</p> <p>We are also developing stronger internal working mechanisms to provide services to vulnerable tenants, such as streamlining hospital discharge plans with housing services to keep residents feeling secure when they are unwell.</p>   |  | <p>New joint working mechanisms with Social Care will mean no-one gets lost between services.</p> <p>We will continue to provide good services for good value, making sure government cuts are not passed on to vulnerable residents in the form of reduced services. We will proudly continue supporting Syrian refugees to access housing and services. Passionate about equality and inclusion, we're doubling our efforts to ensure equality within housing services.</p>   |
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| <b>Productive joint working with Housing Associations</b>   |  |   |
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| <p>Collectively, Housing Associations provide almost as many homes in Hammersmith and Fulham as the council does; housing 14.9% of H&amp;F residents. Strong relationships with our housing association partners are essential to supporting good homes for residents across the borough.</p> <p>Housing associations with housing stock in the borough have expressed a keen interest in working more closely with us, confident this will provide a better experience to all our residents.</p> <p>We have started a Housing Associations liaison programme to work better together on housing allocations, nominations, estate management, welfare reform issues, homelessness prevention and more.</p> <p>We are also looking at the big picture and addressing the small details that matter to tenants; such as tenant handbooks and approved contractor lists for small repairs.</p> |  | <p>We recognise that our communities are supported by many different social housing landlords. We've worked with the residents of Rainville Estate to establish an Estate Forum to bring together residents who have different landlords, but share the same space and aspirations for where they live.</p> <p>These improvements will provide better housing for our residents and tenants, set in the context of new greening projects and more opportunities for residents to feel part of the H&amp;F community. We want to make our tenants proud to live in H&amp;F social housing.</p> <p>We will continue to share our knowledge and learn more from our partners, so we can share best practices across the board, raising housing standards and improving customer services. We will also continue supporting Housing Associations in their roles as fellow major landlords, preventing homelessness.</p> |
| <b>Productive joint working with Private Sector Landlords</b>   |  |   |

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| <p>Collectively, private landlords provide almost as many homes in Hammersmith and Fulham as social housing does. Strong relationships with private landlords are essential to supporting good homes for residents across the borough.</p> <p>The council takes a risk based approach to complaints of disrepair, and will always give landlords an opportunity to put things right. Only if the landlord is negligent or unresponsive will enforcement action be taken, but to protect tenants this must be done in a timely manner with a minimum of delays.</p> <p>The council publishes information about minimum housing standards, including space and amenity standards in houses and flats in multiple occupancy (HMOs), and will advise landlords and tenants on request.</p> | <p>During 2021, the council will consult publicly about whether to renew the discretionary licensing schemes for HMOs and Selective Licensing streets from 2022, including whether amendments should be made to any re-designated scheme.</p> <p>The council will use the full range of powers to deal with the small number of rogue landlords when necessary, such as financial penalties, rogue landlords' database, banning orders, rent repayment orders, and will enforce the smoke alarm, carbon monoxide, electrical safety and energy efficiency regulations.</p> <p>The council will play its part in returning empty dwellings to use when possible to do so, and encouraging energy efficiency in private homes.</p> |
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| <b>Better home services for residents</b>  |  |
| <p><b><i>"Improving the quality of current housing stock owed by H&amp;F is paramount"</i></b><br/> <b><i>- H&amp;F resident</i></b></p>   |  |
| <p>We are committed to maintaining our properties so our residents can enjoy their homes.</p> <p>The council's repairs service is now back in-house. Going forward, we will continue working with our residents to repair and maintain our housing stock.</p> <p>Following a process of feedback and consultation, residents' expectations have now been woven into contracts with new repairs contractors.</p> <p>Moreover, we are working on being a better customer to get the best out of our contracts; setting up common principles for clienting, as well as creating action plans.</p>   | <p>More surveyors and more inspections mean higher quality housing stock. So, we have employed more surveyors with a range of expertise, and we're changing our ways of working so they spend a higher proportion of their time on inspecting buildings and homes</p> <p>In addition to this, we are providing residents the services they want including concierges, a handyperson scheme, and co-producing information leaflets on contractors.</p> <p>Importantly, we are determined to improve the proportion of our stock meeting Decent Homes standards.</p>   |
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| <b>Protect and use what we have</b>  |  |
| <b><i>“Locally, a survey of empty or disused properties is a priority. Where possible, and with the necessary planning permission, these properties should be converted into affordable rented homes.” H&amp;F resident.</i></b>   |  |
| <p>We are committed to using our resources well and in the interests of our residents. This means protecting our estates, working with Homes for Residents, and rejuvenating the local area. In times when many are without adequate housing, empty homes are a total waste.</p> <p>We will make a point of bringing empty homes back into use, in line with our recent doubling of Council Tax for second homes.</p>            | <p>Our new Asset Management Strategy will ensure we use what we have the best way we can. We will also ensure homes we manage will not sit empty, implementing shorter turnaround times on void properties, and higher letting standards.</p> <p>We are using our data to better understand patterns in repairs reporting, so we can focus on preventing common issues rather than reacting to them when they arise. Following re-designs of our voids process and letting standards, we’re focussing on streamlining the voids process from beginning to end.</p> |
| <b>Healthy, Prosperous Communities</b>   |  |
| <b><i>“All citizens should live together and in total harmony” – H&amp;F resident</i></b>  |  |
| <p>In 2015, H&amp;F was the 7<sup>th</sup> most deprived borough in the UK in terms of living environment. We resolved to make this sad statistic a distant memory. We are working full force to make H&amp;F the <b>greenest borough in Britain</b>, with added cycle parking, electric charge points, cleaner streets, new hedges and bird boxes, community growing gardens, and green roofs and grass replacing concrete.</p> | <p>With our partners, we’re making H&amp;F a healthier place to live, prioritising pedestrian spaces through new car-free developments. Our Climate and Ecological Emergency strategy that will deliver increased green space and energy efficiency in our homes. It will also ensure that our homes are adapted for the changes in climate we are likely to see in the next 5 years.</p>  |
| <p>We have a strong track record on education, training and employment; before COVID-19 led to a spike in unemployment, our employment level was 77.7%, above average for London and the UK. We want to support residents back into employment where it has been lost, and regain that great record. We are creating even more opportunities for residents, providing a multi-service</p>  | <p>We support community building in H&amp;F: our mixed-tenure, mixed-needs and mixed income developments will fight against the shameful trends of ‘poor doors’, and we stand against segregated housing for Disabled people and segregated play areas for children.</p> <p>Fundamental to our vision of a healthy, prosperous community is our strong</p>   |

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| support hub, and 'BEAM'; a crowd-funded employment and training initiative, as well as continuing support around welfare reform. Supplementing our popular adult learning centre, we'll be using more of our buildings to teach computer skills and literacy, using council resources to empower people and tackle social and economic exclusion, when it is safe. | <p>continued focus on enhancing safety for tenants, including the continuation of the Fire Safety Plus offer for individual homes. We are prioritising gas, water, electrical, lift and asbestos safety.</p> <p>We are also investing in LED lighting across estates, a new warden call system in sheltered housing, upgrading fire doors in higher risk buildings and carrying out an ongoing lift and communal boiler replacement programme.</p> |
| <b>Through our new Resident Involvement Strategy</b> , and our commitment to co-production, our Housing Representatives Forum and Resident Involvement Groups, we will work with our residents to provide better services to the community.  | Our new Resident Involvement Strategy sets a target of hearing more resident voices by doubling the number of residents involved. We also want to help people get involved who better represent the full diversity of the borough. In doing this, we're looking to connect residents, enable better communication, share best practice, and offer learning and support, so they can have a greater influence over housing.                         |

#### Action Plan:

1. Ensure new developments follow the 2016 London Housing Design Guide Standards
2. Raise awareness of housing standards in the private sector and tackle landlords who do not comply with minimum standards
3. Consult about re-designation of discretionary licensing schemes
4. Create a local contractors list and Reintroduce a handy person scheme
5. Establish a volunteering programme for staff in the Economy department to give back to the communities they serve. We'll set up team challenges for staff to use at least one of their volunteering days per year for things like garden clearances, planting, and painting.
6. Explore the St Ives planning restriction model so a newly built property can't be sold as a second home
7. Review how Housing and Social Care work together to support smooth hospital discharge processes

## OBJECTIVE 4: DELIVERING MORE AFFORDABLE HOMES FOR RESIDENTS

## Our commitments:

| More homes for residents, which reflect needs   |  |   |
|---|--|---|
|   |  |   |
| <p>We don't just want to build more homes, we want to build the right homes for our residents. We also want housing to be genuinely affordable: prioritising council housing-level rents in new developments. We are carrying out tenancy audits: getting to know our residents better to provide the right mix of affordable housing options, including homes for social and private rent, ownership, and part ownership. Accurate tenant information will also show us who requires accessible housing through the new accessible housing register.</p> |  | <p>Our future development plans will reflect residents' needs, including the needs of larger families; providing housing options to suit all budgets and needs in mixed income and tenure developments. In line with this, we are also working to develop more much-needed pitches for our Gypsy and Traveller communities.</p>   |
|   |  |   |
| Residents prioritised for new schemes   |  |   |
| <p><b><i>"Affordable housing is essential for working people." – H&amp;F resident</i></b></p>   |  |   |
| <p>Residents want H&amp;F homes to be used as homes, not investments for second home buyers and speculative purchasers. Exploring the St Ives model on planning restrictions, we will look at ways to discourage new builds for second-home use.</p>  |  | <p>We will also ensure that residents are given priority for all new genuinely affordable housing schemes, and that families are not placed outside the borough in temporary accommodation.</p> <p><b><i>LINKED POLICY: Defend Council Homes Policy</i></b></p> <p>We will follow the principle that residents are entitled to participate fully in decisions affecting the future of their homes as set out in the Defend Council Homes Policy, where proposed redevelopment is on council housing land.</p> |
| Innovate to provide homes quickly   |  |   |
|   |  |   |
| <p>We are always exploring where can build more housing for our residents. and now we will consider modern methods of construction to deliver quality homes faster.</p>   |  | <p>We are not alone in our drive to innovate; many of the Housing Associations we have spoken with express an interest in working with us to develop exciting new schemes.</p>  |

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|---|--|--|
|   |  |  |
| <b>Getting good deals for residents</b>   |  |  |
|   |  |  |
| We are committed to making deals which enhance our financial and social policies. This applies to working with Housing Associations to provide more genuinely affordable housing, and making smart, money-saving deals with developers. |  | As always, we continue to examine our finances practices and resources very carefully to free up funding for new homes and cut waste to ensure we are always <b>ruthlessly financially efficient</b> . |
|   |  |  |

### Action Plan:

1. Deliver at least 1,500 genuinely affordable homes, prioritising larger flats and homes for families.
2. Deliver 500 homes for affordable part-ownership homes-to-buy, prioritising residents.
3. Use s106 and fast-tracked planning to encourage a high proportion of affordable housing within new developments in line with the Affordable Housing Delivery Framework
4. Make use of funding for 'London Living Rent', 'London Affordable Rent' for households on low incomes and 'London Shared Ownership' in line with the London Housing Strategy
5. LINKED STRATEGY Ensure best use of our assets in line with the new Asset Management Strategy
6. LINKED STRATEGY Ensure that we work and engage with residents as set out in the Defend Council Homes Policy when proposed developments are on council housing land

## OBJECTIVE 5: PREVENT HOMELESSNESS AND END ROUGH SLEEPING

### Our commitments

| A robust approach to Homelessness reduction  |  |   |
|--|--|---|
| <i>"Homelessness is shocking in such a wealthy society" – H&amp;F resident</i>   |  |   |
| <p>Preventing homelessness and ending rough sleeping are top priorities for residents, and for us.</p> <p>Here we outline what we are doing now, and pave the way for an even more ambitious Homelessness and Rough Sleeping Strategy.</p> <p>Following consultations with residents, the new Strategy will go further than this Housing Strategy and outline, in more detail, how we will respond to new duties placed on local authorities in the Homelessness Reduction Act.</p> <p>Before the COVID-19 pandemic, H&amp;F already had a growing number of people sleeping rough, and work was already underway to help. Importantly, we want to act before people reach this crisis point.</p> <p>To gain insight into what rough sleepers really need to happen, we established the independent Rough Sleeping Commission in 2017. The commission's recommendations are reflected here in this Strategy, and will be further put into action through a new Homelessness and Rough Sleeping strategy.</p> |  | <p>All of the work we are doing is underpinned by three key principles;</p> <p><b>Early intervention and prevention</b><br/>Focusing our services and partnerships on addressing homelessness early, before residents reach crisis point; building robust, people-centred solutions to homelessness.</p> <p><b>Partnership working</b><br/>Finding ways to work more closely with third sector partners and other public authorities to prevent homelessness; recognising that we all have an important part to play in early intervention and supporting residents.</p> <p><b>Customer focused approach</b><br/>Through enhanced partnership working, early intervention and more efficient handling of residents' cases, we will improve residents' experience and develop a seamless and collaborative way of working to serve our residents.<br/>Building on the three principles of early intervention, partnership working and better understanding homeless people's experiences, we continue to work towards ending rough sleeping in Hammersmith and Fulham.</p> |
| <i>"Homelessness is definitely the highest priority: the number of people on the streets is distressing" – H&amp;F resident</i>  |  |   |
| <i>LINKED STRATEGY: Upcoming - Homelessness and Rough Sleeping Strategy 2020</i>   |  |   |
| Work together on early intervention  |  |   |
| Working with a range of third sector partners and other public bodies to maximise early intervention and   |  | The third sector, community agencies, Registered Providers and other Council colleagues have a big part to play to help us  |



|  |  |   |
|--|--|---|
| homelessness prevention.   |  | prevent homelessness.   |
| The Homelessness Reduction Act emphasises prevention rather than relief of homelessness. The Act places a 'duty to refer' on public bodies who come into contact with residents who are at risk of homelessness.   |  | The 'duty to refer' is designed to help ensure that services are working together to prevent homelessness by considering a resident's housing situation when they come into contact with public services, to ensure no one falls through the net.   |
| <b>Delivering the right housing solutions</b>  |  |   |
| Since the implementation of the Homelessness Reduction Act, demand for housing assistance has increased by over 200%. We deploy an innovative approach to meet the growing demand for housing solutions.   |  | By initiating the delivery directly and in partnership with housing associations and developer partners, we will maximise the delivery of affordable housing.<br><br>We will continue to review the Council's Housing Allocation Scheme to ensure we meet the needs of those residents with the greatest housing need.  |
| <b>Improving customer experience and making every contact count</b>  |  |   |
| We work to ensure the quality of contact that a customer has is always the best it can be, despite working within the constraints of the homelessness and welfare benefit legislation.<br><br>People who approach our services are often under massive stress. |  | It is important that people feel supported and listened to, and advocated for during their contact with the service.<br><br>We also want contact with us to be straight forward – that's why we're developing more effective and collaborative ways for departments to work together, reducing gaps in service.   |
| <b>Delivering safe housing solutions</b>   |  |   |
| In 2017, the devastating loss of life in the Grenfell Tower fire brought health and safety issues in social housing to national prominence, driving a fundamental review of approaches to fire and general health and safety across all tenures.               |  | The loss of a private rented tenancy is the second biggest reason for homelessness in H&F. While providing social housing to those who are in need, where appropriate we also help households tackle the root causes of the crisis and help them to return to independent living, rather than to consider them to be permanently vulnerable and take them out of the private housing market for good. Advice and intervention will be offered to prevent unlawful eviction or harassment of tenants by private landlords. |
| <b>Supporting people</b>   |  |   |

|  |   |
|--|---|
| <p>Our role involves engaging with landlords at all levels to make sure they're offering a good standard accommodation. We will set an example for private landlords, use our powers of persuasion and negotiation to improve standards, and, where needed, step in to enforce robustly against inadequate stock maintenance and poor management in the private sector. Our work on tenancy sustainment is crucial: sustaining tenancies where we can to control reoccurring cycle of homelessness.</p> <p>We are helping people by extending Welfare Reform mitigation, and working with Housing Associations and the 3rd sector to prevent homelessness.</p> <p>We will continue to work in partnership with Children Services and Health and other statutory and non-statutory agencies and the third sector to support survivors of domestic abuse into safe accommodation and to reduce exposure of children to domestic abuse.</p> <p>Avoidance of housing children in Bed &amp; Breakfast: we have successfully retained zero families with dependent children in bed and breakfast or nightly rate accommodation since 2015.</p> | <p>Universal Credit is putting an increasing number of residents living in the private sector at risk of homelessness. The COVID-19 pandemic has seen a sharp spike in claims. Increased access to employment will result in increased social mobility and an increased ability for homeless applicants to afford rents in the private sector. The move to those referred into sustainable full-time employment will enhance life opportunities for these vulnerable groups.</p> <p>Working with Private Sector Housing Units: our promise is to be vigilant in reporting rogue landlords and eliminating them from council's procurement process. It is important that the council supports responsible tenants and ensures that landlords provide a good quality accommodation offer.</p> <p>Reducing the use Temporary Accommodation: we will adhere to the principles we set out in the Temporary Accommodation Placement policy when we place households in temporary accommodation.</p> |
| <p><b>Defining Rough Sleeping</b></p> <p><i>"People sleeping, about to bed down (sitting on/in or standing next to their bedding) or actually bedded down, in the open air (such as on the streets, in tents, in doorways, parks, bus shelters, or encampments). People in buildings or other places not designed for habitation" - The Ministry for Housing, Communities and Local Government (MHCLG)</i></p> <p>We use a wider definition to include, in addition to the people above, people who are at a high risk of sleeping rough for the first time or returning to rough sleeping. For example: former rough sleepers in supported or other temporary accommodation, sofa surfers who were previously, or at risk of rough sleeping again, some may be staying with relatives and friends on a temporary basis.</p>   |   |
| <p><b>Ending Rough Sleeping in H&amp;F</b></p>   |   |
| <p>H&amp;F is passionate about ending rough sleeping; we don't think anyone should have to sleep rough.</p>  | <p>Some of these recommendations include:</p> <ul style="list-style-type: none"> <li>• Expanding Housing First.</li> </ul>  |

|  |  |
|--|--|
| <p>We established an independent Rough Sleeping Commission in 2017. The expert-led Commission reviewed literature and best practice; took written and verbal evidence submissions from key stakeholders including 108 individuals with experience of rough sleeping, and carried out a review of local services and national and international best practice.</p> <p>The Commission concluded that implementing a set of robust recommendations and we have established a Delivery Partnership to oversee the implementation of the recommendations.</p> | <ul style="list-style-type: none"> <li>• Promoting community engagement and raising public awareness about rough sleepers.</li> <li>• Improving co-ordination of local services and collaborative working to end rough sleeping</li> <li>• Increasing access to secure, affordable housing for rough sleepers.</li> </ul> <p>One of the main things we are doing is expanding Housing First. Housing First is an innovative service to assist rough sleepers and other homeless people with the most complex needs. Evidence indicates that through the provision of intensive, flexible and person-centred support improvements are made in health and well-being and tenancy sustainment rates. H&amp;F has been piloting Housing First since 2016, and will be expanding the scheme.</p> <p>Due to COVID-19, we've had to reassess options such as crash pads in favour of self-contained options for rough sleepers. We're adapting and looking to re-commission rough sleeping services which work now.</p> |
|  |  |

### Action Plan:

1. Carry out the Rough Sleeping Commission's recommendations through adoption and delivery of a new Homelessness and Rough Sleeping strategy
2. Maintain our record of having no families in B&B accommodation
3. Work with Registered Providers towards developing a standardised homelessness prevention referrals protocol
4. Review information sharing protocols between departments to ensure seamless support
5. Implement a stronger prevention framework across a range of organisations, including preventing unlawful eviction and harassment
6. A Better Co-ordinated Emergency Response
7. Ensure access and adequate supply of a range of housing options and support for rough sleepers or people at risk of rough sleeping
8. Review all existing supported housing services and re-commission the pathway

## STRATEGY ON A PAGE

### The change we will bring together in housing

| Strategic Objectives                                    | Actions  |
|---|--|
| <b>1 WORKING WITH RESIDENTS TO MEET HOUSING NEED</b>    | <ul style="list-style-type: none"><li>• Commit to co-production to make sure residents are involved on housing issues which affect them, doing things with residents not to them</li></ul>                 |
| <b>2 SAFE, SUSTAINABLE HOUSING</b>                      | <ul style="list-style-type: none"><li>• Put residents' safety at the heart of our work, with a strong focus on ensuring building safety. Plan for a zero-carbon future by retrofitting homes now</li></ul> |
| <b>3 MAKING H&amp;F A GREAT PLACE TO LIVE</b>           | <ul style="list-style-type: none"><li>• Make residents proud to live in H&amp;F by supporting prosperity, community, health and safety, and becoming the greenest borough in Britain</li></ul>             |
| <b>4 DELIVERING MORE AFFORDABLE HOMES FOR RESIDENTS</b> | <ul style="list-style-type: none"><li>• Innovate to get good deals for residents and build the affordable accommodation they want and need</li></ul>   |
| <b>5 PREVENT HOMELESSNESS AND END ROUGH SLEEPING</b>    | <ul style="list-style-type: none"><li>• Deliver the recommendations of the Rough Sleeping Commission develop a new Homelessness and Rough Sleeping Strategy</li></ul>                                      |

## NEXT STEPS

This Housing Strategy presents our approach to housing over the next five years. Tying into key linked strategies, such as the Homelessness and Rough Sleeping Strategy, Resident Involvement Strategy, Disabled People's Housing Strategy, Older People's Housing Strategy and the Asset Management Strategy, this Housing Strategy will change the way we deliver housing services for the better.

Our embedded action plan shows how we will

meet the commitments under each of our strategic objectives. These actions broadly describe how the Strategy will be implemented. Our action plan will be monitored closely and reported on regularly to ensure our objectives are being put into practice.

The Strategy is an 'live' document, so the action plan will adapt to accommodate the changing landscape in housing over the next five years, any changes made

will be to ensure delivery of our commitments.

2020 has been a challenging year for residents and services alike. But, H&F have shown we are adaptable and able to provide good services in the hardest circumstances, when they were needed most. This Strategy is our ambitious, proactive plan to provide great, affordable housing and accessible services for all; the change we will bring together.

## Appendix B – H&F Home Buy Allocation Scheme

Hammersmith & Fulham Council

# Home Buy Allocation Scheme

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## 1. THE HOME BUY ALLOCATION SCHEME EXPLAINED

The Home Buy Allocation Scheme sets out the Council's overall approach to allocating intermediate homes available to applicants on the H&F Home Buy Register. These will be applicants who cannot afford to access open market housing in Hammersmith & Fulham and do not otherwise qualify to access affordable housing for rent that can be accessed under the Housing Allocation Scheme.

In more detail, the H&F Home Buy Allocation Scheme seeks to:

- Firstly, make clear to applicants seeking Home Buy opportunities what criteria needs to be met to access the H&F Home Buy register and what products are available.
- Secondly, make clear to developers and housing associations (also known as

Registered Providers) what the Council's approach to Home Buy is, particularly in respect of affordability.

- Thirdly, to align the Council's approach to allocating homes under the H&F Home Buy Scheme with the approach the Council has adopted for social housing, as set out in the Housing Allocation Scheme, with specific reference to Local Lettings Plans.

There are more detailed associated documents that address specific issues regarding registration and the kind of information that applicants need to provide the Council in order to access the H&F Home Buy Register. These are available from the Council's Home Buy team whose contact details can be found at the end of this document.

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## 2. OUR INTERMEDIATE HOUSING PRODUCTS

The rationale for intermediate housing is a very simple one: it is for people who do not qualify for social housing and who cannot afford open market for sale housing. It is normally the case that the cost of intermediate housing will be lower than the cost of open market housing (including private rented housing) but higher than the cost of social rented housing.

2.1 Intermediate Housing benefits from three characteristics; the rent

on the home is discounted, the purchase cost of the home is discounted. and both the rent and the purchase cost of the home is discounted.

2.2 Service charges (e.g., cleaning and maintenance of communal and environmental areas; communal heating; management costs, etc) will be an additional cost, making up total 'housing costs'.

2.3 As a guiding principle, the more the discount, the lower the housing cost. But this means the cost of providing the home is greater. Given the high house prices in Hammersmith & Fulham, the discount can be hundreds of thousands of pounds for one property, which means the subsidies involved or planning obligation provided are a significant financial consideration for the contracted developer.



## **2.4 There are four main Intermediate Housing products, with a number of variations within each one:**

### **2.4.1 Shared ownership:**

Applicants purchase on a leasehold basis paying between 25 and 75 per cent of the property value and pay a low rent on the remaining property value to a housing association. This means a tenancy will be created. The applicant is responsible for 100 per cent of the maintenance and is likely to pay service charges if the property is a flat. Purchasers can buy additional shares up to 100 per cent, known as 'staircasing', if their financial circumstances allow them to do so.

### **2.4.2 Intermediate Rent:**

These are homes, typically let by housing associations, at below market rent, thereby enabling tenants to save for a deposit. Rents are usually charged at up to 80 per cent of market levels. However, the Council will be seeking

to demonstrate affordability for people on the H&F Home Buy Register and may seek to secure greater discounts.

### **2.4.3. Council Shared Equity:**

Formerly known as Discount Market Sale, is an intermediate housing product where a newly built property is purchased at a discounted price with the unsold equity held by the Council in perpetuity. This can be achieved when the development is negotiated with the Council in its planning authority role, the discount is stipulated to try to help low and middle-income earners access the property ladder. The purchaser(s) buy the percentage of the property available after the discount with nothing to pay on the unsold equity. Should they decide to sell the property, it is sold at the same percentage at the prevailing market value, ideally to another prospective purchaser from the H&F Home Buy register.

### **2.4.4 Resales:**

These are previously owned Shared Ownership or Council Shared Equity homes that were built and sold in the past and are now being resold by their current owners.

In summary, the Council is generally supportive of all the intermediate products described above. However, it will always seek to ensure that any intermediate housing product that is developed, is demonstrably affordable to those registered with the Council's Home Buy service and seeking intermediate housing and that prospective applicants will be able to afford to sustain the housing costs of living in the homes over the medium to long term.

There may be housing schemes and/or products that emerge but do not reflect the current descriptions in Section 2.4 above and/or Qualification & Priority criteria described in Section 4 below. Such schemes may be marketed separately by the Council.

---

## **3. INTERMEDIATE HOUSING PROVIDERS**

There are only a few organisations that provide Intermediate Housing. They are principally:

**3.1 Housing Associations** –who have a strong record in delivering intermediate housing products. Organisations such as Notting Hill; Peabody; Shepherds Bush; Catalyst

and A2Dominion (not an exhaustive list) all have a track record of delivering intermediate housing in the Borough and nationally.

**3.2 Developers** – can also be housing associations, but if they are private developers, they usually contract a housing association to deliver the affordable housing element of the development. Historically, Developers have only directly delivered and sold the Council's Shared Equity product.

**3.3 Hammersmith & Fulham Council** – in its 'direct delivery' role has a development programme of building new homes which will deliver a range of intermediate housing tenures alongside social rented housing.

The Council's Home Buy service takes responsibility for nominating to all intermediate housing opportunities in the Borough. This will be structured through nomination agreements for all housing developments.

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## 4. QUALIFICATION AND PRIORITY

4.1 When a property becomes available, H&F Home Buy will advertise the opportunities to applicants registered on the H&F Home Buy Register through its webpage.

4.2 Applicants will be able to register their interest with H&F Home Buy

online by logging into their applications. Once the property has been viewed and interest confirmed, H&F Home Buy will produce a prioritised shortlist. Successful applicants will receive purchase or rental offers either through the Council or the registered provider.

Given the demand for intermediate housing, we expect more people to express interest in schemes than the Council has available properties, so H&F Home Buy must prioritise which applicants will be given the opportunity to purchase.

### QUALIFICATION

4.3 Regarding qualification for the H&F Home Buy Register and its products, applicants must:

1. Live or work within Hammersmith and Fulham
2. Be fully registered with H&F Home Buy Unit with an up-to-date online application
3. Not be a home owner (Note: exceptions to this rule will be where an applicant who is currently in a recognised intermediate home ownership property and in need to move to a larger home). Such applicants will have to have commenced the sale process of their existing home and must have at least reached the 'exchange of contracts'

stage on the sale of the owned home before being considered for a Shared Ownership or Council Shared Equity property.

4. Have a household income not exceeding the income thresholds set out in this allocation scheme unless otherwise agreed in scheme-specific planning agreements<sup>1</sup>.
5. Not be able to purchase a comparable property on the open market when utilising their whole available deposit and household income declared on the H&F Home Buy Register application. Loans for

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<sup>1</sup> Except for some resale properties

income from a family member are permitted.

6. Be eligible under the Council's Housing Allocation Scheme.

## PRIORITY

4.4 The Council follows government and local priorities when deciding who will be prioritised for Home Buy properties. Priority shall be given in the order listed below (the first two have joint priority):

1. Social tenants in either council housing or Registered Provider housing for example housing association accommodation, where the Council will gain the nomination of the vacated property. This will include council tenants on Secure tenancies or Assured housing association tenants or 5-year housing association tenants on Assured Shorthold tenancies but exclude intermediate rent properties
2. Armed Services (and Ex Armed Services) personnel (as defined in the Note below) living or previously living as an adult preferably for twelve consecutive months in the borough, and Key Workers living or working in the borough
3. Homeless Working Households in Temporary Accommodation
4. Disabled applicants who are wheelchair users (See Note 5.5 below)
5. Households **living** for twelve consecutive months in the Borough
6. Households **working** for twelve consecutive months in the Borough
7. Households living or working in the borough with an income not exceeding the income thresholds for Affordable Housing which are otherwise from time to time agreed by the Council in writing and permitted by the criterion set out in the Home Buy Allocation Scheme

8. Households with an income above the level specified in 8, will only be for resale of home ownership products

4.5 Households will be prioritised in order of need for the type or bedroom size of the property. For family-sized properties, households with a need, particularly with children, will be prioritised.

As a general principle, an applicant's household bedroom need will have more weight than that of an applicant who wants but doesn't need an additional bedroom irrespective of the priority grouping. Where an applicant (or applicants) are expecting a child, additional bedroom need will be considered after the second trimester of the pregnancy, with necessary evidence provided.

4.6 Within each priority band, applicants shall be prioritised in ascending order of their yearly gross income.

4.7 The Council has adopted the following definition of eligible armed (and ex-armed) services personnel as follows:

**To be considered a priority, armed forces personnel must have completed basic phase one training and fall into one of the following categories:**

- *Regular service personnel (including Military Provost*

- Guards Service in the Army, Navy, Air Force)*
- Clinical staff (excluding doctors and dentists)*
- MoD Police Officers*
- Uniformed staff in the Defence Fire Service*
- Ex-regular service personnel (who have served in the Armed Forces for a minimum of **six years** and can produce a Discharge Certificate, or similar document). Applications must be within 12 months of discharge.*
- The surviving partners of regular service personnel who have died in service may be eligible to be prioritised where they apply within 12 months of the date of being bereaved*

In addition, the following roles shall be prioritised for Intermediate Rent only:

- Full Time Reserve Service (Full Commitment)*
- Individuals/Officers who have not completed basic training*

4.8 Where a unit has been allocated to a Council tenant living in LBHF, the resultant void must be used in accordance with nomination agreements for social rented properties.

4.9 The Council reserves the right to change the prioritisation model and any other part of this Home Buy Allocation Scheme at any time without notice. This will be agreed by the Director of Housing responsible for Housing Options in consultation with the Cabinet Member for Housing.

4.10 There may be occasional schemes which have attracted specific funding which may require variations on the eligibility and qualifying criteria outlined above.

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## 5. SHORTLISTING

5.1 The Council currently has over **3,000** applicants on its Home Buy Register. This means that when schemes are marketed, they are often over-subscribed. The Council, as part of its shortlisting process will assess, the applicant's priority (as described in 4.4 above); their income; and their savings when considering who should be allocated a Home Buy opportunity. In the case of two bedrooms or more, priority will be given to households with children.

The Council will also be mindful of its statutory equality duties to ensure that a suitably wide range of the Hammersmith & Fulham community accesses Home Buy opportunities.

5.2 The Council acknowledges the Mayor of London's priority to facilitate greater choice, mobility and flexibility for Londoners. The Council will work with ~~his~~ its representatives to ensure local and broader regional housing priorities

are met through the operation of this H&F Home Buy Allocation Scheme. Where intermediate housing is not nominated to a local resident/worker after an agreed period, this may lead to the operation of a "cascade" mechanism whereby such homes are available to applicants outside the Borough. Hammersmith & Fulham applicants will retain their local priority for the homes during the cascade period in line with the priorities set out

## HOUSING FOR DISABLED APPLICANTS

5.3 The Council as part of its planning approach requires that *all new build dwellings should* meet the Accessible Housing Standards M4(2) and M4(3) approved by HM Government – The Building regulations 2010, 2015 edition incorporating 2016 amendments.

5.4 Where the Council has secured affordable housing for Home Buy purposes which is accessible (or adaptable) for wheelchair users, such housing will be marketed in the first instance to Home Buy applicants who have

indicated that they require such housing. The Council will seek to ensure that the marketing programme for such housing will be longer than that for general needs applicants.

5.5 Applicants who are wheelchair users will receive priority for accommodation which is wheelchair adapted/adaptable. A disabled applicant who uses a wheelchair at the time of application should be capable of independent living, allowing for any funded package of care and

support. In the event that such accommodation is not allocated to a disabled applicant who uses a wheelchair, the Council may give priority to applicants who have moderate or severe disabilities (including learning disabilities) and be capable of independent living, allowing for any funded package of care and support. The Council may seek advice from its independent medical advisor to assess the severity of need to inform its decision.

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## 6. AFFORDABILITY AND INCOME

6.1 It is important that applicants have sufficient income and saving to not only be able to access the Home Buy products that the Council has available, but also to have the resources to sustain the occupancy of the allocated home. This means to be able to pay the housing costs, e.g., mortgage, rent, service charges and living expenses, in a managed fashion.

### AFFORDABILITY

6.2 As guiding principles, a successful applicant will need to:

- be in sustainable employment
- have the necessary savings for any deposit required (dependent on the Home Buy product)
- have sufficient income to meet the housing (and associated) costs of sustaining occupation of the Home Buy product

6.3 Affordability is based on the total monthly housing cost not exceeding 40% of net household income, where net household income shall not exceed 70% of gross household income. Housing costs are made up of monthly mortgage costs (where applicable), rent and service charges.

### MINIMUM INCOME FLOOR AND MAXIMUM INCOME CAP LEVEL

6.4 Eligibility for intermediate housing is defined largely in relation to income and ability to purchase a suitable home without assistance. The maximum income that a household can earn and still qualify for the Home Buy Register is £60,000 for rent, £90,000 for purchase. This income level should be considered as 'income ceiling'. The income ceiling are drawn from the Mayor of London's Annual Monitoring Report.



6.5 This means the maximum income Home Buy applicants can have if they are seeking to access products available under the H&F Home Buy Allocation

Scheme is £90,000. The one exception to this limit would be Priority 8 identified in Section 4.3 of this scheme.

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## 7. AFFORDABILITY BANDS FOR H&F HOME BUY PRODUCTS

7.1 The tenure, type and supply of intermediate housing for Home Buy purposes come from a number of sources and circumstances and it is therefore not possible to be certain about what will be available at a particular time. However, the Council is committed to increasing the supply and choice of intermediate housing as part of its wider objective to realise its regeneration and growth ambitions for its residents and workers.

7.2 Where the Council is working with a private developer and/or a housing association on a scheme, the Council will seek to facilitate the delivery of Intermediate Housing which will be affordable to applicants on incomes bands set out below:

1. 1/3 affordable to households on gross incomes of up to £32,102

2. 1/3 affordable to households on gross incomes of up to £48,208

3. 1/3 affordable to households on gross incomes of up to £55,957

7.3 The reasoning behind the affordability bands is

that: The Council is keen to support as broad a range as possible of income earners to access Home Buy opportunities. If the affordable housing concerned were only available to households on income at the Mayor of London's income cap of £90,000 as described in Section 6.4. This would clearly be restricting access to households in lower paid employment, particularly those who are currently resident in social rented housing. The Council is particularly keen to encourage these cohorts of need to access intermediate housing opportunities available under the Home Buy Allocation Scheme.

7.4 In addition, the Council will seek the mid-point of these income bands when negotiating with developers and housing associations which are set out in brackets above.

7.5 The Council will review these income bands in the spring of each financial year with a view to uplifting them using the Office for National Statistics (ONS) Average weekly Earnings index (regular pay).

7.6 Homes available to buy under Shared Ownership are usually available to purchase at a minimum equity purchase of 25% of their open market value with a rental payment due on the remaining 75% of the unowned equity, with additional payment due for service charges. With the high open market values in Hammersmith & Fulham, the Council will expect developers to minimise the rental payment on the unowned equity (i.e., that part owned by the housing association which the occupier pays rent on) as well as service charges. This will help keep the monthly housing cost outgoing to a minimum, as close as possible to the income bands described in Section 6.2, but the Council recognises that this will continue to be challenging, as it is elsewhere in central London locations.

7.7 The Council will consider different ways of making available intermediate housing for people on the income bands described above and will welcome innovative approaches

from developers which achieve that objective.

7.8 As is clear from the above, the Council's approach is based on the income affordability, and is not based on the market value of the property concerned. This is an important distinction. If the Council were to stipulate that all Home Buy products for sale (i.e., excluding Intermediate Rent opportunities) were to be priced at 50% of market value in the higher priced areas of the borough, then it is possible that very few homes would be affordable for applicants, even those on the higher income bands. What in effect happens is that applicants purchase a part of the home and have the use of the remainder. Some Home Buy Products such as

Shared ownership offer opportunities for applicants to buy the remainder at some point in the future as income and wealth increases which may happen as people's circumstances change.

7.9 Each scheme on which the Council works with a developer and/or housing association will vary. There may be circumstances where it is not financially viable for intermediate housing to be built which can be accessed by applicants on each of the income bands identified in Section 7.2.

7.10 In calculating affordable **Intermediate Rents**, developers should have regard to the Mayor of London's *London*

*Rents Map* (which uses up to date housing cost information from the Valuation Office Agency) when calculating what intermediate rents (which will include service charges) are intended to be charged and their relationship with the income bands described above.

7.11 For **Intermediate Rent** schemes, the Council expects housing costs (rent and services charges) to be no greater than 80% of local market rental costs (i.e., including service charges) and should be lower than this, given the high housing costs in Hammersmith & Fulham and should be affordable to applicants on the income bands set out in Section 7.2.

---

## 8. LOCAL LETTINGS PLANS

8.1 The Housing Allocation Scheme (Dec 2012) gave the Council authority to adopt Local Lettings Plans (LLPs) in accordance with government guidance. Any updated Scheme is likely to continue to feature the Council using this power. The purpose of LLPs is to adopt a different approach to lettings in an area where the Council wishes to achieve certain

objectives, such as meeting specific housing needs, which may include alleviating overcrowding.

8.2 This approach may include allocating affordable homes Assured Shorthold tenancies. The intention is to create an opportunity for working households to save money on their housing costs in order to access the Intermediate Housing at some future

point. This is part of the Council's wider '*The change we will bring together in housing*'. The Council will be exploring other ways of achieving this objective.

8.3 Separate qualification criteria will apply to those persons on the H&F Home Buy Register who qualify for an allocation under a Local Lettings Plan.

8.4 More detail on the Council's approach to Local Lettings Plans can be found in the Housing Allocation Scheme and consultation will take place on

individual proposed Local Lettings Plan proposals.

8.5 Home Buy applicants will be asked to make clear whether they wish to be

considered for a Local Lettings Plan opportunities when they apply or are refreshing their current application.

---

## **9. INVESTIGATION OF FRAUD: OFFENCES RELATED TO INFORMATION GIVEN OR WITHHELD BY APPLICANTS**

9.1 Any applicant seeking to obtain accommodation by making a false or misleading statement or by withholding relevant information or by failing to inform the Council of any material change in

circumstances is liable to have his/her application cancelled. Prosecution will be considered where it appears to the Council that a criminal offence has been committed.

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## **10. ACTS OF VIOLENCE AND AGGRESSION TO HAMMERSMITH & FULHAM COUNCIL EMPLOYEES**

10.1 Acts of violence and aggression to employees will not be tolerated by the Council and any applicant who threatens

or uses violence towards any Council employee or contractor will be removed from the Home Buy register immediately.

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## **11. HOW TO REGISTER FOR HOME BUY**

11.1 To register with the Council for accommodation under the H&F Home Buy Allocation Scheme, the first point of enquiry is H&F Home Buy website to appraise of further information available.

[www.lbhf.gov.uk/homebuy](http://www.lbhf.gov.uk/homebuy)

10.2 To speak with one of our Home Buy specialists, or for help with finding an independent financial advisor:

Call 020 8753 6464

E-mail [h&fHomeBuy@lbhf.gov.uk](mailto:h&fHomeBuy@lbhf.gov.uk)

|                |                       |
|----------------|-----------------------|
| Document name  | Housing Strategy 2021 |
| Version number | 2.5                   |
| Updated by     | Beatrice McGuire      |



|      |            |
|------|------------|
| Date | 01.04.2021 |
|------|------------|

## APPENDIX C

### Housing Strategy Consultation Summary Report

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#### INTRODUCTION

1. This report sets out the research methodology and findings of the Housing Strategy consultation. The Council invited residents, third sector partners, and registered providers with stock in Hammersmith & Fulham, to contribute to the development of the new Housing Strategy by sharing their views on housing.
2. The Consultation was delivered by the Senior Housing Strategy and Growth Officer, and supported by the Resident Involvement Team. The Co-production Lead was consulted regarding the process.

#### METHOD OF CONSULTATION

3. Views were gathered using two methods: online questionnaires, and resident focus groups.
4. All tenants and leaseholders were invited by letter to take part in an online consultation, 'Housing Strategy Questions for Residents', between 15 April and 12 May 2019. The consultation was hosted using CitizenSpace. Two resident focus groups were held on the 4th and 6th of June 2019.
5. Residents were given the option to respond via paper questionnaire if preferred.
6. The resident consultation was publicised on the H&F website, and shared with involved residents via the Resident Involvement email list.
7. The consultation was publicised at the Housing Representatives Forum on 21 May 2019.

8. The following 3<sup>rd</sup> Sector partners were invited to answer a Housing Strategy questionnaire, 'Housing Strategy Questions for 3rd Sector Organisations', between the 1 and 12 May 2019.

These organizations were also asked to publicize a link to the Residents Questionnaire to their service users:

- Action on Disability
- Age UK H&F
- Alzheimers
- Barnardos
- Barons Court Project
- Creighton House
- The Brunswick Club
- Deaf plus
- Doorstep library
- Fulham good neighbours
- Groundwork
- Citizens Advice H&F
- H&f Law
- Mencap
- Works-4u
- Lido Foundation
- Turtle Key Arts
- Chelsea FC
- Family Friends
- Flat feet dance
- Fulham fc
- Harrow Club
- Honeypot
- Imperial College London
- Iraqi Association
- Let Me Play
- London Sports Trust
- Music House For Children
- Old Oak Centre
- Play Association
- Queens Park Rangers
- Resurgo
- Standing Together
- The Sulgrave Club
- Tendis
- HFUSC
- WLAC
- YHFF
- Lyric Theatre
- OClondon
- Open Age
- Rays Playhouse

- SBFP
- Sobus
- St giles trust
- Urban Partnership
- WLAC
- Westway CT
- White City Enterprise
- William Morris Society
- Young H&F

9. The following Registered Providers were invited to answer a Housing Strategy questionnaire, 'Housing Strategy Questions for Housing Associations', between the 1 and 12 May 2019.

These organisations were also asked to publicise a link to the Residents Questionnaire to their tenants;

- Notting Hill Housing Group
- Shepherds Bush Housing Group
- Peabody
- Southern Housing Group
- L&Q
- Octavia
- A2 Dominion
- Metropolitan
- Catalyst Housing Group
- Women's Pioneer
- Guinness
- Optivo
- Network Homes
- Du Cane HA
- Westway HA
- Arhag
- Places for People
- Innisfree
- PA Housing
- Habinteg
- Orbit Group
- Affinity Sutton.com
- Coop Homes.coop
- Central & Cecil
- Stoll
- Centrepoint
- Golden Lane Housing
- Hanover
- Harrison Housing
- Home Group
- Sanctuary housing
- St Christophers

- Abbeyfield.com
- YMCA
- Lygon Arms Houses
- Hammersmith United Charities
- Look Ahead
- One Housing
- Salvation Army

10. An email was sent to involved residents by the Residents Involvement Team inviting residents to take part in focus groups on housing as research for the new Housing Strategy. Topics proposed for guided discussion were:

- Discussion Topic: Priorities For Housing
  - What are the most important issues for H&F to include in the housing strategy?
  - What kind of housing-related services should H&F offer more of?
  - About housing, what are we doing well, and what needs improvement?
- Discussion Topic: Serving Residents
  - In your experience, how easy to use are H&F housing services?
  - How can H&F provide better services to older people and disabled people?
  - How can H&F be a better landlord?
- Discussion Topic: H&F As A Place To Live
  - What can we do to make residents feel proud to live in H&F?
  - What would help build a sense of community in H&F?
  - What should H&F do to help prevent homelessness?
- Discussion Topic: Providing More Homes
  - What kind of homes would you like to see more of?
  - What would the ideal housing development be like?
  - What should the council bear in mind when building more homes?

## **CONSULTATION OBJECTIVES**

11. The Council is committed to doing things with residents, not to them. This means involving residents in decisions that affect them. That's why we wanted to gather the views of residents, as well as third sector partners and local registered providers, to help shape the strategy from the outset.
12. The objective in delivering the online questionnaires was to ensure that the strategy reflects the priorities and needs of residents and other stakeholders. The answers to the questionnaire served to identify what is important to residents and stakeholders about housing. Ultimately, the views, experiences

and ideas would inform and shape the H&F housing strategy, and help improve our housing services.

13. The objective of the focus groups was to have in-depth discussions with residents regarding housing. The following discussion topics were proposed:

## **CONSULTATION FINDINGS**

14. 385 residents responded to the consultation, 15 of whom responded by paper questionnaire. 13 residents attended focus groups.
15. Consultation summary reports were produced using CitizenSpace when the consultations closed. These reports provided quantitative data which described trends in priorities and views.
16. Full consultation responses and comments were extracted from CitizenSpace, and were read and considered. Additional analyses was performed, particularly in regards to gathering qualitative data such as written comments and suggestions. Responses received on paper were incorporated into this analysis.
17. Notes taken during focus groups were analysed in line with the questionnaire responses.
18. The following key messages were identified:

- Residents really value being involved in decision-making and support co-production
- Provision of support for rough sleepers is a big concern for residents
- We should support young people, vibrancy and new businesses
- You feel that fire, gas and water safety are extremely important
- We need to build more genuinely affordable homes for families
- Supporting older and disabled residents is a high priority
- Housing standards and energy efficiency are important to you
- We need space: you would like the council to address overcrowding, density and room sizes
- You'd like to see more of us: we need housing officers and handy people on estates
- New schemes: you want us to consider a buy-back scheme, and more options for home swaps
- Green spaces and community gardens are highly valued
- We need to invest in quality to prevent repairs burden
- We should have better knowledge of our tenants' housing needs
- New developments should be future-proof
- New builds should be for residents, not second homes or investments
- Residents want options to move within the borough

- We need to make better use of empty properties
- Residents want smaller, faster housing developments
- Residents feel proud to live in H&F
- Inter-generational projects and multi-service community events improve resident pride
- All new developments should be fully accessible, mixed-needs and mixed-tenure
- High rents are the biggest risk for private renters
- Private renters want landlords and managing agents to respond quickly and efficiently to disrepair reports, and to comply with their legal obligations, for example to protect deposits and not charge unlawful fees
- The Council should use its powers to tackle rogue landlords

## **OUTCOME**

19. The key messages from the consultation are set out in the Housing Strategy. These resident priorities were given additional weight in the Strategy. Viable suggestions, such as considering a buy back scheme, were included in the strategy. Commitments from H&F business plan and administration's most recent manifesto commitments, the draft London Plan, the Local Plan, the London Housing Strategy, our Values and other research, were analysed and disaggregated in line with the key messages, and four priority areas for work emerged. Those four areas of work were then defined as our original four strategic objectives: Working with Residents to Meet Housing Needs, Make H&F a Great Place to Live, Delivering More Homes for Residents, and Prevent Homelessness and End Rough Sleeping.
20. The key messages are reflected in the form and content of the Housing Strategy.

## **CITIZENSPACE SUMMARY REPORTS**

### **21. HOUSING STRATEGY QUESTIONS FOR RESIDENTS**

<https://lbhf.citizenspace.com/growth-and-place/housing>

This report was created on Thursday 21 January 2021 at 13:20  
 The consultation ran from 15/04/2019 to 12/05/2019  
 Responses to this survey: **370**

1: What is your current living situation?

### Tenure type

There were 361 responses to this part of the question.

| Option                     | Total | Percent |
|----------------------------|-------|---------|
| Council tenant             | 252   | 68.11%  |
| Housing Association tenant | 1     | 0.27%   |
| Home owner                 | 89    | 24.05%  |
| Rented accommodation       | 5     | 1.35%   |
| Other                      | 14    | 3.78%   |
| Not Answered               | 9     | 2.43%   |

### If other, please specify

There were 26 responses to this part of the question.

2: About housing, what would you like to see the Council focus on?

### priority - Working with residents to meet their housing needs

There were 358 responses to this part of the question.

| Option         | Total | Percent |
|----------------|-------|---------|
| Top priority   | 193   | 52.16%  |
| High priority  | 96    | 25.95%  |
| Priority       | 62    | 16.76%  |
| Low priority   | 4     | 1.08%   |
| Not a priority | 3     | 0.81%   |
| Not Answered   | 12    | 3.24%   |

### priority - Housing management and working with Housing Associations

There were 341 responses to this part of the question.

| Option         | Total | Percent |
|----------------|-------|---------|
| Top priority   | 86    | 23.24%  |
| High priority  | 103   | 27.84%  |
| Priority       | 112   | 30.27%  |
| Low priority   | 30    | 8.11%   |
| Not a priority | 10    | 2.70%   |
| Not Answered   | 29    | 7.84%   |

### priority - More homes for residents

There were 358 responses to this part of the question.

| Option         | Total | Percent |
|----------------|-------|---------|
| Top priority   | 206   | 55.68%  |
| High priority  | 80    | 21.62%  |
| Priority       | 54    | 14.59%  |
| Low priority   | 11    | 2.97%   |
| Not a priority | 7     | 1.89%   |
| Not Answered   | 12    | 3.24%   |

### priority - Preventing homelessness



There were 358 responses to this part of the question.

| Option         | Total | Percent |
|----------------|-------|---------|
| Top priority   | 213   | 57.57%  |
| High priority  | 81    | 21.89%  |
| Priority       | 47    | 12.70%  |
| Low priority   | 10    | 2.70%   |
| Not a priority | 7     | 1.89%   |
| Not Answered   | 12    | 3.24%   |

#### **focus comment**

There were 125 responses to this part of the question.

3: In your view, is it important for the Council to involve residents in decisions that affect them?

#### **involve residents**

There were 368 responses to this part of the question.

| Option               | Total | Percent |
|----------------------|-------|---------|
| Extremely important  | 260   | 70.27%  |
| Important            | 88    | 23.78%  |
| Reasonably important | 15    | 4.05%   |
| A little important   | 1     | 0.27%   |
| Not important        | 4     | 1.08%   |
| Not Answered         | 2     | 0.54%   |

#### **RI importance**

There were 104 responses to this part of the question.

4: In your view, what are the main risks for people who rent privately?

(tick all that apply)

#### **renting concerns**

There were 360 responses to this part of the question.

| Option                        | Total | Percent |
|-------------------------------|-------|---------|
| The landlords                 | 201   | 54.32%  |
| The cost                      | 294   | 79.46%  |
| The suitability               | 98    | 26.49%  |
| The quality/housing standards | 226   | 61.08%  |
| Short tenancies               | 162   | 43.78%  |
| Other                         | 21    | 5.68%   |
| Not Answered                  | 10    | 2.70%   |

#### **If other, please specify**

There were 35 responses to this part of the question.

**rent concerns explained**

There were 139 responses to this part of the question.

5: In your opinion, what could the Council do to support people renting privately?

**how to support renters**

There were 253 responses to this part of the question.

6: Which services could your landlord improve on?

**what can HAs do to improve**

There were 233 responses to this part of the question.

7: What can the Council do to make residents feel proud to live in H&F?

**make residents proud**

There were 264 responses to this part of the question.

8: If you have used H&F housing services, did you find them easy to use?

**find easy to use**

There were 343 responses to this part of the question.

| Option        | Total | Percent |
|---------------|-------|---------|
| Very easy     | 46    | 12.43%  |
| Quite easy    | 97    | 26.22%  |
| Okay          | 117   | 31.62%  |
| Not very easy | 47    | 12.70%  |
| Difficult     | 36    | 9.73%   |
| Not Answered  | 27    | 7.30%   |

**access to housing services comment**

There were 137 responses to this part of the question.

9: In your view, what kind of housing do we need more of in H&F?

(tick as many as you like)

**types of housing**

There were 357 responses to this part of the question.

| Option   | Total | Percent |
|--|-------|---------|
| Social housing (housing for people on low incomes provided by the government, or non-profit organisations) | 297   | 80.27%  |
| Good quality private rented housing  | 146   | 39.46%  |

|  |     |        |
|--|-----|--------|
| <b>Supported housing (where housing, support and care services are provided as a package)</b>      | 178 | 48.11% |
| <b>Accessible housing for disabled people</b>  | 173 | 46.76% |
| <b>Housing for older residents</b>   | 170 | 45.95% |
| <b>Housing for people who want to move into home ownership (shared ownership, discounted rent)</b> | 167 | 45.14% |
| <b>Hostels</b>   | 54  | 14.59% |
| <b>Other</b>   | 12  | 3.24%  |
| <b>Not Answered</b>  | 13  | 3.51%  |

**If other, please specify**

There were 21 responses to this part of the question.

**kinds of housing comment**

There were 83 responses to this part of the question.

10: In your opinion, what would the ideal H&F housing development be like?

**ideal H&F housing development**

There were 336 responses to this part of the question.

| <b>Option</b>  | <b>Total</b> | <b>Percent</b> |
|--|--------------|----------------|
| <b>Modern flats on unused pieces of land</b>                 | 176          | 47.57%         |
| <b>Unconventional housing, if it meant faster builds</b>     | 73           | 19.73%         |
| <b>Large developments, even if they take longer to build</b> | 56           | 15.14%         |
| <b>Other</b>   | 31           | 8.38%          |
| <b>Not Answered</b>  | 34           | 9.19%          |

**If other, please specify**

There were 52 responses to this part of the question.

**comments on housing developments**

There were 109 responses to this part of the question.

11: In your opinion, how important is each of the following

**Importance of issues - Ending rough sleeping**

There were 358 responses to this part of the question.

| <b>Option</b>              | <b>Total</b> | <b>Percent</b> |
|----------------------------|--------------|----------------|
| <b>Extremely important</b> | 228          | 61.62%         |
| <b>Very important</b>      | 77           | 20.81%         |
| <b>Important</b>           | 41           | 11.08%         |
| <b>A little important</b>  | 8            | 2.16%          |

|               |    |       |
|---------------|----|-------|
| Not important | 4  | 1.08% |
| Not Answered  | 12 | 3.24% |

#### Importance of issues - Fire, gas and water safety

There were 363 responses to this part of the question.

| Option              | Total | Percent |
|---------------------|-------|---------|
| Extremely important | 264   | 71.35%  |
| Very important      | 64    | 17.30%  |
| Important           | 32    | 8.65%   |
| A little important  | 2     | 0.54%   |
| Not important       | 1     | 0.27%   |
| Not Answered        | 7     | 1.89%   |

#### Importance of issues - Making housing services easy to use

There were 359 responses to this part of the question.

| Option              | Total | Percent |
|---------------------|-------|---------|
| Extremely important | 149   | 40.27%  |
| Very important      | 119   | 32.16%  |
| Important           | 78    | 21.08%  |
| A little important  | 11    | 2.97%   |
| Not important       | 2     | 0.54%   |
| Not Answered        | 11    | 2.97%   |

#### Importance of issues - Providing more affordable housing

There were 360 responses to this part of the question.

| Option              | Total | Percent |
|---------------------|-------|---------|
| Extremely important | 221   | 59.73%  |
| Very important      | 78    | 21.08%  |
| Important           | 49    | 13.24%  |
| A little important  | 9     | 2.43%   |
| Not important       | 3     | 0.81%   |
| Not Answered        | 10    | 2.70%   |

#### Importance of issues - Using empty properties

There were 358 responses to this part of the question.

| Option              | Total | Percent |
|---------------------|-------|---------|
| Extremely important | 241   | 65.14%  |
| Very important      | 76    | 20.54%  |
| Important           | 31    | 8.38%   |
| A little important  | 6     | 1.62%   |
| Not important       | 4     | 1.08%   |
| Not Answered        | 12    | 3.24%   |

#### Importance of issues - Improving community life

There were 355 responses to this part of the question.

| Option | Total | Percent |
|--------|-------|---------|
|--------|-------|---------|

|                     |     |        |
|---------------------|-----|--------|
| Extremely important | 144 | 38.92% |
| Very important      | 114 | 30.81% |
| Important           | 73  | 19.73% |
| A little important  | 19  | 5.14%  |
| Not important       | 5   | 1.35%  |
| Not Answered        | 15  | 4.05%  |

#### Importance of issues - Putting residents first for new housing schemes

There were 361 responses to this part of the question.

| Option              | Total | Percent |
|---------------------|-------|---------|
| Extremely important | 208   | 56.22%  |
| Very important      | 77    | 20.81%  |
| Important           | 52    | 14.05%  |
| A little important  | 20    | 5.41%   |
| Not important       | 4     | 1.08%   |
| Not Answered        | 9     | 2.43%   |

#### Importance of issues - Supporting residents with benefit caps/Welfare Reform

There were 351 responses to this part of the question.

| Option              | Total | Percent |
|---------------------|-------|---------|
| Extremely important | 124   | 33.51%  |
| Very important      | 105   | 28.38%  |
| Important           | 90    | 24.32%  |
| A little important  | 17    | 4.59%   |
| Not important       | 15    | 4.05%   |
| Not Answered        | 19    | 5.14%   |

#### Importance of issues - Supporting vulnerable residents

There were 359 responses to this part of the question.

| Option              | Total | Percent |
|---------------------|-------|---------|
| Extremely important | 217   | 58.65%  |
| Very important      | 84    | 22.70%  |
| Important           | 43    | 11.62%  |
| A little important  | 11    | 2.97%   |
| Not important       | 4     | 1.08%   |
| Not Answered        | 11    | 2.97%   |

#### Importance of issues - Housing standards

There were 356 responses to this part of the question.

| Option              | Total | Percent |
|---------------------|-------|---------|
| Extremely important | 209   | 56.49%  |
| Very important      | 101   | 27.30%  |
| Important           | 42    | 11.35%  |
| A little important  | 3     | 0.81%   |
| Not important       | 1     | 0.27%   |

|              |    |       |
|--------------|----|-------|
| Not Answered | 14 | 3.78% |
|--------------|----|-------|

### Importance of issues - Energy efficiency

There were 356 responses to this part of the question.

| Option              | Total | Percent |
|---------------------|-------|---------|
| Extremely important | 199   | 53.78%  |
| Very important      | 91    | 24.59%  |
| Important           | 53    | 14.32%  |
| A little important  | 12    | 3.24%   |
| Not important       | 1     | 0.27%   |
| Not Answered        | 14    | 3.78%   |

### important issues

There were 74 responses to this part of the question.

12: In your view, what can the Council do to improve residents' living situations?

### improve residents living situations

There were 219 responses to this part of the question.

13: If you have any further comments, suggestions or examples, please use the below space

### Further comments

There were 92 responses to this part of the question.

## 22. HOUSING STRATEGY QUESTIONS FOR 3<sup>RD</sup> SECTOR ORGANISATIONS

<https://lbhf.citizenspace.com/growth-and-place/6391bcc7>

This report was created on Thursday 21 January 2021 at 13:02

The consultation ran from 16/04/2019 to 12/05/2019

Responses to this survey: **3**

1: How familiar are you with H&F housing-related services?

### Familiarity

There were 3 responses to this part of the question.

| Option         | Total | Percent |
|----------------|-------|---------|
| Very familiar  | 1     | 33.33%  |
| Quite familiar | 1     | 33.33%  |
| Reasonably     | 0     | 0.00%   |
| A little       | 0     | 0.00%   |
| Not at all     | 1     | 33.33%  |
| Not Answered   | 0     | 0.00%   |

### **Comments on familiarity with housing related services**

There was 1 response to this part of the question.

2: Do you have a main contact at H&F?

#### **Main contact**

There were 3 responses to this part of the question.

| Option       | Total | Percent |
|--------------|-------|---------|
| Yes          | 1     | 33.33%  |
| Maybe        | 0     | 0.00%   |
| No           | 2     | 66.67%  |
| Not Answered | 0     | 0.00%   |

#### **main contact comments**

There was 1 response to this part of the question.

3: If you answered 'no' above, how do you navigate our services?

#### **how do you navigate our services**

There were 2 responses to this part of the question.

4: If one of your service users has a housing-related issue, do you know where to signpost them?

#### **know where to signpost**

There were 3 responses to this part of the question.

| Option       | Total | Percent |
|--------------|-------|---------|
| Yes          | 2     | 66.67%  |
| Maybe        | 0     | 0.00%   |
| No           | 1     | 33.33%  |
| Not Answered | 0     | 0.00%   |

#### **Signposting comments**

There was 1 response to this part of the question.

5: How do you feel about your current working relationship with H&F?

#### **relationship with H&F**

There were 3 responses to this part of the question.

| Option                          | Total | Percent |
|---------------------------------|-------|---------|
| Excellent                       | 1     | 33.33%  |
| Good                            | 1     | 33.33%  |
| Could be better, could be worse | 0     | 0.00%   |
| Needs improvement               | 1     | 33.33%  |
| Not good                        | 0     | 0.00%   |
| Not Answered                    | 0     | 0.00%   |

**comments on working relationship**

There was 1 response to this part of the question.

6: If you have contacted our housing services on behalf of clients in the past, how helpful were we?

**How helpful were we**

There were 2 responses to this part of the question.

| Option               | Total | Percent |
|----------------------|-------|---------|
| Very helpful         | 1     | 33.33%  |
| Helpful              | 0     | 0.00%   |
| Reasonably helpful   | 0     | 0.00%   |
| A little bit helpful | 0     | 0.00%   |
| Unhelpful            | 1     | 33.33%  |
| Not Answered         | 1     | 33.33%  |

**examples of contact on behalf of clients**

There were 2 responses to this part of the question.

7: In your opinion, could your service users benefit from your organisation having a stronger working relationship with H&F?

**would service users benefit from stronger relationship**

There were 3 responses to this part of the question.

| Option       | Total | Percent |
|--------------|-------|---------|
| Yes          | 2     | 66.67%  |
| Maybe        | 1     | 33.33%  |
| No           | 0     | 0.00%   |
| Not Answered | 0     | 0.00%   |

**comments on stronger joint working for residents**

There was 1 response to this part of the question.

8: How can we work better together to improve the lives and living situations of your service users who live in H&F?

**how can we work better together to improve lives**

There were 3 responses to this part of the question.

9: Please use this space to write any further comments, suggestions or examples

**further comments**

There was 1 response to this part of the question.

10: What is your email address?

**Email**



There were 3 responses to this part of the question.

11: What is your organisation?

### Organisation

There were 3 responses to this part of the question.

## 23. HOUSING STRATEGY QUESTIONS FOR HOUSING ASSOCIATIONS

<https://lbhf.citizenspace.com/growth-and-place/53c426f9>

This report was created on Thursday 21 January 2021 at 13:03

The consultation ran from 16/04/2019 to 12/05/2019

Responses to this survey: **6**

1: What is your organisation?

### Organisation

There were 6 responses to this part of the question.

2: How familiar are you H&F's Housing Allocation Scheme?

### Familiarity

There were 6 responses to this part of the question.

| Option         | Total | Percent |
|----------------|-------|---------|
| Very familiar  | 1     | 16.67%  |
| Quite familiar | 4     | 66.67%  |
| Reasonably     | 1     | 16.67%  |
| A little       | 0     | 0.00%   |
| Not at all     | 0     | 0.00%   |
| Not Answered   | 0     | 0.00%   |

### comments on Allocations

There was 1 response to this part of the question.

3: When was your last review of your nominations agreement with H&F?

### Last nominations agreement review

There were 6 responses to this part of the question.

| Option                | Total | Percent |
|-----------------------|-------|---------|
| Reviewing it now      | 0     | 0.00%   |
| This year             | 0     | 0.00%   |
| Last year             | 1     | 16.67%  |
| More than 5 years ago | 3     | 50.00%  |
| We don't have one     | 0     | 0.00%   |
| Unsure                | 2     | 33.33%  |
| Not Answered          | 0     | 0.00%   |

### Comments on noms

There were 3 responses to this part of the question.

4: If you encounter an issue which needs our attention, do you know who to contact at H&F?

### Contact

There were 6 responses to this part of the question.

| Option       | Total | Percent |
|--------------|-------|---------|
| Yes          | 4     | 66.67%  |
| Maybe        | 2     | 33.33%  |
| No           | 0     | 0.00%   |
| Not Answered | 0     | 0.00%   |

### Contact comments

There were 3 responses to this part of the question.

5: Are you aware of the joint working framework between your Housing Association and H&F?

### Joint working awareness

There were 6 responses to this part of the question.

| Option       | Total | Percent |
|--------------|-------|---------|
| Very aware   | 0     | 0.00%   |
| Quite aware  | 1     | 16.67%  |
| Reasonably   | 1     | 16.67%  |
| A little     | 1     | 16.67%  |
| Not at all   | 3     | 50.00%  |
| Not Answered | 0     | 0.00%   |

### Comments on joint working

There were 2 responses to this part of the question.

6: In your opinion, would your tenants benefit from us having a closer working relationship?

### Tenants to benefit from closer working

There were 6 responses to this part of the question.

| Option       | Total | Percent |
|--------------|-------|---------|
| Yes          | 5     | 83.33%  |
| Maybe        | 1     | 16.67%  |
| No           | 0     | 0.00%   |
| Not Answered | 0     | 0.00%   |

### comments on closer working

There were 5 responses to this part of the question.

7: With our help, which of the following would you like to provide to your tenants?

(tick all that apply)

#### services

There were 6 responses to this part of the question.

| Option                   | Total | Percent |
|--------------------------|-------|---------|
| Handyperson scheme       | 6     | 100.00% |
| Approved contractor list | 2     | 33.33%  |
| Concierge service        | 1     | 16.67%  |
| Tenant handbook          | 3     | 50.00%  |
| Other                    | 0     | 0.00%   |
| Not Answered             | 0     | 0.00%   |

#### If other, please specify

There was 1 response to this part of the question.

#### services comments

There was 1 response to this part of the question.

8: In your experience, do you have a contact person at H&F to speak to about issues on co-managed estates?

#### contact person at H&F

There were 5 responses to this part of the question.

| Option       | Total | Percent |
|--------------|-------|---------|
| Yes          | 1     | 16.67%  |
| Maybe        | 2     | 33.33%  |
| No           | 2     | 33.33%  |
| Not Answered | 1     | 16.67%  |

#### Co-managed estates example...

There were 2 responses to this part of the question.

9: Would you be interested in working with H&F on innovative, unconventional schemes? i.e. modular housing solutions

#### working with H&F

There were 6 responses to this part of the question.

| Option       | Total | Percent |
|--------------|-------|---------|
| Yes          | 3     | 50.00%  |
| Maybe        | 2     | 33.33%  |
| No           | 1     | 16.67%  |
| Not Answered | 0     | 0.00%   |

**Unconventional schemes comments**

There was 1 response to this part of the question.

10: In your opinion, how good do you feel your current relationship is with H&F?

**Relationship with H&F**

There were 6 responses to this part of the question.

| Option                          | Total | Percent |
|---------------------------------|-------|---------|
| Excellent                       | 1     | 16.67%  |
| Good                            | 4     | 66.67%  |
| Could be better, could be worse | 1     | 16.67%  |
| Needs improvement               | 0     | 0.00%   |
| Not good                        | 0     | 0.00%   |
| Not Answered                    | 0     | 0.00%   |

**comments on relationship**

There were 2 responses to this part of the question.

11: How can we work better together to improve the lives and living situations of residents?

**how can we work better together?**

There were 5 responses to this part of the question.

12: Please use this space to write any further comments, suggestions or examples

**further comments**

There was 1 response to this part of the question.

## Appendix D - H&F Equality Impact Analysis Tool



### Conducting an Equality Impact Analysis

An EIA is an improvement process which helps to determine whether our policies, practices, or new proposals will impact on, or affect different groups or communities. It enables officers to assess whether the impacts are positive, negative, or unlikely to have a significant impact on each of the protected characteristic groups.

The tool is informed by the [public sector equality duty](#) which came into force in April 2011. The duty highlights three areas in which public bodies must show compliance. It states that a public authority must, in the exercise of its functions, have due regard to the need to:

- 1. Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited under the Equality Act 2010**
- 2. Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it**
- 3. Foster good relations between persons who share a relevant protected characteristic and persons who do not share it**

Whilst working on your Equality Impact Assessment, you must analyse your proposal against these three tenets.

## General points

1. In the case of matters such as service closures or reductions, considerable thought will need to be given to any potential equality impacts. Case law has established that due regard cannot be demonstrated after the decision has been taken. Your EIA should be considered at the outset and throughout the development of your proposal, it should demonstrably inform the decision, and be made available when the decision is recommended.
2. Wherever appropriate, the outcome of the EIA should be summarised in the Cabinet/Cabinet Member report and equalities issues dealt with and cross referenced as appropriate within the report.
3. Equalities duties are fertile ground for litigation and a failure to deal with them properly can result in considerable delay, expense, and reputational damage.
4. Where dealing with obvious equalities issues e.g. changing services to disabled people/children, take care not to lose sight of other less obvious issues for other protected groups.
5. If you already know that your decision is likely to be of high relevance to equality and/or be of high public interest, you should contact the Strategy & Communities team for support.

Further advice and guidance can be accessed online and on the intranet:

<https://www.gov.uk/government/publications/public-sector-equality-duty>

<https://officesharedservice.sharepoint.com/sites/Governance/SitePages/Reports.aspx>

## H&F Equality Impact Analysis Tool

| Overall Information   | Details of Full Equality Impact Analysis   |
|---|--|
| Financial Year and Quarter  | 2020/21 / Q4   |
| Name and details of policy, strategy, function, project, activity, or programme | <p>Title of EIA: Housing Strategy 2021 (New)</p> <p>Short summary:</p> <p><b>The Housing Strategy</b> sets out five key objectives for housing, with an action plan to meet specified commitments under those objectives. The five objectives are: Working with Residents to Meet Housing Needs, Safe, Sustainable Housing, Make H&amp;F a Great Place to Live, Delivering More Homes for Residents, and Prevent Homelessness and End Rough Sleeping.</p> <p><b>The Home Buy Allocation Scheme</b> sets out the Council's approach to prioritising applicants on low to medium incomes who are seeking low cost home ownership and other intermediate housing options.</p> |
| Lead Officer  | <p>Name: Beatrice McGuire</p> <p>Position: Senior Housing Strategy &amp; Growth Officer</p> <p>Email: Beatrice.mcguire@lbhf.gov.uk</p>   |
| Date of completion of final EIA   | 20 / 01 / 2021   |

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| Section 02          | Scoping of Full EIA   |
|---------------------|---|
| Plan for completion | <p>Timing:</p> <p>Residents were consulted in development of the strategy. All H&amp;F tenants and leaseholders were invited to take part in an online consultation between 15 April to 12 May 2019. Two resident focus groups were held on the 4th and 6th of June 2019.</p> |

|  | <p>Third sector organisations and Housing Associations were also invited to take part in an online consultation between 1 and 12 May 2019.</p> <p>Full details of the consultation is set out in the Housing Strategy Consultation Summary (Appendix D).</p> <p>The resident consultation was publicised on the website and presented at the Housing Representatives Forum.</p> <p>Third sector organisations and Housing Associations were asked to publicise the resident consultation.</p> <p>The views and experiences of residents and partners informed the planning and development of the Housing Strategy.</p> <p>Resources:</p> <p>The consultations and focus groups were delivered by the Senior Housing Strategy &amp; Growth Officer, with support from the Resident Involvement Team and advice from the Co-Production Lead.</p>   |  |          |  |     |  |          |
|--|---|--|----------|--|-----|--|----------|
| <b>Analyse the impact of the policy, strategy, function, project, activity, or programme</b> | <p>Analyse the impact of the policy on the protected characteristics (including where people / groups may appear in more than one protected characteristic). You should use this to determine whether the policy will have a positive, neutral, or negative impact on equality, giving due regard to relevance and proportionality.</p> <table><tr><th>Protected characteristic</th><th>Analysis</th><th>Impact:<br/>Positive,<br/>Negative,<br/>Neutral</th></tr><tr><td>Age</td><td><p><b>Older Residents</b></p><p>In Hammersmith &amp; Fulham, the largest predicted population growth over the next 10 years is expected to be of the over 85 age group. The number of people aged 65 to 85 is also expected to grow by a fifth.</p><p>The adoption of the Housing Strategy is expected to have a positive impact on older residents in Hammersmith &amp; Fulham. Building on the work of the resident-led Older People’s Commission and Older People’s Housing Strategy, the Strategy supports intergenerational projects, re-introducing convalescent homes, continuing the provision of free carers, and becoming the very first dementia friendly council by training dementia ambassadors.</p></td><td>Positive</td></tr></table> | Protected characteristic                     | Analysis | Impact:<br>Positive,<br>Negative,<br>Neutral | Age | <p><b>Older Residents</b></p> <p>In Hammersmith &amp; Fulham, the largest predicted population growth over the next 10 years is expected to be of the over 85 age group. The number of people aged 65 to 85 is also expected to grow by a fifth.</p> <p>The adoption of the Housing Strategy is expected to have a positive impact on older residents in Hammersmith &amp; Fulham. Building on the work of the resident-led Older People’s Commission and Older People’s Housing Strategy, the Strategy supports intergenerational projects, re-introducing convalescent homes, continuing the provision of free carers, and becoming the very first dementia friendly council by training dementia ambassadors.</p> | Positive |
| Protected characteristic   | Analysis  | Impact:<br>Positive,<br>Negative,<br>Neutral |          |  |     |  |          |
| Age  | <p><b>Older Residents</b></p> <p>In Hammersmith &amp; Fulham, the largest predicted population growth over the next 10 years is expected to be of the over 85 age group. The number of people aged 65 to 85 is also expected to grow by a fifth.</p> <p>The adoption of the Housing Strategy is expected to have a positive impact on older residents in Hammersmith &amp; Fulham. Building on the work of the resident-led Older People’s Commission and Older People’s Housing Strategy, the Strategy supports intergenerational projects, re-introducing convalescent homes, continuing the provision of free carers, and becoming the very first dementia friendly council by training dementia ambassadors.</p>  | Positive                                     |          |  |     |  |          |



|  |            |   |   |
|--|------------|---|---|
|  |            | <p><b>Transitions</b></p> <p>The Housing Strategy supports working with Adult Social Care to improve transitions at key stages, which would include age-based transitions between housing services for young people and adults.</p> <p>The adoption of the Homebuy Allocations Scheme is not expected to have a positive or negative impact on people based on age.</p>   | <p>Positive</p> <p>Neutral</p>  |
|  | Disability | <p>The 2011 Census shows that 12.6 per cent of H&amp;F residents reported having long-term illness or physical disability (14.7 per cent in 2001). As regards learning difficulties, the Learning Disabilities JSNA shows that there were 1,014 people aged 18 to 64 with a learning disability known to Adult Social Care in 2013/14.</p> <p>The adoption of the Housing Strategy is expected to have a positive impact on disabled residents. Building on the work of the resident-led Disabled People's Commission, and the co-produced Disabled People's Housing Strategy the Housing Strategy supports meeting the housing needs of disabled people through provision of housing services shaped and influenced, and co-produced by and for Disabled residents.</p> <p>The Strategy commits to create a co-production focussed Disabled Residents Housing Group to work with us on policies, service provision, and decision making; involving disabled residents in decisions which affect them.</p> <p>The Strategy supports the delivery of a co-produced online digital platform to advertise and allocate social housing stock.</p> <p>The Strategy commits to creating a culture co-production with disabled residents, and commits to co-producing projects including a review of the aids and adaptations service.</p> <p>The Housing Strategy also commits to updating the Accessible Housing register, so that we have better knowledge about our tenants and the homes they live to ensure they are suitable and fit for purpose and enable us to deliver effective</p> | <p>Positive</p> <p>Positive</p> <p>Positive</p> <p>Positive</p> <p>Positive</p> |

|  |  |   |         |
|--|--|---|---------|
|  |  | <p>services.</p> <p>The adoption of the Homebuy Allocations Scheme is expected to have no positive or negative impact on disabled residents.</p>  | Neutral |
|  | Gender reassignment                    | The adoption of The Housing Strategy and The Homebuy Allocations Scheme is not expected to have a negative or positive impact on people who have transitioned or are transgender.   | Neutral |
|  | Marriage and Civil Partnership         | <p>At the time of the 2011 Census, 29.6% of the borough residents aged 16 and over stated they were married. 0.5% of H&amp;F residents were in a registered same-sex civil partnership above national average of 0.2%. 10.3% of the population are separated or divorced and 3.7% are widowed.</p> <p>The adoption of The Housing Strategy and The Homebuy Allocations Scheme is not expected to have a negative or positive impact on people on the basis of marriage or civil partnership status. There are no specific services to be delivered to people on the basis of marriage or civil partnership.</p> | Neutral |
|  | Pregnancy and maternity                | The adoption of The Housing Strategy and The Homebuy Allocations Scheme is not expected to have a negative or positive impact on people based on their pregnancy or maternity status.   | Neutral |
|  | Race                                   | <p>H&amp;F is diverse, and our population is constantly changing. In 2015, 61% of residents were of an ethnicity other than white british. Our population are 12% of Black origins, 9% of Asian ethnic origin, 6% of mixed origin, and 4% are of Irish origin, the third highest of any local authority in England &amp; Wales.</p> <p>The adoption of The Housing Strategy and The Homebuy Allocations Scheme is not expected to have a negative or positive impact on people based on their race.</p>   | Neutral |
|  | Religion/belief (including non-belief) | <p>54.1% of H&amp;F's population are Christian, above the London average. 13.5% of residents are of a non-Christian religion, 10% are Muslim. The Muslim population in H&amp;F has grown, but not at the rate of other London Boroughs such as Barking and Dagenham. 24% of the population have no religion, above the London average.</p> <p>The adoption of The Housing Strategy and The Homebuy Allocations Scheme is not expected to have a negative or positive impact on people based on their religion/belief (including non-belief). There are no specific services to be</p>                           | Neutral |

|   |  |  |         |
|---|--|--|---------|
|   |  | delivered to people on the basis of religion/belief, or non-belief.  |         |
|   | Sex  | The adoption of The Housing Strategy and The Homebuy Allocations Scheme is not expected to have a negative or positive impact on people based on their sex.                | Neutral |
|   | Sexual Orientation   | The adoption of The Housing Strategy and The Homebuy Allocations Scheme is not expected to have a negative or positive impact on people based on their sexual orientation. | Neutral |
| <p><b>Human Rights or Children's Rights</b><br/>         If your decision has the potential to affect Human Rights or Children's Rights, please contact your Equality Lead for advice</p> <p>Will it affect Human Rights, as defined by the Human Rights Act 1998?<br/>         Yes / <b>No</b></p> <p>Will it affect Children's Rights, as defined by the UNCRC (1992)?<br/>         Yes / <b>No</b></p> |  |  |         |
| <b>Section 03</b>   | <p><b>Analysis of relevant data</b><br/>         Examples of data can range from census data to customer satisfaction surveys. Data should involve specialist data and information and where possible, be disaggregated by different equality strands.</p>   |  |         |
| <b>Documents and data reviewed</b>  | <p><b>Data and research were provided by the Principal Performance &amp; Information Officer and Principal Business Intelligence Analyst. Data included:</b></p> <p>GLA Ethnic Projections H&amp;F<br/>         GLA Population projections H&amp;F<br/>         Indices of Deprivation, LBHF briefing<br/>         H&amp;F Borough Profile 2018<br/>         The 2017 Strategic Housing Market Assessment<br/>         2011 Census<br/>         Demand for Traveller Sites</p> |  |         |

|                     |  |
|---------------------|--|
| <b>New research</b> | If new research is required, please complete this section<br><br><b>None</b> |
|---------------------|--|

|  |  |
|--|--|
| <b>Section 04</b>                        | <b>Consultation</b>  |
| <b>Consultation</b>                      | <p>Residents were consulted during the development of the strategy. Consultation took two forms: an online consultation, and focus groups.</p> <p>The Co-Production Lead was consulted throughout the development of the Strategy.</p> <p>In April 2018, a letter was sent to all H&amp;F tenants and leaseholders inviting them to take part in an online consultation, share their views on housing to help shape the new Housing Strategy. There was also the option for residents to complete paper questionnaire if preferred. Over 300 residents responded to the housing questionnaire, online or by post. Consultation responses were analysed for key themes and concerns which were raised by residents. Responses were also analysed to consider the priority order given to various issues by residents. All suggestions and comments from residents were considered, and were included where viable. Views, priorities, suggestions and comments from questionnaire responses from residents informed the planning and drafting of the Housing Strategy.</p> <p>In May 2019, an email was sent to residents by the Resident Involvement team inviting residents to take part in a Housing Strategy focus group. Two focus groups took place in June, with a total attendance of 13 residents. The focus groups were delivered by the Partnership and Strategy Team, and supported by the Resident Involvement Team. Detailed, guided discussions were held around four loose topics: Priorities for Housing, Serving Residents, H&amp;F as a Place to Live, and Providing More Homes. Detailed notes were taken during the discussions which were considered when planning and drafting the Strategy.</p> |
| <b>Analysis of consultation outcomes</b> | <p>Key messages taken from the questionnaires and focus groups are presented in the Strategy section 'What You Said'. These messages, as well as specific suggestions and comments, also shape the strategy more broadly.</p> <p>Residents' input, through the consultation and focus groups, contributed to the development of four key objectives for the strategy: Working with Residents to Meet Housing Needs, Make H&amp;F a Great Place to Live, Delivering More Homes for Residents, and Prevent Homelessness and End Rough Sleeping. (Objective 2 - Safe, Sustainable Housing, was added at a later stage, but does not have any equalities impact).</p>  |

|                   |  |
|-------------------|--|
| <b>Section 05</b> | <b>Analysis of impact and outcomes</b> |
|-------------------|--|

|                 |  |
|-----------------|--|
| <b>Analysis</b> | As described in detail in the Scoping section, the adoption of the Housing Strategy and Homebuy Allocations Scheme is expected to have a positive or neutral impact on people with protected characteristics. There are not expected to be any negative impacts or outcomes. |
|-----------------|--|

|                            |   |
|----------------------------|---|
| <b>Section 06</b>          | <b>Reducing any adverse impacts and recommendations</b>   |
| <b>Outcome of Analysis</b> | Include any specific actions you have identified that will remove or mitigate the risk of adverse impacts and / or unlawful discrimination. This should provide the outcome for LBHF, and the overall outcome.<br><br><b>Not applicable</b> |

|                    |   |  |         |                             |  |                                     |
|--------------------|---|--|---------|-----------------------------|--|-------------------------------------|
| <b>Section 07</b>  | <b>Action Plan</b>  |  |         |                             |  |                                     |
| <b>Action Plan</b> | Note: You will only need to use this section if you have identified actions as a result of your analysis                          |  |         |                             |  |                                     |
|                    | Issue identified  | Action (s) to be taken                           | When    | Lead officer and department | Expected outcome   | Date added to business/service plan |
|                    | Monitoring the effects of implementation of the Housing Strategy and The Homebuy Allocations Scheme documents on protected groups | Ongoing monitoring of the impact of key policies | Ongoing | To be confirmed             | Early identification of adverse impacts regarding the implementation of the Housing Strategy, The Homebuy Allocations Scheme and documents on protected groups | To be confirmed                     |

|                                  |  |
|----------------------------------|--|
| <b>Section 08</b>                | <b>Agreement, publication and monitoring</b> |
| <b>Senior Managers' sign-off</b> | Name:<br>Position:<br>Email:                 |

|   |  |
|---|--|
|   | Telephone No:<br>Considered at relevant DMT:   |
| <b>Key Decision Report<br/>(if relevant)</b>  | Date of report to Cabinet/Cabinet Member: XX / XX / XX<br>Key equalities issues have been included: Yes/No |
| <b>Equalities Advice<br/>(where involved)</b> | Name:<br>Position:<br>Date advice / guidance given:<br>Email:<br>Telephone No:                             |

## NOTICE OF CONSIDERATION OF A KEY DECISION

In accordance with paragraph 9 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the Authority hereby gives notice of Key Decisions which the Cabinet, Cabinet Members or Chief Officers intend to consider. The list may change from the date of publication as further items may be entered.

## NOTICE OF THE INTENTION TO CONDUCT BUSINESS IN PRIVATE

The Authority also hereby gives notice in accordance with paragraph 5 of the above Regulations that it may meet in private to consider Key Decisions going to a Cabinet meeting which may contain confidential or exempt information.

Reports relating to Cabinet key decisions which may be considered in private are indicated in the list of Cabinet Key Decisions below, with the reasons for the decision being made in private. Any person is able to make representations to the Cabinet if he/she believes the Cabinet decision should instead be made in the public at the Cabinet meeting. If you want to make such representations, please e-mail Katia Neale on [katia.neale@lbhf.gov.uk](mailto:katia.neale@lbhf.gov.uk). You will then be sent a response in reply to your representations. Both your representations and the Executive's response will be published on the Council's website at least 5 working days before the Cabinet meeting.

## KEY DECISIONS PROPOSED TO BE MADE BY THE AUTHORITY FROM MAY UNTIL JULY 2021

The following is a list of Key Decisions which the Authority proposes to take from May 2021. The list may change over the next few weeks.

**KEY DECISIONS** are those which are likely to result in one or more of the following:

- Any expenditure or savings which are significant (ie. in excess of £300,000) in relation to the Council's budget for the service function to which the decision relates;
- Anything affecting communities living or working in an area comprising two or more wards in the borough;
- Anything affecting the budget and policy framework set by the Council.

The Key Decisions List will be updated and published on the Council's website at least on a monthly basis.

**NB: Key Decisions will generally be taken by the Executive at the Cabinet, by a Cabinet Member or by a Chief Officer.**

*If you have any queries on this Key Decisions List, please contact  
**Katia Neale** on 07776 672 956 or by e-mail to [katia.neale@lbhf.gov.uk](mailto:katia.neale@lbhf.gov.uk)*

### **Access to Key Decision reports and other relevant documents**

Key Decision reports and documents relevant to matters to be considered at the Authority by Cabinet only, will be available on the Council's website ([www.lbhf.org.uk](http://www.lbhf.org.uk)) a minimum of 5 working days before the Cabinet meeting. Further information, and other relevant documents as they become available, can be obtained from the contact officer shown in column 4 of the list below.

### **Decisions**

All Key Decisions will be subject to a 3-day call-in before they can be implemented, unless called in by Councillors.

### **Making your Views Heard**

You can comment on any of the items in this list by contacting the officer shown in column 4. You can also submit a deputation to the Cabinet related to Cabinet Key Decisions only. Full details of how to do this (and the date by which a deputation must be submitted) will be shown in the Cabinet agenda.

## **LONDON BOROUGH OF HAMMERSMITH & FULHAM CABINET**

|  |                                   |
|--|-----------------------------------|
| <b>Leader:</b>   | <b>Councillor Stephen Cowan</b>   |
| <b>Deputy Leader:</b>                                      | <b>Councillor Sue Fennimore</b>   |
| <b>Cabinet Member for the Environment:</b>                 | <b>Councillor Wesley Harcourt</b> |
| <b>Cabinet Member for Housing:</b>                         | <b>Councillor Lisa Homan</b>      |
| <b>Cabinet Member for the Economy:</b>                     | <b>Councillor Andrew Jones</b>    |
| <b>Cabinet Member for Health and Adult Social Care:</b>    | <b>Councillor Ben Coleman</b>     |
| <b>Cabinet Member for Children and Education:</b>          | <b>Councillor Larry Culhane</b>   |
| <b>Cabinet Member for Finance and Commercial Services:</b> | <b>Councillor Max Schmid</b>      |
| <b>Cabinet Member for Public Services Reform:</b>          | <b>Councillor Adam Connell</b>    |
| <b>Cabinet Member for Strategy:</b>                        | <b>Councillor Sue Macmillan</b>   |

*Key Decisions List No. 106 (published 23 April 2021)*



## **KEY DECISIONS LIST – FROM MAY 2021**

**The list also includes decisions proposed to be made by future Cabinet meetings**

*Where column 3 shows a report as EXEMPT, the report for this proposed decision will be considered at the private Cabinet meeting. Anybody may make representations to the Cabinet to the effect that the report should be considered at the open Cabinet meeting (see above).*

\* All these decisions may be called in by Councillors; If a decision is called in, it will not be capable of implementation until a final decision is made.

| <b>Decision to be Made by</b>               | <b>Date of Decision-Making Meeting and Reason</b> | <b>Proposed Key Decision</b><br><br><b>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.</b>   | <b>Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents</b> | <b>Documents to be submitted to Cabinet (other relevant documents may be submitted)</b>   |
|---|---|---|---|---|
| <b>CABINET MEMBER AND OFFICER DECISIONS</b> |   |   |   |   |
| <b>Finance</b>                              |   |   |   |   |
| Cabinet Member for the Environment          | Before 31 May 2021                                | <b>Annual Highways Maintenance Programme</b><br><br>This report seeks approval of the annual highway maintenance work programme for 2020-2021. A key driver for this work is improving the quality of our street scene to give residents and businesses pride in the borough. This work is planned preventative maintenance, aimed at prolonging the life of the Highway infrastructure within the borough.<br>We aim to improve efficiency and provide maximum value for money co-ordinating as far as possible maintenance works with the implementation of LIP projects.<br>We are coordinating footways with the need to plan more trees so use our planned maintenance on footways to increase opportunities for adding tree pits. | Cabinet Member for the Environment  | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|   | Reason: Affects 2 or more wards                   |   | Ward(s): All Wards<br><br>Contact officer: Ian Hawthorn<br>Tel: 020 8753 3058<br>ian.hawthorn@lbhf.gov.uk                 |   |
| Cabinet Member for the Environment          | Before 31 May 2021                                | <b>Highways Planned Maintenance Programme 2020-21</b><br><br>Highways Maintenance programme to renew a number of carriageways and footways in the   | Cabinet Member for the Environment  | A detailed report for this item will be available at least five working days  |
|   | Reason: Expenditure/Income                        |   | Ward(s): All Wards  |   |

| Decision to be Made by (Cabinet or Council) | Date of Decision-Making Meeting and Reason  | Proposed Key Decision<br><br>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.  | Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents | Documents to be submitted to Cabinet (other relevant documents may be submitted)  |
|---|---|--|--|---|
|   | above £300K<br>- Revenue up to £500k and Capital up to 1.5m                                     | borough as part of the asset management of the boroughs highway network. To ensure safety requirements under the Highways Act 1980.  | Contact officer: Ian Hawthorn<br>Tel: 020 8753 3058<br>ian.hawthorn@lbhf.gov.uk                                    | before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.  |
| Cabinet Member for the Environment          | Before 31 May 2021  | <b>Proposals for the Noise and Nuisance team's revised service hours</b><br><br>Review of the Hours of operation of the borough's Noise & Nuisance service   | Cabinet Member for the Environment   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|   | Reason: Affects 2 or more wards   |  | Ward(s): All Wards   |   |
|   | Contact officer: Valerie Simpson<br>Tel: 020 8753 3905<br>valerie.Simpson@lbhf.gov.uk           |  |  |   |
| Cabinet Member for Housing                  | Before 31 May 2021  | <b>Replacement of Spandrel Panels (Medium and Low Risk Properties)</b><br><br>Replacement of Spandrel Panels at the identified properties covering the stripping out of existing panels and renewing panels including carrying out, as required, all associated works. | Cabinet Member for Housing   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|   | Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m |  | Ward(s): All Wards   |   |
|   | Contact officer: Dominic D Souza<br>Dominic.DSouza@lbhf.gov.uk                                  |  |  |   |

| Decision to be Made by (Cabinet or Council)  | Date of Decision-Making Meeting and Reason  | Proposed Key Decision<br><br>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.   | Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents  | Documents to be submitted to Cabinet ( <i>other relevant documents may be submitted</i> )   |
|--|---|---|---|---|
| Strategic Director for the Environment       | Before 31 May 2021  | <b>Climate and Ecological Emergency – Expansion of Lamp Column Electric Vehicle Charge Points</b><br><br>Having successfully secured £215,175 funding from OLEV for residential lamp column EV charge points, and negotiated the necessary 25% match funding of £72,000 from FM Conway, we are seeking permission to expand the network by a further 152 charge points using the existing LBHF term contract with FM Conway and CityEV. | Cabinet Member for the Environment  | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m             |   | Ward(s): All Wards<br><br>Contact officer: Richard Hearle<br><br>Richard.Hearle@lbhf.gov.uk   |   |
| Deputy Leader                                | Before 31 May 2021  | <b>Third Sector Investment Fund</b><br><br>Report to agree forward plan for 3SIF.   | Deputy Leader   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m |   | Ward(s): All Wards<br><br>Contact officer: Katharina Herrmann<br><br>Katharina.Herrmann@lbhf.gov.uk   |   |
| Strategic Director of the Economy Department | Before 31 May 2021  | <b>Approval of the Capital Planned Maintenance Programme 2021/22</b><br><br>The schemes that comprise this programme are earmarked for the upgrade and maintenance of the building fabric including mechanical & electrical equipment   |   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m             |   | Ward(s): Fulham Broadway; Palace Riverside; Hammersmith Broadway; Ravenscourt Park; Avonmore and Brook Green<br><br>Contact officer: Nilesh Pankhania<br><br>Nilesh.Pankhania@lbhf.gov.uk |   |

| Decision to be Made by (Cabinet or Council)     | Date of Decision-Making Meeting and Reason  | Proposed Key Decision<br><br>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.  | Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents | Documents to be submitted to Cabinet (other relevant documents may be submitted)  |
|---|---|--|--|---|
| Director Children's Services                    | Before 31 May 2021  | <b>Climate Education</b><br><br>Activity to promote education, awareness and participation in climate change activities among children and young people  | Cabinet Member for Children and Education  | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|   | Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m             |  | Ward(s): All Wards   |   |
|   |   |  | Contact officer: Paul Triantis<br><br>Paul.Triantis@lbhf.gov.uk  |   |
| Cabinet Member for Health and Adult Social Care | Before 31 May 2021  | <b>Public Health Budget Approval - Primary Care Activity</b><br><br>Budget approval report for public health funded services within primary care from April 2021- March 2024.  |  | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|   | Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m |  | Ward(s): All Wards   |   |
|   |   |  | Contact officer: Nicola Ashton<br>Tel: 020 8753 5359<br>Nicola.Ashton@lbhf.gov.uk                                  |   |
| Chief Executive                                 | Before 31 May 2021  | <b>Collaborative Delivery Agreement Variation</b><br><br>This workstream follows the January 2021 Cabinet report on disaggregation from LSCP and Placements. The January report contained a recommendation to delegate authority to the Chief Executive to make variations/extensions to the Collaborative Delivery Agreement from April 21 onwards - this report presents recommendations for both variation and extension. |  | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|   | Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m |  | Ward(s): All Wards   |   |
|   |   |  | Contact officer: Will Parsons<br>Tel: 0776 848 6764<br>Will.Parsons@lbhf.gov.uk                                    |   |

| <b>Decision to be Made by (Cabinet or Council)</b> | <b>Date of Decision-Making Meeting and Reason</b>                                   | <b>Proposed Key Decision</b><br><br><b>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.</b>   | <b>Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents</b>   | <b>Documents to be submitted to Cabinet (other relevant documents may be submitted)</b>   |
|--|---|---|---|---|
| Chief Executive                                    | Before 31 May 2021  | <b>Mass Testing Personnel Support – Global Production Squad</b><br><br>The current contract with Global Production Squad (GPS) and Sportgate expired on 31st March 2021. Due to the need to continue community testing, as outlined by DHSC, to ensure the Council provides as much safety as possible in line with the governments lockdown easing plan and the economy re-opening all community testing is to be extended until 30th June 2021.<br><br><b>Reasons for urgency:</b><br>The urgent request is to provide this extension so that the Council can continue this service to the residents and businesses within LBHF with the current suppliers to cover the period of 1st April – 30th June 2021. | Cabinet Member for Health and Adult Social Care   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m |   | Ward(s): All Wards<br><br>Contact officer: Linda Jackson, Nadia Jazaerli, Joanna Whall<br>Tel: 07776 673085, ,<br>Linda.Jackson@lbhf.gov.uk,<br>Nadia.Jazaerli@lbhf.gov.uk,<br>Joanna.Whall@lbhf.gov.uk |   |

## Resources

|  |   |   |  |   |
|--|---|---|--|---|
| Strategic Director of the Economy Department | Before 31 May 2021  | <b>Procurement Strategy - Roof Repair Programme</b><br><br>To repair and replace roofs at 4 locations | Cabinet Member for the Economy   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m |   | Ward(s): College Park and Old Oak; Fulham Reach; Hammersmith Broadway; Town<br><br>Contact officer: Nilesh Pankhania<br><br>Nilesh.Pankhania@lbhf.gov.uk |   |

| Decision to be Made by (Cabinet or Council) | Date of Decision-Making Meeting and Reason  | Proposed Key Decision<br><br>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.  | Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents | Documents to be submitted to Cabinet ( <i>other relevant documents may be submitted</i> )   |
|---|---|--|--|---|
| Cabinet Member for Housing                  | Before 31 May 2021  | <b>Procurement Strategy – Dry to Wet Riser Conversion Works in Six (6) Blocks</b><br><br>To appoint a Contractor to undertake conversion works of Dry Risers to Wet Risers in Six (6) Blocks to enhance fire safety.   | Cabinet Member for Housing   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|   | Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m |  | Ward(s): All Wards   |   |
|   | Contact officer: Richard Buckley<br><br>richard.buckley@lbhf.gov.uk                 |  |  |   |
| Strategic Director for the Environment      | May 2021  | <b>Procurement strategy in relation to the procurement of books and audio materials for the libraries via a framework agreement</b><br><br>For the Council to call off from the new two-year (plus two-year extension) framework agreement for the supply of library books and audio-visual materials at a total estimated cost for the initial two years of £200,000 (plus potentially a further £200,000). The award by WSCC will take place in mid-December 2019 and the new framework agreement will begin 1 April 2020. | Cabinet Member for the Economy   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|   | Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m |  | Ward(s): All Wards   |   |
|   | Contact officer: Sameena Ali<br>Tel: 07824 407 247<br>Sameena.Ali@lbhf.gov.uk       |  |  |   |
| Director Children's Services                | Before 31 May 2021  | <b>Call-off Contract Extensions for Semi-Independent Living Support Providers</b><br><br>Decision report recommending short-term extensions of up to six months from 12 April 2020 to 12 September 2020 to 16 call-off contracts to secure continuation of existing provision of semi-independent living (SIL) accommodation arrangements for Looked After Children and Young People leaving care to enable continuity of these valuable   | Cabinet Member for Children and Education  | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be             |
|   | Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m |  | Ward(s): All Wards   |   |
|   | Contact officer: Will Parsons<br>Tel: 0776 848 6764<br>Will.Parsons@lbhf.gov.uk     |  |  |   |

| Decision to be Made by (Cabinet or Council)  | Date of Decision-Making Meeting and Reason  | Proposed Key Decision<br><br>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.   | Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents                                | Documents to be submitted to Cabinet (other relevant documents may be submitted)  |
|--|---|---|---|---|
|  |   | services during the current Covid-19 outbreak.  |   | considered.   |
| Cabinet Member for Children and Education    | Before 31 May 2021  | <b>Centrepont Contract for Care Leavers Accommodation</b><br><br>Decision report recommending the extension and modification of an existing supported housing contract delivered by Centrepont Soho for the provision of accommodation-based support for young people leaving care.   | Cabinet Member for Children and Education   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m |   | Ward(s): All Wards<br><br>Contact officer: Will Parsons<br>Tel: 0776 848 6764<br>Will.Parsons@lbhf.gov.uk   |   |
| Cabinet Member for the Environment           | Before 31 May 2021  | <b>Procurement Strategy for Land and Property System</b><br><br>The IDOX Group currently provides the Council's land and property-based IT case management system (Uniform) for multiple regulatory services across the authority.<br><br>The software is highly embedded within the organisation and underpins a large number of business processes and casework management. Its contract has expired and needs to be repurchased. | Cabinet Member for the Environment  | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m |   | Ward(s): All Wards<br><br>Contact officer: Davina Barton, Josh Hadley<br>Tel: 020 8753 1980<br>Davina.Barton@lbhf.gov.uk, Josh.Hadley@lbhf.gov.uk |   |
| Strategic Director of the Economy Department | Before 31 May 2021  | <b>Rough Sleeping Services Contract Awards</b><br><br>Five rough sleeping service contracts expired on 31.10.20. Report will include recommendations about future contracts.  | Cabinet Member for the Economy  | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or                                     |
|  | Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m             |   | Ward(s): All Wards<br><br>Contact officer: Julia Copeland<br>Tel: 0208 753 1203<br>julia.copeland@lbhf.gov.uk                                     |   |

| Decision to be Made by (Cabinet or Council)  | Date of Decision-Making Meeting and Reason  | Proposed Key Decision<br><br>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.   | Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents    | Documents to be submitted to Cabinet (other relevant documents may be submitted)  |
|--|---|---|---|---|
|  |   |   |   | background papers to be considered.   |
| Director Children's Services   | Before 31 May 2021  | <b>Approval to agree contract with Family support Service (FSS)</b><br><br>To enable to enter in to a contract with Family Support Service (FSS).   | Cabinet Member for Children and Education   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m             |   | Ward(s):<br><br>Contact officer: Lesley Bell<br><br>Lesley.Bell@lbhf.gov.uk   |   |
| Cabinet Member for Children and Education  | Before 31 May 2021  | <b>Contract Extensions on Family Support (FS) Framework</b><br><br>To extend a series of contracts on the Family Support Service (FSS) framework and deliver savings required.  | Cabinet Member for Children and Education   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m |   | Ward(s): All Wards<br><br>Contact officer: Lesley Bell<br><br>Lesley.Bell@lbhf.gov.uk                                 |   |
| Cabinet Member for the Economy, Cabinet Member for Finance and Commercial Services | Before 31 May 2021  | <b>Egyptian House - new housing and community facilities</b><br><br>A property transaction that will result in housing units including affordable housing and community facilities<br><br>PART OPEN<br><br>PART PRIVATE<br>Part of this report is exempt from | Cabinet Member for the Economy, Cabinet Member for Finance and Commercial Services                                    | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or                                     |
|  | Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m             |   | Ward(s): Wormholt and White City<br><br>Contact officer: Nigel Brown<br>Tel: 020 8753 2835<br>Nigel.Brown@lbhf.gov.uk |   |



| Decision to be Made by (Cabinet or Council)  | Date of Decision-Making Meeting and Reason  | Proposed Key Decision<br><br>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.  | Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents | Documents to be submitted to Cabinet (other relevant documents may be submitted)  |
|--|---|--|--|---|
|  |   | disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information. |  | background papers to be considered.   |
| Strategic Director for the Environment       | Before 31 May 2021  | <b>VAWG Services Award Report</b><br><br>Decision to direct award frontline VAWG Services for 12 months  | Cabinet Member for the Environment   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m |  | Ward(s): All Wards   |   |
|  |   |  | Contact officer: Felicity Charles<br>Tel: 02087534311<br>Felicity.Charles@lbhf.gov.uk                              |   |
| Strategic Director of the Economy Department | Before 31 May 2021  | <b>Procurement Strategies for White City Central</b><br><br>Approval of two procurement strategies for the White City Central scheme.  | Cabinet Member for the Economy   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m |  | Ward(s): Wormholt and White City   |   |
|  |   |  | Contact officer: Ayesha Ovaisi<br>Tel: 020 8753 5584<br>Ayesha.Ovaisi@lbhf.gov.uk                                  |   |

| Decision to be Made by (Cabinet or Council)        | Date of Decision-Making Meeting and Reason  | Proposed Key Decision<br><br>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.   | Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents | Documents to be submitted to Cabinet (other relevant documents may be submitted)  |
|--|---|---|--|---|
| Cabinet Member for Finance and Commercial Services | Before 31 May 2021  | <b>MFD Reprourement</b><br><br>The Council has a contract for the provision of multi-functional devices (printers, scanners and copiers) so that its staff can have access to print services in its offices. The contract is due for renewal in 2021.   | Cabinet Member for Finance and Commercial Services   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m             |   | Ward(s): All Wards<br><br>Contact officer: Josh Hadley<br>Tel: 020 8753 1980<br>Josh.Hadley@lbhf.gov.uk            |   |
| Cabinet Member for the Economy                     | Before 31 May 2021  | <b>Mund Street Site - Procurement Strategy for Design Team</b><br><br>Procurement Strategy for Design Team  | Cabinet Member for the Economy   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m |   | Ward(s): North End<br><br>Contact officer: Labab Lubab<br>Tel: 020 8753 4203<br>Labab.Lubab@lbhf.gov.uk            |   |
| Cabinet Member for the Economy                     | May 2021  | <b>Mund Street Site - Contract Award for Design Team</b><br><br>This decision is to appoint a Design Team for the redevelopment of Mund Street. In particular, the decision seeks to appoint a Lead Designer and Architect along with specialist technical sub-consultants to allow for the completion of LBHF Development Gateway 2 (planning) and LBHF Development Gateway 3 (procurement). | Cabinet Member for the Economy   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m |   | Ward(s): North End<br><br>Contact officer: Labab Lubab<br>Tel: 020 8753 4203<br>Labab.Lubab@lbhf.gov.uk            |   |

| <b>Decision to be Made by (Cabinet or Council)</b> | <b>Date of Decision-Making Meeting and Reason</b>   | <b>Proposed Key Decision</b><br><br><b>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.</b>  | <b>Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents</b> | <b>Documents to be submitted to Cabinet (other relevant documents may be submitted)</b>   |
|--|---|--|---|---|
| Cabinet Member for the Economy                     | Before 31 May 2021  | <b>Mund Street Site - Procurement Strategy for Control Team</b><br><br>Procurement Strategy for Control Team   | Cabinet Member for the Economy  | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason:   |  | Ward(s): North End  |   |
|  |   |  | Contact officer: Labab Lubab<br>Tel: 020 8753 4203<br>Labab.Lubab@lbhf.gov.uk   |   |
| Cabinet Member for the Economy                     | May 2021  | <b>Mund Street Site - Contract Award for Control Team</b><br><br>This decision is to appoint a Control Team for the redevelopment of Mund Street. In particular, the decision seeks to appoint an Employers Agent and Project Manager along with specialist technical sub-consultants to allow for the completion of LBHF Development Gateway 2 (planning) and LBHF Development Gateway 3 (procurement). | Cabinet Member for the Economy  | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m |  | Ward(s): North End  |   |
|  |   |  | Contact officer: Labab Lubab<br>Tel: 020 8753 4203<br>Labab.Lubab@lbhf.gov.uk   |   |
| Cabinet Member for the Economy                     | Before 31 May 2021  | <b>Farm Lane Site - Procurement Strategy for Design Team</b><br><br>Procurement Strategy for Design Team   | Cabinet Member for the Economy  | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m |  | Ward(s): Fulham Broadway  |   |
|  |   |  | Contact officer: Labab Lubab<br>Tel: 020 8753 4203<br>Labab.Lubab@lbhf.gov.uk   |   |

| <b>Decision to be Made by (Cabinet or Council)</b> | <b>Date of Decision-Making Meeting and Reason</b>   | <b>Proposed Key Decision</b><br><br><b>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.</b>   | <b>Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents</b> | <b>Documents to be submitted to Cabinet (other relevant documents may be submitted)</b>   |
|--|---|---|---|---|
| Cabinet Member for the Economy                     | May 2021  | <b>Farm Lane Site - Contract Award for Design Team</b><br><br>This decision is to appoint a Design Team for the redevelopment of 11 Farm Lane. In particular, the decision seeks to appoint a Lead Designer and Architect along with specialist technical sub-consultants to allow for the completion of LBHF Development Gateway 2 (planning) and LBHF Development Gateway 3 (procurement).            | Cabinet Member for the Economy  | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m |   | Ward(s): Fulham Broadway<br><br>Contact officer: Labab Lubab<br>Tel: 020 8753 4203<br>Labab.Lubab@lbhf.gov.uk             |   |
| Cabinet Member for the Economy                     | Before 31 May 2021  | <b>Farm Lane Site - Procurement Strategy for Control Team</b><br><br>Procurement Strategy for Control Team  | Cabinet Member for the Economy  | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m |   | Ward(s): Fulham Broadway<br><br>Contact officer: Labab Lubab<br>Tel: 020 8753 4203<br>Labab.Lubab@lbhf.gov.uk             |   |
| Cabinet Member for the Economy                     | May 2021  | <b>Farm Lane Site - Contract Award for Control Team</b><br><br>This decision is to appoint a Control Team for the redevelopment of 11 Farm Lane. In particular, the decision seeks to appoint an Employers Agent and Project Manager along with specialist technical sub-consultants to allow for the completion of LBHF Development Gateway 2 (planning) and LBHF Development Gateway 3 (procurement). | Cabinet Member for the Economy  | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m |   | Ward(s): Fulham Broadway<br><br>Contact officer: Labab Lubab<br>Tel: 020 8753 4203<br>Labab.Lubab@lbhf.gov.uk             |   |

| <b>Decision to be Made by (Cabinet or Council)</b> | <b>Date of Decision-Making Meeting and Reason</b>                                   | <b>Proposed Key Decision</b><br><br><b>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.</b>   | <b>Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents</b> | <b>Documents to be submitted to Cabinet (other relevant documents may be submitted)</b>   |
|--|---|---|---|---|
| Cabinet Member for Children and Education          | Before 31 May 2021  | <b>Procurement Strategy for Young People and Care Leavers Supported Housing</b><br><br>The purpose of this strategy is to set out proposed changes to in-borough commissioned supported housing services for young people at risk of becoming homeless and or at risk of entering the care system as a result of becoming homeless. | Cabinet Member for Children and Education   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m |   | Ward(s): All Wards  |   |
|  |   |   | Contact officer: Will Parsons<br>Tel: 0776 848 6764<br>Will.Parsons@lbhf.gov.uk   |   |
| Cabinet Member for Health and Adult Social Care    | Before 31 May 2021  | <b>Contract extension for Floating Support Service</b><br><br>Agree a contract extension as permitted under the original contract award for plus 2 years to Hestia for floating support services  | Cabinet Member for Health and Adult Social Care   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Affects 2 or more wards   |   | Ward(s): All Wards  |   |
|  |   |   | Contact officer: Lisa Henry<br>Tel: 07584522952<br>Lisa.Henry@lbhf.gov.uk   |   |
| Strategic Director of Social Care                  | Before 31 May 2021  | <b>Day Opportunities Contract awards</b><br><br>Contract awards for three day centres for older people  | Cabinet Member for Health and Adult Social Care   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Affects 2 or more wards   |   | Ward(s): All Wards  |   |
|  |   |   | Contact officer: Lisa Henry<br>Tel: 07584522952<br>Lisa.Henry@lbhf.gov.uk   |   |

| Decision to be Made by (Cabinet or Council)     | Date of Decision-Making Meeting and Reason  | Proposed Key Decision<br><br>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.   | Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents | Documents to be submitted to Cabinet (other relevant documents may be submitted)  |
|---|---|---|--|---|
| Cabinet Member for Health and Adult Social Care | Before 31 May 2021  | <b>Extension of Incumbent Homecare Contracts</b><br><br>This report seeks Cabinet member approval for the extension of the existing homecare contracts for 1year + 6 months + 6months.  | Cabinet Member for Health and Adult Social Care  | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|   | Reason: Affects 2 or more wards   |   | Ward(s): All Wards<br><br>Contact officer: Christine Williams<br><br>Christine.Williams@lbhf.gov.uk                |   |
| Cabinet Member for the Economy                  | Before 31 May 2021  | <b>Lillie Road Site - Design Team Procurement Strategy</b><br><br>Lillie Road Site - Design Team Procurement Strategy   | Cabinet Member for the Economy   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|   | Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m |   | Ward(s): North End<br><br>Contact officer: Labab Lubab<br>Tel: 020 8753 4203<br>Labab.Lubab@lbhf.gov.uk            |   |
| Cabinet Member for the Economy                  | May 2021  | <b>Lillie Road Site - Design Team Award Report</b><br><br>This decision is to appoint a Design Team for the redevelopment of Lillie Road. In particular, the decision seeks to appoint a Lead Designer and Architect along with specialist technical sub-consultants to allow for the completion of LBHF Development Gateway 2 (planning) and LBHF Development Gateway 3 (procurement). | Cabinet Member for the Economy   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|   | Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m |   | Ward(s): North End<br><br>Contact officer: Labab Lubab<br>Tel: 020 8753 4203<br>Labab.Lubab@lbhf.gov.uk            |   |

| <b>Decision to be Made by (Cabinet or Council)</b> | <b>Date of Decision-Making Meeting and Reason</b>                                   | <b>Proposed Key Decision</b><br><br><b>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.</b>  | <b>Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents</b> | <b>Documents to be submitted to Cabinet (other relevant documents may be submitted)</b>   |
|--|---|--|---|---|
| Cabinet Member for the Economy                     | May 2021  | <b>Lillie Road Site - Control Team Award Report</b><br><br>This decision is to appoint a Control Team for the redevelopment of Lillie Road. In particular, the decision seeks to appoint an Employers Agent and Project Manager along with specialist technical sub-consultants to allow for the completion of LBHF Development Gateway 2 (planning) and LBHF Development Gateway 3 (procurement). | Cabinet Member for the Economy  | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m |  | Ward(s): North End<br><br>Contact officer: Labab Lubab<br>Tel: 020 8753 4203<br>Labab.Lubab@lbhf.gov.uk                   |   |
| Cabinet Member for the Economy                     | Before 31 May 2021  | <b>Lillie Road Site - Control Team Procurement Strategy</b><br><br>Lillie Road Site - Control Team Procurement Strategy  | Cabinet Member for the Economy  | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m |  | Ward(s): North End<br><br>Contact officer: Labab Lubab<br>Tel: 020 8753 4203<br>Labab.Lubab@lbhf.gov.uk                   |   |
| Cabinet Member for Health and Adult Social Care    | Before 31 May 2021  | <b>Direct Award to Incumbent Substance Misuse Service Providers</b><br><br>Report seeks the approval of a direct award of one year plus 3 months to the provision of substance misuse contracts to be delivered by the five incumbent providers.   | Cabinet Member for Health and Adult Social Care   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m |  | Ward(s): All Wards<br><br>Contact officer: Rebecca Richardson<br>Tel: 07827879659<br>rebecca.richardson@lbhf.gov.uk       |   |

| Decision to be Made by (Cabinet or Council) | Date of Decision-Making Meeting and Reason  | Proposed Key Decision<br><br>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.  | Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents | Documents to be submitted to Cabinet (other relevant documents may be submitted)  |
|---|---|--|--|---|
| Director of Resources                       | May 2021  | <p><b>Procurement Strategy - Caretakers Lodges</b></p> <p>The aim of the scheme is to generate income by redeveloping caretakers lodges into low rental, short term accommodation for teaching staff employed in H&amp;F schools, after which they will have the option of accessing the Council wider affordable housing offer e.g. Shared Ownership or Help to Buy.</p> <p>The discovery work has enabled a business case for investment in repurposing four lodges as affordable key workers houses to house a first cohort of teachers from September 2021.</p> <p>This is expected to deliver the Council immediate revenue benefits of between £63k and £113k from the schemes launch with a breakeven point from 2025/26 considering the upfront capital invested.</p> <p>Works scheduled for 2021 are estimated to cost £555,481 and be paid for from Capital Planned Maintenance Budget. Due to the high pre-tender estimated costs for refurbishment to two of the lodges, a procurement strategy will be drafted for approval. This will account for £407,481 of the total pre tender estimated value.</p> <p>The Corporate Landlord Board, Children's Leadership Team and Cabinet Member have approved the business case for progression of the first four lodges.</p> | Cabinet Member for Finance and Commercial Services   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|   | Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m |  | <p>Ward(s): All Wards</p> <p>Contact officer: Hannah parrott, Jonathan Skaife<br/>Jonathan.Skaife@lbhf.gov.uk</p>  |   |



| Decision to be Made by (Cabinet or Council) | Date of Decision-Making Meeting and Reason  | Proposed Key Decision<br><br>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.  | Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents             | Documents to be submitted to Cabinet (other relevant documents may be submitted)  |
|---|---|--|--|---|
| Cabinet Member for Children and Education   | May 2021  | <b>FSS Framework Extension 2021/22</b><br><br>Extension of FSS framework for 1 year April 2021 - March 2022  | Cabinet Member for Children and Education  | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|   | Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m |  | Ward(s): All Wards   |   |
|   |   |  | Contact officer: Lesley Bell<br><br>Lesley.Bell@lbhf.gov.uk  |   |
| Cabinet Member for Housing                  | May 2021  | <b>Contract Award, Edward Woods external wall safety works</b><br><br>This report seeks approval from the Cabinet Member for Housing to award a contract for the External Wall Safety Works at Edward Woods Estate | Cabinet Member for Housing   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|   | Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m |  | Ward(s): Shepherds Bush Green  |   |
|   |   |  | Contact officer: Richard Buckley, Vince Conway<br>Tel: 020 8753 1915<br>richard.buckley@lbhf.gov.uk , Vince.Conway@lbhf.gov.uk |   |
| Deputy Leader                               | May 2021  | <b>Procurement Strategy for Violence Against Women &amp; Girls services</b><br><br>Procurement strategy for VAWG Services - Coordination and Integrated Support Services   | Deputy Leader  | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|   | Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m |  | Ward(s): All Wards   |   |
|   |   |  | Contact officer: Felicity Charles<br>Tel: 02087534311<br>Felicity.Charles@lbhf.gov.uk  |   |

| Decision to be Made by (Cabinet or Council)        | Date of Decision-Making Meeting and Reason  | Proposed Key Decision<br><br>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.  | Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents  | Documents to be submitted to Cabinet (other relevant documents may be submitted)  |
|--|---|--|---|---|
| Cabinet Member for Health and Adult Social Care    | May 2021  | <b>Direct Award to Incumbent Substance Misuse Service Providers</b><br><br>This report seeks the approval of a direct award of one year plus three months, (1+3m) to the provision of three substance misuse contracts and two grants to be delivered by the four incumbent providers CGL, Turning Point, Outside Edge and Build on Belief | Cabinet Member for Health and Adult Social Care   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m |  | Ward(s): All Wards<br><br>Contact officer: Rebecca Richardson<br>Tel: 07827879659<br>rebecca.richardson@lbhf.gov.uk |   |
| Strategic Director for the Environment             | 31 May 2021   | <b>Refuge Direct Award</b><br><br>Direct award refuge provision - 1st April 2021 - 31st March 2022.  | Cabinet Member for the Environment  | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Affects 2 or more wards   |  | Ward(s): All Wards<br><br>Contact officer: Felicity Charles<br>Tel: 02087534311<br>Felicity.Charles@lbhf.gov.uk     |   |
| Cabinet Member for Finance and Commercial Services | Before 28 May 2021  | <b>Office 365 license renewal May 2021</b><br><br>The council heavily uses the Microsoft Office 365 productivity suite of applications and are licensed to use them until May 2021. Approval is required to renew licensing for another 3 years under similar arrangements with RBKC.  | Cabinet Member for Finance and Commercial Services  | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m |  | Ward(s): All Wards<br><br>Contact officer: Ramanand Ladva<br>Tel: 07493864847<br>Ramanand.Ladva@lbhf.gov.uk         |   |

| <b>Decision to be Made by (Cabinet or Council)</b> | <b>Date of Decision-Making Meeting and Reason</b>                                   | <b>Proposed Key Decision</b><br><br><b>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.</b>  | <b>Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents</b> | <b>Documents to be submitted to Cabinet (other relevant documents may be submitted)</b>   |
|--|---|--|---|---|
| Strategic Director of Social Care                  | May 2021  | <b>Extension of Healthy Hearts Contract</b><br><br>Extension of contract with Thrive Tribe to provide a stop smoking service and a cardio vascular disease prevention programme.   | Cabinet Member for Health and Adult Social Care   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m |  | Ward(s): All Wards<br><br>Contact officer: Lisa Henry<br>Tel: 07584522952<br>Lisa.Henry@lbhf.gov.uk                       |   |
| Cabinet Member for Housing                         | May 2021  | <b>Provision of Stock Condition Surveys of housing stock and other HRA assets: Contract award</b><br><br>Award of Contract to conduct comprehensive stock condition surveys across the borough's entire housing stock and to other HRA assets. |   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason:   |  | Ward(s): All Wards<br><br>Contact officer: David McNulty<br><br>David.McNulty@lbhf.gov.uk                                 |   |
| Strategic Director of the Economy Department       | May 2021  | <b>Renewal of Lateral Mains to Multiple Blocks: Award of Contract</b><br><br>Award of Contract relating to the renewal of lateral mains at 1-25 Abbey Court, 1-30 Clifford House, and 1-68 Linacre Court.                                      |   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m |  | Ward(s): All Wards<br><br>Contact officer: Richard Buckley<br><br>richard.buckley@lbhf.gov.uk                             |   |

| Decision to be Made by (Cabinet or Council)        | Date of Decision-Making Meeting and Reason  | Proposed Key Decision<br><br>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.   | Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents | Documents to be submitted to Cabinet (other relevant documents may be submitted)  |
|--|---|---|--|---|
| Cabinet Member for Finance and Commercial Services | Before 31 May 2021  | <b>Procurement strategy - Revenue and Benefits</b><br><br>Procurement strategy for software solution  | Cabinet Member for Finance and Commercial Services   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m |   | Ward(s): All Wards   |   |
|  |   |   | Contact officer: Graham Pottle<br>Tel: 07733 038 882<br>graham.pottle@lbhf.gov.uk                                  |   |
| Cabinet Member for the Environment                 | May 2021  | <b>Contract Award - Revenue and Benefits</b><br><br>Contract for the supply of software and associated support  |  | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m |   | Ward(s): All Wards   |   |
|  |   |   | Contact officer: Graham Pottle<br>Tel: 07733 038 882<br>graham.pottle@lbhf.gov.uk                                  |   |
| Director Children's Services                       | May 2021  | <b>Child and Adolescent Mental Health Services (CAMHS) for 21/22</b><br><br>Exceptional circumstances related to the Covid vaccine roll-out mean that NHS partners are not sufficiently resourced at this time to enter into intended Section 75 arrangements. Therefore, in order to remain within governance requirements, this report seeks approval to directly award contracts for CAMHS services for 2021/22. | Cabinet Member for Children and Education  | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m             |   | Ward(s): All Wards   |   |
|  |   |   | Contact officer: Craig Holden<br>Tel: 07850 541 477<br>Craig.Holden@lbhf.gov.uk                                    |   |

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|---|--|---|--|---|
| Strategic Director for the Environment      | May 2021   | <b>Award Report for Covid Marshals - Park Guard</b><br><br>Report to award Covid Marshal services.  | Cabinet Member for the Environment   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|   | Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m  |   | Ward(s): All Wards   |   |
|   | Contact officer: Matthew Hooper, Neil Thurlow, Beth Morgan<br>Tel: 07450 964 681, ,<br>Tel: 020 8753 3102<br>Matthew.Hooper@lbhf.gov.uk, Neil.Thurlow@lbhf.gov.uk, beth.morgan@lbhf.gov.uk |   |  |   |
| Strategic Director for the Environment      | May 2021   | <b>Award Report for Covid Marshals - Servoca</b><br><br>Report to award Covid Marshal services.   |  | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|   | Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m  |   | Ward(s): All Wards   |   |
|   | Contact officer: Matthew Hooper<br>Tel: 07450 964 681<br>Matthew.Hooper@lbhf.gov.uk  |   |  |   |
| Commercial Revenue Committee                | Before 31 May 2021   | <b>The winding-up and dissolution of H&amp;F Bridge Partnership Limited</b><br><br>With HFBP being dormant for a number of years to finally close the company and distribute the retained profit in line with the existing shareholdings. | Cabinet Member for Finance and Commercial Services   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background                          |
|   | Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m  |   | Ward(s): All Wards   |   |
|   | Contact officer: Geoff Hay<br>Tel: 0208 753 4223<br>geoff.hay@lbhf.gov.uk  |   |  |   |

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|--|---|--|--|---|
|  |   |  |  | papers to be considered.  |
| Strategic Director of the Economy Department       | Before 31 May 2021  | <b>Procurement Strategy for direct award of a contract for a multi-disciplinary consultant for the major refurbishment of Charecroft Estate W12</b><br><br>The report seeks approval of a procurement strategy proposing a direct award of a contract for multi-disciplinary consultancy services to develop, plan and manage the major refurbishment works at Charecroft estate W12 | Cabinet Member for the Economy   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m   |  | Ward(s): Addison   |   |
|  |   |  | Contact officer: Vince Conway, Richard Buckley<br>Tel: 020 8753 1915,<br>Vince.Conway@lbhf.gov.uk, richard.buckley@lbhf.gov.uk |   |
| Cabinet Member for Finance and Commercial Services | September 2021  | <b>Cloud Hosting Strategy</b><br><br>A decision is required on where H&F line of business systems are hosted, e.g. Academy, ArcGIS. Currently these are hosted by BT and the report will make a recommendation on the future strategy for these services.  | Cabinet Member for Finance and Commercial Services   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m   |  | Ward(s): All Wards   |   |
|  |   |  | Contact officer: David Wadham<br>Tel: 07776 672 392<br>david.wadham@lbhf.gov.uk  |   |
| Cabinet Member for Children and Education          | Before 31 May 2021  | <b>Award to the Travel Care Taxi Services Framework</b><br><br>Award of providers to the Travel Care Taxi Framework  | Cabinet Member for Children and Education  | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation  |
|  | Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend |  | Ward(s): All Wards   |   |
|  |   |  | Contact officer: Joe Gunning<br>Tel: 07769672031<br>Joe.Gunning@lbhf.gov.uk  |   |

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|--|---|---|--|---|
|  | over £100K  |   |  | and / or background papers to be considered.  |
| Chief Executive                              | Before 31 May 2021  | <b>Collaborative Delivery Agreement Extension - Continuation of Shared Services for Children's Social Care</b><br><br>SLT decision report which seeks agreement to continue sharing a collection of statutory Children's Social Care Services with the Royal Borough of Kensington and Chelsea and Westminster City Council.                        | Cabinet Member for Children and Education  | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m |   | Ward(s): All Wards   |   |
|  |   |   | Contact officer: Will Parsons<br>Tel: 0776 848 6764<br>Will.Parsons@lbhf.gov.uk                                    |   |
| Strategic Director of the Economy Department | Before 31 May 2021  | <b>Procurement Strategy for direct award of a contract for a multi-disciplinary consultant for various housing capital workstreams W12</b><br><br>This report seeks approval of a Procurement Strategy for the direct award of a contract to Baily Garner to provide multi-disciplinary consultancy support for various housing capital workstreams | Cabinet Member for the Economy   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m             |   | Ward(s): All Wards   |   |
|  |   |   | Contact officer: Vince Conway<br>Tel: 020 8753 1915<br>Vince.Conway@lbhf.gov.uk                                    |   |
| Cabinet Member for Housing                   | June 2021   | <b>Contract Award report: whole-house retrofit</b><br><br>Contract Award report to award a contract to a provider of whole-house retrofit for 27 properties in West Kensington, as part of a part-GLA funded pilot aimed at radical improvement in energy efficiency in line with LBHF Climate Change   | Cabinet Member for Housing   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any   |
|  | Reason: Expenditure/Income - Revenue between £500,000   |   | Ward(s): All Wards   |   |
|  |   |   | Contact officer: William Shanks<br>Tel: 020 8753 6007<br>william.shanks@lbhf.gov.uk                                |   |

| Decision to be Made by (Cabinet or Council)  | Date of Decision-Making Meeting and Reason  | Proposed Key Decision<br><br>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.  | Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents | Documents to be submitted to Cabinet (other relevant documents may be submitted)  |
|--|---|--|--|---|
|  | and £5m and Capital between £1.5m and £5m   | goals. Approved procurement strategy is to procure via an Innovation Partnership run by GLA. This procurement will culminate in late May with a provider being matched with LBHF.  |  | supporting documentation and / or background papers to be considered.   |
| Strategic Director of the Economy Department | Before 31 May 2021  | <b>Modification of Demolition Contract and Consultancy contract in respect of demolition of Hartopp Point and Lannoy Point</b><br><br>Variation of contracts connected to the demolition of Hartopp Point and Lannoy Point high-rise blocks  | Cabinet Member for the Economy   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m |  | Ward(s): Munster   |   |
|  |   |  | Contact officer: Mo Goudah<br><br>mo.goudah@lbhf.gov.uk  |   |
| Cabinet Member for the Economy               | May 2021  | <b>CONTRACT AWARD REPORT: Responsive Capital reserve contract</b><br><br>On 24th March 2021 the Cabinet Member for Housing approved the award of the Responsive Capital contract to Kier Services Limited for five years from 1st May 2021 (with an option to extend for two additional years). Approval is now sought to appoint a reserve contractor to deliver the Responsive Capital contract. | Cabinet Member for the Economy   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|  | Reason: Affects 2 or more wards   |  | Ward(s): All Wards   |   |
|  |   |  | Contact officer: William Shanks<br>Tel: 020 8753 6007<br>william.shanks@lbhf.gov.uk                                |   |



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|---|--|---|--|--|
|---|--|---|--|--|

#### CABINET - 4 May 2021

|         |                                 |   |   |   |
|---------|---------------------------------|---|---|---|
| Cabinet | 4 May 2021                      | <b>Housing Strategy 2021</b><br><br>Report on the Council's new Housing Strategy 2021.  | Cabinet Member for Housing  | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|         | Reason: Affects 2 or more wards |   | Ward(s): All Wards  |   |
|         |                                 |   | Contact officer: Gerry Crowley, Beatrice McGuire<br><br>Gerry.Crowley@lbhf.gov.uk, Beatrice.McGuire@lbhf.gov.uk |   |
| Cabinet | 4 May 2021                      | <b>Resident-led Climate and Ecological Emergency Commission</b><br><br>Report and recommendations from the resident-led CEEC on the climate and ecological emergency and achieving the borough's net-zero target. | Cabinet Member for the Environment  | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|         | Reason: Budg/pol framework      |   | Ward(s): All Wards  |   |
|         |                                 |   | Contact officer: Hinesh Mehta<br><br>Hinesh.Mehta@lbhf.gov.uk   |   |

#### CABINET - 7 June 2021

#### Finance

|         |                            |   |   |  |
|---------|----------------------------|---|---|--|
| Cabinet | 7 Jun 2021                 | <b>Third Sector Investment Fund Budget and Allocation</b><br><br>Agreeing the third sector investment fund budget and allocation for the period 1 April 2021 - 31 March 2023<br><br>PART OPEN | Deputy Leader   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting |
|         | Reason: Budg/pol framework |   | Ward(s): All Wards  |  |
|         |                            |   | Contact officer: Lisa Henry<br>Tel: 07584522952<br>Lisa.Henry@lbhf.gov.uk |  |

| Decision to be Made by (Cabinet or Council) | Date of Decision-Making Meeting and Reason | Proposed Key Decision<br><br>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.   | Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents | Documents to be submitted to Cabinet ( <i>other relevant documents may be submitted</i> )   |
|---|--|---|--|---|
|   |  | PART PRIVATE<br>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information. |  | documentation and / or background papers to be considered.  |
| Cabinet                                     | 7 Jun 2021                                 | <b>Education City - Land Appropriation</b><br><br>S203 Appropriation  | Cabinet Member for the Economy   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered  |
|   | Reason: Budg/pol framework                 |   | Ward(s): Wormholt and White City   |   |
|   |  |   | Contact officer: Jacquie Agyemang-Johnson<br>Tel: 07787 152733<br>Jacquie.Agyemang-Johnson@lbhf.gov.uk             |   |
| Cabinet                                     | 7 Jun 2021                                 | <b>Homelessness and Rough Sleeping Strategy</b><br><br>The Council's new Homelessness and Rough Sleeping strategy, with the updated Tenancy Strategy  | Cabinet Member for Housing   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|   | Reason: Affects 2 or more wards            |   | Ward(s): All Wards   |   |
|   |  |   | Contact officer: Beatrice McGuire, Gerry Crowley<br><br>Beatrice.McGuire@lbhf.gov.uk,<br>Gerry.Crowley@lbhf.gov.uk |   |

| Decision to be Made by (Cabinet or Council) | Date of Decision-Making Meeting and Reason  | Proposed Key Decision<br><br>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.   | Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents | Documents to be submitted to Cabinet (other relevant documents may be submitted)  |
|---|---|---|--|---|
| Cabinet                                     | 7 Jun 2021  | <b>Cabinet Report Capital Budget for IHMS System Implementation</b><br><br>The purpose of the report is to request approval for the re-purposing of the Capital Budget for the Stock Condition surveys to meet the cost of implementing the new Integrated Housing Management System for The Economy. | Cabinet Member for Housing   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|   | Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m |   | Ward(s): All Wards<br><br>Contact officer: Dorothy Sturzaker<br><br>Dorothy.Sturzaker@lbhf.gov.uk                  |   |
| Cabinet                                     | 7 Jun 2021  | <b>Hammersmith &amp; Fulham Modern Slavery Strategy</b><br><br>This report will present a new Modern Slavery Strategy for Hammersmith & Fulham.   | Deputy Leader  | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|   | Reason: Budg/pol framework  |   | Ward(s): All Wards<br><br>Contact officer: Felicity Charles<br>Tel: 02087534311<br>Felicity.Charles@lbhf.gov.uk    |   |
| Cabinet                                     | 7 Jun 2021  | <b>Emergency Planning &amp; Business Continuity Cabinet Report</b><br><br>A yearly summary of the Councils Emergency Planning and Business Continuity Activities  | Cabinet Member for the Environment   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|   | Reason: Affects 2 or more wards   |   | Ward(s): All Wards<br><br>Contact officer: Denise Prieto<br>Tel: 0208 753 2286<br>Denise.Prieto@lbhf.gov.uk        |   |

| Decision to be Made by (Cabinet or Council) | Date of Decision-Making Meeting and Reason | Proposed Key Decision  | Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents | Documents to be submitted to Cabinet ( <i>other relevant documents may be submitted</i> )   |
|---|--|--|--|---|
| Cabinet                                     | 7 Jun 2021                                 | <b>White City Projects Update</b><br><br>An update on Council projects in the White City area. | Cabinet Member for the Economy   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|   | Reason: Budg/pol framework                 |  | Ward(s): Wormholt and White City   |   |
|   |  |  | Contact officer: Matthew Rumble<br><br>matt.rumble@lbhf.gov.uk   |   |

## Resources

|         |   |   |   |   |
|---------|---|---|---|---|
| Cabinet | 7 Jun 2021  | <b>Procurement Strategy for Waste Collection, Recycling and Street Cleansing Services</b>   | Cabinet Member for the Environment  | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|         | Reason:<br>Expenditure/Income over £5m & policies or new income, reserves use, overspend over £100K | This report sets out the proposed procurement strategy to competitively tender the contract to deliver the Waste, Recycling and Street Cleansing services from 30th January 2023. The initial contract term will be to October 2032 to align with the council's waste disposal agreement with Western Riverside Waste Authority (WRWA). Officers also recommend an option for the council to extend the contract for a further period of up to eight years. | Ward(s):<br>All Wards   |   |
|         |   |   | Contact officer: Pat Cosgrave<br>Tel: 020 8753 2810<br>Pat.Cosgrave@lbhf.gov.uk |   |

## CABINET - 5 July 2021

## Finance

|         |                                 |   |                            |  |
|---------|---------------------------------|---|----------------------------|--|
| Cabinet | 5 Jul 2021                      | <b>Grounds Maintenance on Housing Land Business Case and Consultation</b><br><br>June Cabinet approved a Procurement Strategy for the | Cabinet Member for Housing | A detailed report for this item will be available at least five working days |
|         | Reason: Affects 2 or more wards |   | Ward(s): All Wards         |  |

| Decision to be Made by (Cabinet or Council) | Date of Decision-Making Meeting and Reason  | Proposed Key Decision<br><br>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.   | Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents   | Documents to be submitted to Cabinet (other relevant documents may be submitted)   |
|---|---|---|--|--|
|   |   | <p>tendering of Grounds Maintenance of Parks, Open Spaces and Housing Estates.</p> <p>It further noted that following consultation with residents and tenants in accordance with Section 105 of the Housing Act 1985 the strategy could change with respect to housing land.</p> <p>The report will advise the results of that consultation process and include and describe a business case to bring the service in-house.</p> <p>Cabinet will be asked to consider recommendations concerning the respective options of bringing the grounds maintenance service on housing land in-house or rather retaining it as Lot 2 in the wider Grounds Maintenance and Parks procurement.</p>         | <p>Contact officer: David McNulty, John Newton, William Shanks<br/>Tel: 0208 992 4887, Tel: 020 8753 6007<br/>David.McNulty@lbhf.gov.uk, john.newton@lbhf.gov.uk, william.shanks@lbhf.gov.uk</p> | <p>before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</p>  |
| Cabinet                                     | 5 Jul 2021  | <p><b>10 year Asset Management Capital Plan</b></p> <p>This programme uplifts the previously approved four-year Asset Management Compliance Strategy and Capital Programme to deliver additional compliance and climate emergency based items identified for the Council's housing stock outside of the current budget from 2022-23 until 2030-31.</p> <p>The overarching priority of the programme is to deliver the overall aims of the Asset Management Strategy agreed by Cabinet in December 2018 which focusses on health and safety and compliance.</p> <p>Please note these new works are different to the current four-year programme due for completion in 2023-24 covering Major</p> | Cabinet Member for Housing   | <p>A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered.</p> |
|   | Reason: Expenditure/ income over £5m & policies or new income, reserves use, overspend over £100K |   | Ward(s): All Wards   |  |
|   |   |   | <p>Contact officer: Richard Buckley<br/>richard.buckley@lbhf.gov.uk</p>  |  |

| Decision to be Made by (Cabinet or Council) | Date of Decision-Making Meeting and Reason   | Proposed Key Decision<br><br>Most decisions are made in public unless indicated below, with the reasons for the decision being made in private.  | Lead Executive Councillor(s), Wards Affected, and officer to contact for further information or relevant documents   | Documents to be submitted to Cabinet ( <i>other relevant documents may be submitted</i> )   |
|---|--|--|--|---|
|   |  | Refurbishments, Fire Safety, Lifts, Boilers, Electrical, Voids and Miscellaneous schemes.  |  |   |
| Resources                                   |  |  |  |   |
| Cabinet                                     | 5 Jul 2021   | <b>Procurement Strategy - Remedial and Safety Enhancement Works at Edward Woods Estate</b>   | Cabinet Member for Housing   | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|   | Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £100K | Remedial and safety enhancement works to the three (3) Edward Woods blocks (i.e. Poynter, Stebbing and Norland Houses).  | Ward(s):<br>Shepherds Bush Green   |   |
|   |  |  | Contact officer:<br>Richard Buckley,<br>Vince Conway<br>Tel: 020 8753 1915<br>richard.buckley@lbhf.gov.uk , Vince.Conway@lbhf.gov.uk                         |   |
| Cabinet                                     | 5 Jul 2021   | <b>Procurement Strategy for Mental Health Supported Housing</b>  | Cabinet Member for Health and Adult Social Care  | A detailed report for this item will be available at least five working days before the date of the meeting and will include details of any supporting documentation and / or background papers to be considered. |
|   | Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £100K | Procurement strategy for our mental health supported housing in borough contracts.   | Ward(s):<br>All Wards  |   |
|   |  | PART OPEN<br><br>PART PRIVATE<br>Part of this report is exempt from disclosure on the grounds that it contains information relating to the financial or business affairs of a particular person (including the authority holding that information) under paragraph 3 of Schedule 12A of the Local Government Act 1972, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information. | Contact officer:<br>Joanna McCormick,<br>Michele Roberts<br>Tel: 0741207694, Tel: 020 8834 4734<br>Joanna.Mccormick@lbhf.gov.uk, Michele.Roberts@lbhf.gov.uk |   |