

Cabinet

Agenda

MONDAY
4 DECEMBER 2023
7.00 pm

MAIN HALL
FIRST FLOOR
3 SHORTLANDS
LONDON W6 8DA

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Date Issued
24 November 2023

Membership

Councillor Stephen Cowan, Leader of the Council
Councillor Ben Coleman, Deputy Leader
Councillor Rebecca Harvey, Cabinet Member for Social Inclusion and Community Safety
Councillor Bora Kwon, Cabinet Member for Civic Renewal,
Councillor Alex Sanderson, Cabinet Member for Children and Education
Councillor Wesley Harcourt, Cabinet Member for Climate Change and Ecology
Councillor Andrew Jones, Cabinet Member for The Economy,
Councillor Frances Umeh, Cabinet Member for Housing and Homelessness
Councillor Rowan Ree, Cabinet Member for Finance and Reform
Councillor Sharon Holder, Cabinet Member for Public Realm

If you require further information relating to this agenda please contact:
Katia Neale, Committee Coordinator, Tel: 07776 672 956 or Email:
katia.neale@lbhf.gov.uk

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

PUBLIC NOTICE

The Cabinet hereby gives notice of its intention that it may want to hold part of this meeting in private to consider the exempt elements of item 6 which are exempt under paragraph 3 of Schedule 12A to the Local Government Act 1972, in that they relate to the financial or business affairs of any particular person, including the authority holding the information.

The Cabinet has received no representations as to why the relevant part of the meeting should not be held in private.

Members of the public are welcome to attend but spaces are limited. To register for a place please contact katia.neale@lbhf.gov.uk. Seats will be allocated on a first come first serve basis. The building has disabled access.



Shortlands

3 Shortlands,
Hammersmith,
London W6 8DA

 **Closest Underground Station**
Hammersmith

 **Closest Bus Stop**
Latymer Court (Stop G)

DEPUTATIONS

Members of the public may submit a request for a deputation to the Cabinet on item numbers 4-6 on this agenda using the Council's Deputation Request Form. The completed Form, to be sent to Katia Neale 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, 29 November 2023.**

COUNCILLORS' CALL-IN TO SCRUTINY COMMITTEES

A decision list regarding items on this agenda will be published by **Tuesday, 5 December 2023**. Items on the agenda may be called in to the relevant Policy and Accountability Committee.

The deadline for receipt of call-in requests is **Friday, 8 December 2023 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 **Friday 8 December 2023**.

Cabinet Agenda

4 December 2023

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1. MINUTES OF THE CABINET MEETING HELD ON 6 NOVEMBER 2023	5 - 11
2. APOLOGIES FOR ABSENCE	
3. DECLARATION OF INTERESTS	
<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>	
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8. DISCUSSION OF EXEMPT ELEMENTS (ONLY 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 an item of business, on the grounds that it contains 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 6 November 2023

PRESENT

Councillor Ben Coleman, Deputy Leader
Councillor Wesley Harcourt, Cabinet Member for Climate Change and Ecology
Councillor Sharon Holder, Cabinet Member for Public Realm
Councillor Rebecca Harvey, Cabinet Member for Social Inclusion and Community Safety
Councillor Bora Kwon, Cabinet Member for Civic Renewal
Councillor Rowan Ree, Cabinet Member for Finance and Reform
Councillor Alex Sanderson, Cabinet Member for Children and Education
Councillor Frances Umeh, Cabinet Member for Housing and Homelessness

ALSO PRESENT

Councillor Andrew Dinsmore

APPOINTMENT OF CHAIR

In the absence of the Leader the Deputy Leader, Councillor Ben Coleman chaired the meeting.

1. MINUTES OF THE CABINET MEETING HELD ON 16 OCTOBER 2023

RESOLVED:

That the minutes of the meeting of the Cabinet held on 16 October 2023 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 Stephen Cowan and Councillor Andrew Jones.

3. DECLARATION OF INTERESTS

There were no declarations of interest.

4. FUNDING COMMUNITY BENEFITS THROUGH PLANNING OBLIGATIONS
DRAW DOWN REPORT 2022/23
RESOLVED:

Councillor Rowan Ree introduced the report setting out how the Council intended to spend the £19,160,905 contributions received through Section 106 (S.106) agreements or the Borough Community Infrastructure Levy (CIL) from new developments. They would address the social and physical infrastructure needs, including affordable housing, and would mitigate impacts flowing from those developments. The value was an increase of £1.5 million compared with the previous year's figure, which was a reflect of the effective approach the Council adopted to negotiate with developers.

Councillor Ben Coleman, the Chair, commended the report setting out investment in community safety initiatives, such as the Law Enforcement Team (LET) and the Gangs, Violence and Exploitation Unit, which was to be one of the largest areas of spend with nearly £2m proposed to be drawn down. The Council had invested in a force of 72 uniformed law enforcement officers to tackle issues across the Borough. The project to drive down anti-social behaviour and environmental crime claims was to be the biggest in London. He added that the LET was extremely popular with residents as it carried out knife searches and sweeps on Council Estates and was praised by the Police for its effectiveness. Other Councils across London were also recommending the introduction of a LET.

Councillor Andrew Dinsmore asked how the further investment in the LET would address violent crime in the Borough as they did not have powers of arrest nor to stop and search.

Councillor Ree replied that the LET provided vital assistance to the Police and were a visible presence to deter crime across the Borough. The Gangs Unit were particularly effective as they were working with young people to stop then getting involved with violent crime.

Councillor Dinsmore noted that, while it costed more to train a police officer, the annual salary of a police officer and a LET officer were broadly the same. He asked if the Council had considered the actual cost of increasing the number of police officers or ruled it out on ideological grounds.

Councillor Ben Coleman asserted that the Council operated on the basis of finding the most effective way to protect local residents and keep the streets in the Borough safe. The view of the residents was that the LET operating alongside the Police was very effective and provided a visible neighbourhood presence.

AGREED UNANIMOUSLY BY THE CABINET MEMBERS:

That Cabinet approves the 2022/23 drawdown of Section 106 and Community Infrastructure Levy monies as set out in this report and in the 2022/23 Drawdown Report attached at Appendix A, to fund expenditure of £19,160,905 for a wide range of community benefits across the borough.

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. COMMUNITY INVESTMENT IN CLIMATE INITIATIVES

Councillor Ree introduced the report requesting approval for the launch of a green local authority security, enabling the Council to finance green initiatives from community investment. This was a loan from the community, allowing residents, local businesses, and anyone else to invest in H&F's climate change objectives. They were targeting a loan amount of up to £5m, the highest value green local authority security ever issued by a local authority. These were fixed rate loans, with interest rates set by the Council.

Councillor Ree added that following the updated Treasury Management Strategy Statement at Full Council on 1 November there had been a couple of changes to the published report to provide more clarity on the nature of the investment. The word "bond" was replaced with "local authority security" and the word "return" with "a low-risk investment with a fixed return", reflecting the correct terminology.

Councillor Wesley Harcourt added that the funds raised would be invested in green initiatives, including decarbonisation of the Council's corporate property portfolio (such as heat pumps, solar panels, electric vehicle charging points etc). The Council was working towards targeting net zero carbon and dealing with climate change, which required significant investment to achieve. A green local authority security was an effective way to finance some of the required investment .

Councillor Andrew Dinsmore noted that the interest rate would be set by the Council, fixed at above inflation rates, and asked whether any of the projects would lead to a return in capital that funded the interest paid back to the investors, and if not, how the Council would fund those levels of returns.

Councillor Ree replied that this would be a fixed rate 5-year local authority security not tied to the current inflation rates. The Council would benchmark interest rates at below that of the Public Works Loans Board (PWLb), therefore representing a cheaper means of external borrowing for the Council, compared

to external borrowing via PWLB. The Council's loan facilitator, Abundance Investment Ltd, would charge a small fee for their administration services, which would be deducted from the final rate offered to investors. The £5m would go directly to fund all the projects with no need to raise additional money.

Councillor Ree added that those projects were not meant to raise money but to invest in works that the Council would need to carry out to mitigate the effects of climate change. The returns to investors would come from the 4-year Capital project plan, approved by the Council.

AGREED UNANIMOUSLY BY THE CABINET MEMBERS:

1. To approve the launch of the Hammersmith & Fulham green local authority security from November 2023, up to a maximum total value of £5m.
2. To delegate approval for the specific climate initiatives to be funded from the green local authority security (up to a maximum of £5m) to the Strategic Director of Environment, in consultation with the Cabinet Member for Finance and Reform, the Cabinet Member for Climate Change and Ecology and the Strategic Director of Finance.
3. To contract with Abundance Investment Ltd for the management and administration of the community loans, for the duration of the five-year loan period (estimated contract value of £100,000).

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. REVENUE BUDGET REVIEW 2023/24 - MONTH 4 (JULY 2023)

Councillor Ree introduced the report setting out the movements in the budget for Month 4 and any areas of pressure.

AGREED UNANIMOUSLY BY THE CABINET MEMBERS:

1. To note the General Fund financial forecast at month 4.
2. To note that the position on the Housing Revenue Account (HRA) as set out in paragraph 15.

3. To note the in-year Dedicated Schools Grant High Needs Block forecasted surplus of £0.401m (thereby reducing the cumulative deficit).
4. To approve General Fund budget changes totalling £0.342m as detailed in Appendix 10. This is being funded using on-going and one-off contingencies (£0.120m) and one-off use of earmarked reserves (£0.222m).

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. HAMMERSMITH BRIDGE - TOLL ORDER AND ROAD USER CHARGING SCHEME

Councillor Sharon Holder stated that the Government expected the Council to fund a third of the total costs of the Bridge repair. Therefore, this report recommended the making of a toll order or road user charging scheme to meet the Council's share of the construction costs and pay for the continuing operation and maintenance of the Bridge.

Councillor Andrew Dinsmore asked when the Bridge would be fully open to all traffic.

Councillor Holder replied that the Council had given an update of every step of the Bridge repair. Given that there had not been a response yet from the Department of Transport regarding the Council's outline business case, they were not in a position to have a confirmed reopening date.

Councillor Dinsmore asked if the toll order or road user charging scheme led to a surplus of money how would that money be used.

Councillor Holder replied that the Council would not be directly responsible for providing the toll order or road user charging scheme. Negotiations would need to be discussed with the actual provider.

Councillor Ben Coleman added that this solution would mean that no services would need to be cut to pay for the Bridge. However, they would need full Government support.

AGREED UNANIMOUSLY BY THE CABINET MEMBERS:

1. To note that Appendix 1 to this report is not for publication on the basis that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information) and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings, as set out in paragraphs 3 and 5 of Schedule 12A of the Local Government Act 1972 (as amended).
2. To approve the making of one or more of the following legal instruments, subject to the outcome of the consultation referred to in recommendation 3 below:
 - a. A road user charging scheme under s295 of the Greater London Authority Act 1999;
 - b. A toll order under s6 New Roads and Street Works Act 1991 to authorise the levying of tolls for vehicles crossing Hammersmith Bridge in association with:
 - i. A special road scheme under s16 Highways Act 1980 to specify; Hammersmith Bridge as a special road and to designate the London Borough of Hammersmith and Fulham as the special road authority; and
 - ii. A supplementary order under s18 Highways Act 1980 to make ancillary provision to give effect to the toll order and special road scheme.
3. To approve the undertaking of consultation in relation to the above proposed instruments. The outcome of this consultation will be reported to Cabinet in a further report. If the consultation leads to the recommendations in paragraph 2 above being changed, this subsequent report will reflect those amended recommendations. The further report will recommend which of the above instruments should be approved. This will depend on the outcome of the consultation and further discussions with TfL.
4. To approve in principle that – if a toll order is made – tolls will be chargeable by a concessionaire.
5. To agree that the procurement strategy approved by the Cabinet on 10 October 2022 be amended so that the evaluation criteria will be 50% quality and 50% price.
6. To note the financial matters set out in the Financial Impact Section of the Report.

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 (ONLY IF REQUIRED)

There was no discussion of exempt elements.

Meeting started: 7.00 pm
Meeting ended: 7.22 pm

Chair

Agenda Item 4

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet

Date: 04/12/2023

Subject: H&F Corporate Plan 2023 - 2026: A Stronger, Safer, Kinder Borough for Everyone

Report of: Councillor Rowan Ree, Cabinet Member for Finance and Reform

Report author: Matthew Sales, Assistant director, Programmes, Assurance and Analytics
Stefan Robinson, Head of Policy and Programme Management Office

Responsible Director: Sukvinder Kalsi, Strategic Director of Finance

SUMMARY

The Hammersmith & Fulham (H&F) Corporate Plan, 'A Stronger, Safer, Kinder Borough for Everyone' (Appendix 1) contains our strategy to deliver the ambitions of the H&F Vision up to 2026, setting out what we want to achieve for our residents. It also reaffirms the Council's long-standing six values that have become firmly fixed in everything that we do.

We want our services to be of the highest quality and inclusive and accessible to all, whilst ensuring that our resources are used efficiently, compliantly with our responsibilities and are supported by good governance. The Corporate Plan ('the Plan') explains how we will continue to transform our services and invest money to help protect high quality essential services for our residents. It restates our commitment to work together with residents, businesses, partners, and our staff to tackle the biggest challenges facing our communities.

The Plan builds on a track record of compassionate and pioneering local government. It continues the Council's journey of reform and improvement, and a history of high-performing services and innovative new initiatives that balance compassion with efficiency. Despite the difficulties and challenges we face by continued cuts in central government funding, our ruthless approach to financial efficiency has enabled us to maintain one of the lowest council tax levels in England, with one of the most generous council tax support schemes in the country.

RECOMMENDATIONS

That Cabinet:

1. Adopt the H&F Corporate Plan 2023 – 2026 (A Stronger, Safer, Kinder Borough for Everyone) as the overarching strategic plan for the Council.
2. Endorse the approach to report annually to Cabinet on progress against delivery of the Plan.

- Note that any new council initiatives set out within the Plan will be subject to the normal governance, budget setting and decision-making processes of the Council before they are enacted, as set out in the constitution and relevant legislation.

Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	The H&F Corporate Plan is structured around the Council's six values. The Plan seeks to update our ambitions in each of these areas and identify tangible initiatives that will support delivery in each of these areas over the next three years and beyond.
Creating a compassionate council	
Doing things with local residents, not to them	
Being ruthlessly financially efficient	
Taking pride in H&F	
Rising to the challenge of the climate and ecological emergency	

Financial Implications

There are no immediate financial implications resulting from the recommendations within this report. This report requests approval for the Corporate Plan only and does not request specific funding at this time. Funding for the actions set out in the Corporate Plan will be subject to the Council's normal decision-making and budget-setting processes as set out in the Constitution and relevant legislation. Decisions relating to the requirement for any capital or revenue budget allocation will be considered as appropriate through the Council's existing capital and revenue reporting processes, following the completion of further detailed work.

Implications verified by James Newman, Assistant Director, Finance, 30 October 2023.

Legal Implications

There are no immediate legal implications resulting from the recommendations within this report. This report requests approval of the Corporate Plan only. The legal implications of each of the actions set out in the Corporate Plan will be subject to the Council's normal decision-making processes as set out in the Constitution and relevant legislation. As each individual element of the Plan is considered, and a decision is to be made, then legal advice will be given to the decision maker as to the Authority's statutory duties and powers, including the need to give due regard to the Public-Sector Equality Duty.

The local authority has what is known under the Localism Act 2011 (s1(1)) as 'a general power of competence' (previously, the well-being power in the Local Government Act 2000). This enables the Council to act in the interests of the community and in its own financial interest. The Corporate Plan reflects on a diverse range of statutory requirements but is not intended to encapsulate all requirements

placed on the Council, nor is it a substitute for existing statutory documents covered elsewhere by the Council's budget and policy framework.

Implications completed by Angela Hogan, Chief Solicitor, 26 October 2023.

Background Papers Used in Preparing This Report

None.

1. Background

- 1.1. Cabinet adopted the Business Objectives 2022/23 plan in September 2022 which included a commitment to develop a longer-term plan. The adoption of a new Plan for H&F provides an opportunity to re-affirm the Council's existing vision and values. It sets out, in one place, the core aims of the Council relating to our statutory and regulatory responsibilities, but also broader ambitions for the future and what we want to achieve with and for residents.
- 1.2. The Plan provides a clear articulation of what our priorities are, for the benefit of residents, staff, regulators, and partners. It provides a strategic thread that will shape decision-making, the services we provide and when, and inform departmental, service and staff objectives. The Plan has been developed with close reference to, and alignment with, the Council's financial and people strategies. It offers the foundation on which the Council's policy, strategy and funding frameworks will be set and delivery measured, helping to align funding streams and departmental objectives to the Plan's overarching strategic priorities.
- 1.3. The Plan has been developed at a time of national economic deterioration, with high inflation, rising interest rates and record UK government peacetime borrowing having a negative impact on everyone's spending power, including the Council's. This new Plan seeks to balance new ambitions to improve the borough with our continuing commitment to high-quality statutory services. The Plan has been informed by our long-standing ruthless financial management practices, that continues to protect essential statutory services. It also reflects how we will work with residents and staff to respond to major crisis, across climate change, the cost-of-living crisis, and recovery from Covid-19, to create a stronger, safer, kinder borough for everyone.
- 1.4. The future operating environment for local government will continue to be challenging, as central government continues to place more duties on councils without providing the necessary funds needed to deliver added services. Despite the challenges that exist, the Council has continued its strong track record of good financial governance, low council tax, and a balanced budget. The Plan reflects the pioneering new ideas and services that the Administration has adopted in areas we know are important to residents; such as the first of its kind Law Enforcement Team and Industrial Strategy, delivering new affordable homes for local residents, keeping home care free, and helping secure hundreds of homes for refugees in the borough.

2. How the Plan was Developed

- 2.1. The Plan has drawn on existing major policies, strategies and plans co-produced with residents and partners as well as key commitments made in the Administration's 2022 Manifesto.

2.2. The development of the Plan has been led by the Council's Policy and Programme Management Office, working with a cross-departmental working group made up of senior representatives of each department and subject matter experts across finance, human resources, equalities and climate change, among others. The Plan has been shaped by engagement of Cabinet Members and departmental management teams and an all staff consultation, with 61 detailed responses and an all staff briefing, where over 500 staff identified the priorities for the borough.

3. Delivery and Assurance

3.1. Strategic oversight of the delivery of the Plan will be held by the Council's Strategic Leadership Team (SLT) and monitored regularly by the Council's Policy and Programme Management Office. The Plan includes a set of outcomes that describe the changes and improvements we want to achieve. These outcomes will be used as a basis for future reporting against delivery of the Plan on an annual basis to Cabinet. The Council's Policy and Accountability Committees may also oversee and scrutinise the Plan's delivery as required.

4. Design and publication

4.1. In line with our commitment to make H&F the most inclusive borough in the country, the Plan will be published in an accessible web format and be accompanied by a summary document and easy read summary. The document presented at Appendix 1 represents the content only, which will be web designed.

5. Analysis of Options

5.1. The options considered were to produce a new Plan for H&F or not to. The Council recognises that there are significant benefits to having a Plan to guide the strategic operation of the Council and to clearly articulate to residents, partners, staff and regulators the Council's key ambitions. The development of the Plan represents a timely transition from the 2022/23 Business Objectives into a longer-term strategic plan. It also responds to a recommendation of the external auditor to report performance against the Council's strategic objectives to Cabinet.

5.2. The production of a Plan was the preferred option, as opposed to not producing a plan, as it offers an auditable trail of what the Council has committed to and enables all stakeholders to understand the Council's ambitions.

6. Reasons for Decision

6.1. The adoption of the Corporate Plan is an executive function reserved for Cabinet decision making and remains consistent with the Council's budget and policy framework set by Full Council. The full rationale for the decision is set out in this report.

7. Equalities Implications

7.1. An equalities impact assessment has been undertaken alongside development of the Plan. The assessment makes clear that the Plan contributes positively towards tackling inequalities and is consistent with the ambitions of the Council's Equalities Plan. It is not anticipated that there will be any negative impacts on groups that share protected characteristics, under the Equality Act 2010.

- 7.2. Aspects of the Plan that require additional funding or signal a major policy change will be the subject to scrutiny of the equality implications of those proposals in line with the Council's existing decision-making process. Any required decisions will set out equality implications and include Equality Impact Assessments as required.

Implications completed by Matthew Sales, Assistant Director, Programmes, Assurance and Analytics, 23 October 2023.

8. Risk Management Implications

- 8.1. The Corporate Plan contributes positively to the overarching requirements for achieving good governance and in delivering quality services which meet residents' needs. The Plan demonstrates how the Council acts in the Public Interest by setting out clear priorities for delivery through defining intended outcomes in terms of sustainable economic, social and environmental benefits.
- 8.2. As the delivery framework and processes for monitoring and evaluating progress are established, we can understand exactly what goals are being worked towards. This allows us to assess and record progress towards them and as a result we can actively manage both risks and performance through regularly reviewed robust internal controls. This in turn guarantees strong financial management in accordance with the best principles for good governance in the Public Sector. The risk implications of delivering priorities will be assessed as each new decision comes forward.

Implications confirmed by Jules Binney, Risk and Assurance Manager, 26 October 2023.

9. Climate and Ecological Emergency Implications

- 9.1. The Corporate Plan restates the Council's commitment to tackling the climate and ecological emergency and commits positively towards progressing action in a range of areas, including setting high organisational standards and supporting businesses and residents to reduce their environmental impacts. Any new Cabinet decision relevant to the delivery of commitments within the Plan will have the climate and ecological implications assessed on a case-by-case basis.

Implications completed by Jim Cunningham, Climate Policy & Strategy Lead, 30 October 2023.

LIST OF APPENDICES

Appendix 1 – H&F Corporate Plan 2023 - 2026: A Stronger, Safer, Kinder Borough for Everyone

Appendix 2 – Equalities Impact Assessment

THE LONDON BOROUGH OF HAMMERSMITH AND FULHAM

A Stronger, Safer, Kinder Borough for Everyone

The H&F Corporate Plan: 2023-2026

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ABOUT THIS PLAN

H&Fs Corporate Plan ('the H&F Plan') contains our strategy to deliver the ambitions of the H&F Vision up to 2026. It sets out what we want to achieve for our residents and reaffirms the six values of the organisation that influences everything that we do.

It provides a comprehensive and cross-cutting set of ambitions for the organisation. It explains how we will transform our services and spend and invest money to help protect high quality essential services for our residents.

In all of the services we provide, we are looking to advance our values and support those residents who need it most. We want our services to be of the highest standard and inclusive and accessible to all, whilst ensuring that our resources are used effectively, compliantly with our responsibilities, and are supported by good governance.

To deliver our Vision, we need to work together with all residents, businesses, communities, and our staff. We are fortunate enough to have a wealth of local diversity, knowledge, and experience, from grassroots community organisations to global corporations and in-house expertise. We want to harness the opportunities this brings to build alliances for change.

H&F has a proud history of being the country's leading borough for co-production, embedding its benefits across council services so that residents and our staff are fully involved at the earliest stage in shaping the services and decisions that affect their lives. We were the first local authority in the country to commit to co-production across a whole council in this way.

Co-production with residents has shaped many of the strategies, initiatives, and services that have informed the priorities and actions in this plan and will continue to do so as we expand co-production across departments and services.

This H&F Plan does not cover every service or ambition that we have. Instead, this plan provides the golden thread on which the council's overarching budget, policy and governance framework is based, informing everything that is done across the council.

OUR BOROUGH AT A GLANCE

Population: 183,200 (2021) (4 th smallest London borough).	Fifth smallest borough in England by size and sixth most densely populated.	4,700 enquiries raised by Councillors on behalf of residents in 2022/23.
2023/24 gross revenue council budget: £539.6m.	Third lowest council tax in the country (2023/24).	Only 53% of residents pay the full council tax due to our support scheme.
Diverse population: 63.2% white, 12.3% Black, 10.5% Asian.	46% of residents born outside the UK, with over 100 spoken languages.	5.3% of residents' self-report as LGBTQ+.
20,528 children in H&F schools.	All schools rated 'Good' or 'Outstanding' by Ofsted (September 2023).	Over a million free breakfasts provided to primary school children since 2019.
19,000 over 65s (3 rd smallest older population in London).	2,412 Disabled young people receiving special educational needs support.	5.5% of residents identify as Disabled whose day-to-day activities are limited a lot.
Almost 37,000 housing repair fixes responded to in 2022/23.	Average house price: £790,000 (higher than London average £532,000).	Almost +2,600 homelessness approaches in 2022/23.
9.9% of residents earning below the London Living Wage.	27.7% of children living in poverty.	7.3-year difference in life expectancy between most and least deprived areas.
Home to the iconic Hammersmith Bridge and River Thames, with over 231 hectares of parks and open spaces.	Home to world-leading Imperial College London, Westfield London and the White City Innovation District.	Home to Apollo Theatre, Lyric Theatre, Queen's Tennis Club and three professional football clubs – Chelsea, Fulham and Queens Park Rangers.

OUR VISION

H&F is a wonderful place in which to live, work and do business. It's diverse, connected and on the up; but things could be better still. As we look forward, setting out new ambitions to make residents' lives better, we do so in the most testing of times. In our part of this busy city, we want to build a stronger, safer, and kinder borough for everyone.

In H&F, we have compassion. We put fairness, equity, and inclusion at the heart of everything we do. We're committed to making H&F the most inclusive borough in the country; a place where everyone feels valued, and residents have equitable access to the opportunities our borough offers.

We believe our residents should feel secure in their homes and on the streets. Our residents deserve a borough that is safe, clean and green, and they should have access to high-quality, responsive services they can rely on.

The borough is constantly changing. Our staff and residents recognise the urgency required to tackle the impacts of climate change and plan for a sustainable future. We are also impacted by tough economic conditions and the potential for growing unfairness in our society. These challenges, together with what our residents tell us, drives what we want for the future.

We're strong because we are inclusive and care about our neighbours. We'll succeed if we bring everyone together, listen to what our residents are telling us, and act. We will use all our powers and resources to support our residents and our workforce, and we are not afraid to take on the powerful to get results.

Against a backdrop of national economic uncertainty and central government cuts, we're continuing to manage our finances responsibly and drive efficiency in how we work. We're protecting essential services, particularly those that deliver help to low-income residents, people with additional support needs, and those at risk of harm or neglect.

As a small borough, we punch well above our weight, and we're aiming to make H&F the best place to do business in Europe. We support entrepreneurs, start-ups and local innovation, and want the opportunities to be shared locally.

We are a different kind of council - pioneering and always searching for better solutions. We'll keep listening and finding creative ways to take us forward.

OUR VALUES

Building shared prosperity: H&F is a connected community that's on the up. It's a great place for businesses, small and large. There are growing opportunities here, but the prosperity must be shared by everyone, and our young people need the best start in life. We'll support everyone to thrive by building genuinely affordable housing designed for residents, not absent overseas investors. We're committed to driving forward the improvements that residents need in how we deliver our landlord services. We'll build a strong local economy through the next phase of our Industrial Strategy, by supporting entrepreneurs and start-ups, and creating more jobs and opportunities for those furthest away from the jobs market.

Rising to the challenge of the climate and ecological emergency: We have declared a climate and ecological emergency, working with a resident-led commission to develop our strategy to target becoming a net carbon zero borough by 2030. We are taking decisive action to improve our environment. We'll work with residents and partners to build a clean, safe and sustainable future that works for the benefit of all people and the environment.

Creating a compassionate and inclusive council: We want to be a council that acts with compassion and inclusivity. This will increase our efficiency and strengthen cohesion in our communities. We're reforming the council to ensure this is a place for everybody, and we'll challenge any unfairness and all forms of discrimination that threaten to drive inequality in our borough. We'll put the health and happiness of all our residents first and seek out new ways to challenge deep rooted inequalities.

Taking pride in H&F: In our part of this busy city, our residents and staff are proud to live and work here. They deserve access to places that are safe, clean and green. We'll invest in public spaces, community programmes and cultural activities to ensure the borough remains a great place to live, work and thrive. We'll transform the Grade II listed Town Hall to be one of the most environmentally positive and accessible community buildings in Britain. We'll continue to be on the side of responsible residents and crack down on anti-social behaviour and use the full breadth of our regulatory powers to tackle rogue traders and landlords.

Doing things with residents, not to them: We'll only succeed in our aims if we bring people with us. That means giving additional support where it's needed to give everyone the opportunity to participate. We've listened and worked with residents to help us do this, by co-producing more and more of our work and engaging with more and more residents. We'll continue to use resident insight and feedback to inform how we work in the future to ensure our ambitions continue to reflect what our residents want.

Being ruthlessly financially efficient: We're remodelling our services to cut out inefficiency and ensure they genuinely satisfy residents' needs. Our financial efficiency has allowed us to maintain very low council tax and charges for residents. We'll invest where it matters most to protect and improve essential services. We'll use our influence to deliver the best services from council staff and contractors. As a landlord, we will be transparent and accountable in how we spend housing rental income.

BUILDING SHARED PROSPERITY

Building a better future for children and young people

We already invest substantially in early intervention, safeguarding, and building a better future for children and young people. We provide an extensive range of services, delivered by multiple providers in locations across the borough, from children's and family hub health centres to libraries and schools. Children receive a good start to life in the borough.

All schools in H&F are rated 'good' or 'outstanding' by Ofsted, and we were rated 'outstanding' for our Youth Justice Service. We have a purpose-built facility; the Stephen Wiltshire Centre for Disabled children and our Care Leavers Hub will provide a full range of services for care experienced young people. The council takes seriously its responsibilities to protect and safeguard the wellbeing of all children. We are prioritising the identification and assessment of children and young people's needs, the delivery of timely early help and support, with inclusive and effective local provision, to enable young people to be fully prepared for adulthood.

Partnership working and the voice of young people sits at the heart of our approach. We work closely with public health and NHS partners, the third sector, young people, and their families, to co-produce how we design and deliver services. This is underpinned by our co-produced Early Intervention and Special Educational Needs and Disabilities (SEND) strategies, together with the significant investments we are continuing to make in our special and maintained school estates to provide a first-class inclusive education for all. At the same time, our workforce is embracing our role as a Corporate Parent to hundreds of children and young people, to ensure their safeguarding is something that everyone acts upon, regardless of their roles within the council.

OUR AMBITION: Our ambition is for every child and young person to have the best possible start to lead happy, healthy, and fulfilling lives, and that they are equipped with the skills they need to realise their full potential. We want our children to feel cherished, confident, safe across all stages of their development, and to experience a deep sense of belonging. Our priorities are to improve the life chances of all children and young people by safeguarding them from harm, and ensuring they can access excellent education and opportunities.

In the short-term, we will:

- Make Care Experience a protected characteristic by the end of 2023 to advance equity among care leavers, by providing training, housing and employment support.
- Enhance our Corporate Parent Pledge by 2024 to strengthen our whole Council approach.
- As the only London Borough chosen to participate in the Family Networks Pilot, we will help family networks to play a more active role in providing loving and stable homes for children.
- Build on our continuous commitment to listen and respond to the voice of our children, young people and families, and engage them in the design and development of services.
- Launch our Family Hubs in 2024, co-produced with local families and young people, to make it simpler for families to access a wide range of council services.

In the long-term, we will:

- Recruit more local people to be foster carers every year through to 2026.
- Deliver improved support for young people as they prepare for adulthood by providing greater access to skills and employment, as part of our Industrial Strategy.
- Implement phase one of the Special School Organisation and Capital Plan by 2025/26 to invest in provision for young people with Special Educational Needs and Disabilities.
- Ensure all young people in SEND can access excellent support across mainstream schools.
- Continue to invest in our early help, safeguarding and specialist services to equip young people at all stages of their development with the skills and confidence they need.
- Continue our long-term commitment to work in partnership with parents and families to do all we can to keep families together wherever possible.
- Seek out opportunities to improve how we deliver help for young people across the whole system, through a proactive community-based approach.

Inclusive, sustainable economic growth for everyone

H&F is changing rapidly, and we're determined to seize and share the opportunities this can bring for everyone. Despite recent economic challenges, our borough is one of the UK's most resilient and competitive economies. Owing to a dense network of research, tech and creative institutions and high-growth firms, along with talented and ambitious local people, H&F is on its way to becoming the best place to start and grow a business in Europe.

We are collaborating across the public, research, and private sectors, working with inspiring people to create the conditions in which everyone can thrive. Since the launch of our Industrial Strategy in 2017, developed with our business community, we have delivered over 625,000 sqm of quality space for small businesses, and seen growth in high productivity sectors such as life sciences, digital, creative and tech. In addition to creating over 8,000 good jobs since then, these sectors are cementing the borough's position as a global economic hotspot, with around £5bn invested since 2017.

Our challenge is not only ensuring this growth continues, but that all our residents can benefit from the opportunities it brings. The prospects, opportunities and advantages that will be opened up to residents will be made accessible to all. Across the council, we are determined that nobody is excluded from accessing the great opportunities our borough offers, and the next phase of our Industrial Strategy will be critical in making this happen.

OUR AMBITION: Our ambition is to continue to improve H&F's position as a global economic hotspot, and for this growth to benefit all our residents and our environment in the fullest way possible, improving outcomes for everyone.

In the short-term, we will:

- Take our Industrial Strategy to its next phase to reflect the evolving needs of businesses and residents.
- Put in place a lifetime approach to skills development - from nursery, through school and into high-quality training and good work - focused on a partnership between business and education.

- Develop targeted initiatives to improve access to good quality jobs and volunteering opportunities, for those furthest away from the job market.
- Establish a borough-wide employment and skills board and programme of work to enable delivery of high-quality employment support.
- Support local businesses and start-ups by facilitating access to resources, networking opportunities, affordable workspace and business support services.
- Set up an Enterprise Board to champion the business sector and ensure businesses have a strong voice.

In the long-term, we will:

- Provide fair and inclusive opportunities for sustained employment through apprenticeships, other learning initiatives, and meaningful work experience.
- Deliver our £118m EdCity education campus to align career opportunities in the White City Innovation District to the work of schools, apprenticeships, and reskilling programmes.
- Work with Imperial College London to strengthen the White City Innovation District's position at the heart of a global network of innovation districts.
- Create the conditions to attract more inward investment into the borough.

More affordable, accessible, safe and sustainable housing

We are committed to making the change our residents want and need in housing. The high cost of housing makes it difficult for some residents to access suitable homes that meet their needs. Insufficient government funding for affordable homes, including adapted housing for older and Disabled residents, means that some residents are less able to stay in the borough.

Access to good quality housing is central to social mobility and enabling the delivery of wider ambitions in this plan. When housing costs spiral, they drive in-work poverty, divide communities along economic lines, and push down housing standards. Building homes is not just about bricks and mortar, and that's why our housing ambitions are framed in a suite of plans that sit alongside our Housing Strategy, which have been co-produced with the views of residents at their core.

Through our Climate and Ecology Strategy and our development programme, we're targeting achieving net zero carbon council owned and operated buildings by 2030, helping to reduce residents' bills and improve air quality across our borough, starting with 3,000 new energy efficient affordable homes constructed or underway by 2026. This approach also maximises housing land to ensure that accessible, high-quality green spaces are available throughout the borough.

OUR AMBITION: Our ambition is to continue to work with residents to provide more affordable, accessible, safe, and sustainable housing. We will take a holistic, community-minded approach to meeting housing needs to ensure we have the right mix of affordable housing options that are accessible, of high standards, and fully integrated with the rest of the borough.

In the short-term, we will:

- Deliver a suite of strategies including our Older and Disabled Peoples' Housing Strategies, Homelessness and Rough Sleeping Strategy, Tenancy Strategy, Private Rented Sector Policy, and our Local Plan.

- Embed within each development project the principles of co-production and the Defend Council Homes Policy to avoid loss of permanent homes.
- Continue with our shared equity affordable home ownership solution for residents and workers in the borough.
- Deliver a range of comprehensive measures to tackle rogue landlords and improve the quality, accessibility, and security of all housing tenures as far as possible.

In the long-term, we will:

- Deliver our target for 50% of new residential dwellings to be affordable with a focus on genuinely affordable family housing.
- Develop a Family Housing Strategy to increase the number of family-sized homes in the borough across all tenures.
- Grow our own development programme and influence the market to enable 3,000 new energy efficient affordable homes to be built or underway by 2026.
- Deliver the aspirations of our Local Plan, including 16,000 new homes by 2029.
- In line with our Retrofit Strategy, improve the energy performance of housing stock, as well as adapt it for a changing climate.
- Explore the feasibility of creating a council owned housing company to support an increase in affordable homes for residents who do not qualify for social housing and cannot afford the open market.

Delivering high quality housing services

The council has high ambitions for its housing services, which have an important role in helping to raise living standards in our borough. High quality, well-maintained and safe housing is what we all need. H&F is taking a resident-centred approach to co-producing better housing solutions and outcomes for our tenants and leaseholders. We are offering services that address the holistic needs of people at risk of losing their home, providing them with advice and guidance across all areas of welfare and benefits, debt, employment, social inclusion, health, and social care.

We are focussed on meeting the housing needs of residents and delivering effective advice and homelessness prevention, housing allocations, homelessness, and rough sleeping and refugee resettlement. In tackling homelessness, we believe that the best way is to stop it happening in the first place, and so irrespective of where initial contact is made, advice on homelessness will be available to anyone who needs it. We are also seeking to reduce waiting times and the use of temporary accommodation through an expanded range of alternative housing options.

Residents have told us our maintenance and repairs services need to improve, and that's why we have made this a top priority. We are overhauling the service to ensure residents' needs are built into new repairs contracts, and we are using data to better focus on preventing common issues before they occur. This is underpinned by an ambitious £729m housing improvement and retrofit programme which will transform our council homes and other buildings to be more energy efficient. Key is that residents are safe in their homes, can be confident that all checks have been competently done, and that fire detection systems and fire doors work as designed.

OUR AMBITION: Our ambition is to continue to engage with our residents to provide safe and decent social homes, and excellent landlord services for our leaseholders, tenants, and prospective tenants.

In the short-term, we will:

- Deliver improvements to our customer engagement and complaint handling through our new Housing Hub.
- Get a stronger operational grip on housing repairs through our new Repairs Team, effective contract management and future re-procurement.
- Continue to provide clear information for our leaseholders about their rights, offer eligible leaseholders the chance to buy the freehold, and operate a voluntary lease extension policy.
- Improve front line housing management from tenancy management, home visits, to engagement with residents in their neighbourhoods.
- Continuously tackle damp and mould causes and defects through our new dedicated team within the repairs service.
- Co-produce with residents a new engagement strategy and housing charter that gives real influence and a stronger voice to our tenants.
- Ensure that the council is ready to comply with the Consumer and Economic standards introduced by the Social Housing Act 2023.
- Meet residents' housing needs whether they are seeking access to social housing through the housing register, finding housing solutions for those who are homeless and rough sleeping, or who have housing and support needs such as refugees and asylum seekers, victims of domestic abuse or people with mental health support needs.

In the long-term, we will:

- Integrate and better coordinate our approach to stock condition assessment, asset management planning and the delivery of housing improvements and compliance.
- Develop a refreshed Housing Strategy that addresses the borough's current and future housing needs such as the supply of new social housing, investment in our existing stock as well as wider requirements in relation to private rented housing and owner occupation.
- Ensure that our existing homes receive the investment they need, meet decent home requirements, moving to meet the council's ambitions for net zero carbon and are compliant with fire safety, asbestos, gas, electrical and legionella legislative standards.

RIISING TO THE CHALLENGE OF THE CLIMATE AND ECOLOGICAL EMERGENCY

Targeting becoming a net zero borough by 2030

Reversing the destabilisation of our climate and ecosystems will be the great challenge of this century. We need to make positive changes that secure a clean, safe, and sustainable future for our residents and people around the world.

H&F has a direct stake in halting the climate and ecology emergencies, with unprecedented floods and heatwaves having caused damage and disruption to the borough since we declared a climate emergency in 2019. Local impacts alone include over 1,000 properties being flooded in recent years, and record temperatures causing damage to public infrastructure. Extreme rainfall and summer daytime temperatures are projected to rise significantly without rapid action. Climate change impacts fall disproportionately on people who are less financially resilient.

Our Climate and Ecology Strategy was rated one of the top climate plans in London, and targets net zero carbon emissions for the borough by 2030. We're radically adapting our buildings, resources, and strategic partnerships to meet this ambitious target. We've introduced new cycleways and 20mph limits across the borough, We're supporting active travel through cycle hangars, free maintenance, and a try-before-you-bike scheme. We've installed the largest concentration of air quality monitors anywhere in Europe.

OUR AMBITION: Our ambition is to realise a clean, safe and sustainable future that works to benefit all people and the environment, led by our target of achieving net zero greenhouse gas emissions by 2030. We want to ensure that residents, infrastructure, and nature are resilient to climate risks, and that our transition to net zero and adaptation of the public realm improves the life chances of everyone, and that its benefits and costs are shared justly.

In the short-term, we will:

- Tackle fuel poverty and climate change in private homes with our Winter Ready Homes grants, work with landlords, and other support.
- Support local organisations through our Climate Alliance and energy grants.
- Build industry leading Passivhaus homes.
- Host one of the densest electric vehicle charging networks in Britain and transition our own fleets to low-carbon vehicles.
- Continue to deliver and enhance our low-carbon procurement policy.
- Roll out food waste caddies for more than 50,000 households.
- Launch our new £5m investment offer to fund local climate and ecological projects, the largest ever by a local authority.
- develop proposals for a service to collect garden waste as a separate waste stream in the future for recycling from 2024.

In the long-term, we will:

- Deliver our retrofit programmes to upgrade our council homes and non-domestic buildings with energy efficiency and low-carbon heating.
- Identify opportunities for new heat networks in our Clean Heat Plan.
- Help to launch H&F's first Community Energy co-op.
- Continue to expand our active travel infrastructure.

- Undertake a full climate risk assessment of the borough and continue to deliver sustainable drainage that increases our resilience to the changing climate.
- Renew our Air Quality Action Plan in consultation with residents and cut air pollution through field-leading projects and partnerships.
- Publish a new Climate Change Supplementary Planning Document.

Cleaner, greener, and healthier neighbourhoods

The climate and ecological crises are inextricably linked: they share common drivers and solutions. Reclaiming green space can allow nature to recover, while simultaneously locking up carbon, and providing residents with clean air and public spaces that can help improve personal health. To bring about the change we need, we must adapt and work together to help preserve our local resources, protect our environment, and build shared spaces for people and nature.

Through the work of our resident-led Climate and Ecological Emergency Commission, we heard that waste recycling, pollution, loss of nature and high traffic are among the biggest concerns for residents. We are actively working with residents to promote sustainable choices so that we can reduce what is thrown away, and goods and materials have a second life through reuse, repair, and recycling. Our tailor-made Recycling Improvement Plan is helping to minimise waste and increase recycling, supported by our Education, Communication and Outreach Team. Successes from our South Fulham Clean Air Neighbourhood (eastern) project have seen thousands fewer cars on our roads, and that's helping to inform a new trial west of Wandsworth Bridge Road. Our borough offers a fantastic opportunity to show what urban conservation can look like when space and resources are limited. H&F has over 231 hectares of parks and green open spaces accessible to residents; 21 parks have been awarded the prestigious international Green Flag status. Keeping and improving these important spaces is central to our ecology and climate change work - enabling us to build an environment that reflects resident's needs, whilst actively increasing local biodiversity and habitat cover.

OUR AMBITION: Our ambition is to enable the recovery of rich local ecosystems that support people and nature, and the best possible health and quality of life for all our residents. To do this, we must ensure that green space is expanded, enriched, and nurtured and valued by all for the benefits it brings.

In the short-term, we will:

- Implement our 'parks for the future' strategy and invest in improving the appearance, maintenance and facilities of our parks and open spaces.
- Protect, improve and expand biodiverse habitats, including working through the planning system, making Wormwood Scrubs a local nature reserve, and expanding habitats and tree canopy with new tiny forests and pollinator pit-stops.
- Connect residents with nature through schools' gardens, community food growing and orchards, and free tree giveaways for residents.
- Grow our understanding of our biodiversity baseline, including engaging with residents to join citizen science monitoring projects.
- Continue to keep our streets and parks clean, and take a tough stance against anyone dropping litter, creating graffiti, or dumping rubbish.
- Introduce a food waste collection service across the borough.
- Maintain regular waste collections.

In the long-term, we will:

- Target delivering a significantly improved recycling rate.
- Increase the number of Green Flag parks.
- Open up more disused green spaces for community gardening.
- Retrofit ecology into our building estate, including investigating the significant potential for 'green roofing.'
- Review the impacts of the Clear Air Neighbourhood trial in the streets to the west of Wandsworth Bridge Road, with a full and proper consultation before a decision is made to amend, abandon, or make permanent the trial.

CREATING A COMPASSIONATE AND INCLUSIVE COUNCIL

Fairness, equity and inclusion in everything we do

H&F is a diverse borough place in which to live. We delight in the diversity of our borough and in our European identity – in the value added by the variety of differences cultures and communities. Forty-six percent of residents were born outside of the UK, from over 100 different countries.

The disastrous impact of the Covid-19 pandemic and the cost-of-living crisis highlighted the importance of community collaboration in tough times, which brought out the best in our communities. At the same time, we witnessed the widening of some inequalities. We have continued to make strides in tackling inequalities affecting individuals and families ranging from food poverty and health inequalities to access to good quality affordable housing and tackling social isolation. But we know we need to do more.

Excellent progress has been made by Disabled residents and Council services working together in an active way to plan, design and review policies and services that affect them. This approach has been pioneered in the Civic Campus development through the work of the Disabled Residents Team, which has seen co-production at every stage of the design. There are now seven groups across the council working with Disabled residents to co-produce solutions to some of the barriers that they face.

OUR AMBITION: Our ambition is to make H&F one of the most inclusive and accessible boroughs in the country; a place where everyone feels valued, and where residents have equitable access to the opportunities our borough offers. This means putting fairness, equity, and compassion at the heart of everything we do, and ensuring all residents and staff are factored into how we make decisions and provide services.

In the short term we will:

- Drive the delivery of our Equalities Plan through our Equity, Diversity, and Inclusion Board across all protected characteristics.
- Continue to drive our ambition to make the H&F Academy a world-class leader through developing exciting and sustainable employment opportunities for all.
- Continue to support staff networks that co-design changes in how the council can become an employer of choice and foster greater inclusion.
- Act to reduce the council's gender, disability and ethnicity pay gaps.
- Continue to deliver on all aspects of the Public Sector Equality Duty, as set out in the Equality Act 2010.

In the long term we will:

- Ensure our equality ambitions demonstrably shape how we design and deliver services.
- Make our borough Autism friendly, through raising awareness, training, and developing community Autism Champions.
- Deliver events that celebrate and commemorate the diversity of the borough.
- Ensure the council's workforce reflects the borough's diversity at all levels across all protected characteristics.
- Create a work culture where all staff feel secure and confident in being themselves.
- Tackle race inequality in the workplace through initiatives such as the Race at Work Charter and Social Care Workforce Race Equality Standard.

- Continually improve upon our offer of equity, diversity, and inclusion awareness.
- Identify opportunities to bring older and younger people together through mutually beneficial activities which promote greater engagement and knowledge sharing between generations.

Long, healthy and fulfilling Lives

Good health is fundamental to creating a thriving society. We face many challenges including entrenched health inequalities, higher than average levels of child poverty and obesity, and some of the highest levels of mental health conditions in the country. We also have growing numbers of people living with long-term conditions who require person-centred, coordinated care at a time when public services face significant financial challenges and rising demand for services.

The tragedy of the Covid-19 pandemic showed us that health inequalities persist in our communities and there is a lack of trust in the healthcare system. We need a system that serves everyone fairly. There is a seven year difference in life expectancy between residents in the most and least deprived areas of the borough, and this needs to change. This requires a preventative long-term approach by focusing not just of direct care, but also on the wider social, economic, and environmental determinants of health, such as access to clean air and green spaces.

Public health improvements cannot rely solely on the health sector, and it requires a joined-up approach across organisations and newly emerging governance structures. Our new Health and Wellbeing Strategy will be created with a range of stakeholders and communities across the borough to ensure we provide a joined up and resident centred approach to our public health duties. We're taking a holistic preventative approach to supporting residents with wider education, employment, and housing opportunities to improve their long-term health outcomes.

OUR AMBITION: Our ambition is that all residents can enjoy long, healthy and fulfilling lives, in a thriving and well-connected community, where every person is equipped with the resources, support and opportunities to thrive. We want to make health everyone's business, and to provide the right services in the right place, first time.

In the short-term, we will:

- Deliver on the aims of our Public Health and Suicide Prevention strategies, and refresh our Health and Wellbeing Strategy.
- Drive forward our 'Building Trust' project with residents, community groups and NHS North-West London to restore trust in health care systems.
- Target reducing health inequalities and improving life expectancy, including supporting the NHS Core20Plus initiative to reduce inequalities across mental health, chronic respiratory diseases, and early cancer diagnosis services.
- Act to deliver all our statutory responsibilities in partnership with the North-West London Integrated Care Board and other partners.

In the long-term, we will

- Continue to deliver a range of services including sexual health, public health advice and population health protection.

- Continue to deliver quality assurance of immunisation and vaccine hesitancy programmes and increase the uptake of these programmes such as Tuberculosis and Flu vaccinations.
- Deliver our Air Quality Action Plan, by tackling the sources of pollution, raising awareness of local emissions, and working with partners to reduce pollution.
- Publish and deliver on a new Health and Wellbeing Strategy.
- Tackle health inequalities that residents from global majority backgrounds experience to prevent early morbidity rates
- Address systematic health inequalities women face accessing services and treatment.

Preventing poverty and its impacts

H&F is a relatively wealthy part of one of the richest cities in the world. It supports relatively high employment, is home to several multinational companies and a world-class university. Yet within the borough, poverty and worklessness still exist, and despite multiple interventions over the years, they have proved intractable.

For many residents, living costs are higher than ever. The recent rise in prices has sparked a renewed and re-energised focus on tackling the key determinants of poverty and inequality across the whole of our borough. Being in poverty means not being able to heat your home or pay for food or rent, and facing insecurity, uncertainty, and impossible decisions about money. This leads to unjust inequalities as a cause and consequence of someone's financial circumstances.

We will not stand by, and that's why we are developing a range of bespoke strategies, funding initiatives and partnerships aimed at preventing poverty, and tackling the systemic unfairness and chronic deprivation that exists in our society.

OUR AMBITION: Our ambition is that every citizen of H&F can live a healthy, happy and dignified life, free from poverty and its impacts. This means ensuring that everyone can share in the borough's prosperity, be treated with compassion and access high-quality education, training and support that can provide the help needed to lift people out of poverty for good and prevent it occurring in the first place.

In the short-term, we will:

- Target our resources to residents and families most in need through a joined-up approach across all our services and partnerships.
- Build alliances to tackle the high cost of living, working together with residents, third sector partners, local businesses, the NHS, Public Health and registered social landlords.
- Deliver our Food Strategy through the H&F Food For All Partnership, to ensure no-one goes hungry or is malnourished and everyone can eat healthily.
- Deliver our new Fuel Poverty Strategy and carry out the action plan to ensure that all residents have access to affordable energy and can keep their homes warm.
- Continue to support local businesses to tackle rising costs through support initiatives, networking events, and working with our two Business Improvement Districts.
- Tackle inequalities in health outcomes including aiming to reduce the gap in life expectancy between our lowest and highest income communities.
- Lead by example by continuing to be a London Living Wage employer.

- Continue to support residents through our local support payment grants and help people on pre-payment meters to access fuel vouchers.
- Continue to offer support to the H&F Foodbank and Nourish Hub.

In the long-term, we will:

- Use data insights to pioneer new strategies and programmes to combat the root causes and effects of poverty and inequality including through our significant voluntary sector grants programme.
- Help residents to build their financial resilience and maximise their income through actions within a new Financial Inclusion Strategy.
- Build an inclusive local economy through the next phase of our Industrial Strategy that helps all residents to gain work and skills through H&F Works, our Adult Education Service and partnership between business and education.
- Improve access to financial information, including debt advice and affordable credit to build financial resilience, understanding and capability.

Independent living

Independent Living is the right of Disabled people to live in the community with the same choices, control, and freedom as other residents. This applies equally to people of all ages who face barriers due to long-term health conditions. Independent Living is a council-wide commitment beyond just ‘social care’ and it does not mean Disabled People doing everything for themselves.

Having an adequate income and access to personal assistance if needed are key pillars of Independent Living. Since 2015, H&F has been the only council in England to provide free home care to Disabled and older residents. People who need support to live independently should get what they need, rather than what they can afford.

Recommendations from our groundbreaking resident-led Disabled People’s Commission report, “Nothing About Disabled People without Disabled People”, have driven considerable progress. However, Disabled and older residents continue to face societal barriers that affect their quality of life. That’s why H&F has adopted the Social Model of Disability, developed by Disabled people, recognising that our focus must be on tackling discrimination and removing barriers to inclusion.

We have focused our home care support around enabling residents to live independently, and ensuring they have choice and control over their lives. H&F offers ‘reablement’ support, which is rated ‘outstanding’ by the Care Quality Commission (CQC). This supports residents to keep living in their own homes, in their own community, and it helps avoid unplanned hospital admissions and supports them to settle safely back at home when returning from hospital.

We have a strong track record of co-producing our strategies and services with residents, such as the Dementia Action Alliance in co-producing our Dementia Strategy, older and Disabled residents in developing housing plans that meet their needs and residents co-producing improvements in Direct Payment support so people can develop their own individualised support.

OUR AMBITION: Our ambition is for Disabled people of all ages to have the same rights as everyone else to live in the community how they choose, with the same control and freedom as any other resident. Independent Living is about all the things that are important in our lives – real choice in where you live and who you live with, access to a job, transport, healthcare, decent housing – as well as personal support if it's needed.

In the short-term, we will:

- Continue to provide free homecare for elderly and Disabled residents.
- Continue to deliver on all our statutory responsibilities, such as the those set out in the Care Act, in partnership with our Safeguarding Adults Board.
- Work with our Independent Living Delivery Group, led by Disabled residents, to implement our Independent Living vision across the council.
- Continue to ensure that Safeguarding of all people is a collective responsibility that we fully embrace and act upon across the council.
- Continue to build capacity and a culture of co-production in our strategic decision making, to inform how we redesign our Independent Living services, working in partnership with Disabled People's Organisations and resident-led groups.
- Make Independent Living the priority focus of our roles in Adult Social Care.
- Continue to deliver localised training for staff to further embed the value of co-production, including into our new Carers and Autism Strategies.

In the long-term, we will:

- Target increasing the uptake of direct payments by residents eligible for social care to enable more choice over how residents wish to be supported at home.
- Fully implement our Dementia Strategy to make the borough more dementia friendly.
- Co-produce improvements in the quality of home care, so that residents have carer-workers who are consistent, well trained, punctual, and knowledgeable.
- Work with informal carers and carer organisations to co-produce a new Carers Strategy and promote the inspiring care they give.
- Implement a strategy to make Independent Living a reality.

TAKING PRIDE IN H&F

Making H&F a great place in which to live, work and thrive

Nowhere else in the UK is there such cause for celebration of local pride. In H&F, we are unique in having institutions of national significance, an exciting creative economy and a variety of grassroots events highlighting the importance of the arts, culture, sport, and heritage to residents.

Our new co-produced Cultural Strategy will support London's best mix of world-class culture and community activities, reflecting our diverse heritage and enhancing the borough's attractiveness as a place to live, work, play and invest.

We're not just investing in residents; we're investing in places. We are regenerating key areas, including our new Civic Campus which will act as a catalyst for the rejuvenation of Hammersmith. It will be one of the most accessible Grade II listed public buildings in the country, have cutting-edge environmental performance, and provide an exciting new space for cultural, business and community activities to flourish.

Plans are underway to revitalise our town centres by creating public spaces that are welcoming hubs for commerce and leisure. We're improving public spaces to be more accessible, sustainable, and safe for residents, with significant investment in active travel infrastructure and key areas including White City, Olympia, St Paul's Green and Lyric Square. Our green spaces are being cultivated to be more wildlife friendly, climate change resilient, and accessible.

OUR AMBITION: We want H&F to continue to offer London's best mix of world-class culture, creativity, and community arts, but also to build a borough with healthy, green, and accessible public spaces for an inclusive and sustainable future; as we seek to make our borough the best place to live in London.

In the short-term, we will:

- Transform the Grade II listed Town Hall to be one of the most environmentally positive and accessible buildings of its type in Britain.
- Introduce safe cycle routes, more cycle storage, and green roofs on estates.
- Work with local communities to best use funding secured through the planning system.
- Continue to provide a comprehensive and efficient library service for all.
- Deliver cultural programmes in line with our new Cultural Strategy, bringing together our world class culture, creativity, and community arts, reflecting our diverse heritage, and animating our high streets, parks and public buildings.
- Continue to promote major sporting events such as The Boat Race, Queen's Club tennis and three professional football clubs as a catalyst to wider community benefits.
- Continue to run Black History Trails to bring into focus local and national heroes from the Black community who lived or worked in the borough.

In the long-term, we will:

- Revitalise our town centres and high streets through strategic place-making initiatives by securing high-quality vibrant, attractive buildings and public spaces that foster economic growth, job opportunities, and overall well-being of residents, including a refreshed plan for Hammersmith Town Centre.

- Improve the public realm to make it a better place for people to shop, eat, drink, relax and enjoy local arts and facilities, and ensure it is accessible for families and Disabled people.
- Ensure major investment programmes, such as in White City, Earls Court, Olympia, and Old Oak Common serve to benefit residents and businesses.
- Increase arts and cultural opportunities for all young people by working with partners, including local theatres and the London Academy of Music and Dramatic Arts.
- Refresh our Sports Strategy to promote the benefits of sport and exercise.
- Build on our Women’s History Month celebrations with a Women’s History Trail celebrating the contributions women bring to H&F

A safer borough for everyone

H&F is a wonderful place to live, and despite falling crime rates in some areas, the rise in violent crime is of real concern. Each year, our Community Safety Partnership (made up of Health, Probation, Policing and other partners) carries out a detailed review of crime data and agrees a Community Safety Plan, which informs our priorities. The Community Safety Partnership also oversees and supports the work of partner agencies, including the Metropolitan Police, as they work to rebuild the trust and confidence of our communities following the Baroness Casey review and, subsequently, the New Met for London Plan.

Police numbers may have been cut significantly in recent years, but as a Council, we are proud to have created one of the largest Law Enforcement Teams (LET) in Britain, comprising over 70 uniformed staff, who patrol the borough day and night, seven days a week. Their presence and early intervention, together with our advanced CCTV network of over 2000 cameras, is helping to build a safer borough for everyone.

We are determined to safeguard our residents from harm, including through delivery of our corporate parenting responsibilities protect children in care from harm, and through strong regulatory enforcement action against criminals and rogue traders that seek to undermine fair, safe and honest trading and environmental health standards.

The Gangs, Violence and Exploitation Unit (GVEU) works in collaboration with the Police to support vulnerable young people with bespoke support. Our Youth Justice Service also works in partnership with the Unit, and was rating ‘Outstanding’ in 2022. There was a reduction in the number of young first-time entrants into the criminal justice system between 2020 and 2022, with the rate below the London and England averages. Our Community Safety Team is also working to ensure that Violence Against Women and Girls (VAWG) is prevented, survivors are supported, and abusers are held to account.

OUR AMBITION: We want to put residents and victims at the heart of everything we do and keep them safe. This means we must continue to work in partnership to safeguard our residents and enforce high trading and environmental health standards across our borough. This means delivering on our statutory responsibilities and holding criminals to account; ensuring the right services are in place at the right time to support victims and those at the greatest risk.

In the short-term, we will:

- Continue to invest in our high performing Law Enforcement Team
- Tackle violent crime through our Gangs, Violence and Exploitation Unit
- Deliver the ambitions of our Modern Slavery and Serious Violence Strategies and refresh our Hate Crime Strategy.
- Continue to deliver the Prevent Duty in the face of national funding cuts.
- Deliver our locally focused strategy to tackle VAWG to make our borough a safe place for women and girls and hold perpetrators to account, starting with our street sexual harassment Public Space Protection Order and Safer Streets programme.
- Deliver targeted crime prevention operations in Shepherd's Bush Green and Hammersmith Broadway, where we see the borough's highest crime rates.
- Continue to deliver targeted regulatory enforcement action against rogue traders and private rented sector landlords in partnership with the police and other partners.
- Set out a clear statement on how we will enhance our private rented sector policy position.

In the long-term, we will:

- Invest further in refuge accommodation for domestic abuse survivors by purchasing properties and funding vital improvement works and invest in prevention and intervention strategies to make the borough safer for women and girls.
- Deliver a £4.6m CCTV investment programme by the end of 2025/26.
- Work with Public Health to combat drugs through increased treatment referral, targeting dealing, and supporting affected children - supported by a new Combatting Drugs Partnership.

DOING THINGS WITH RESIDENTS, NOT TO THEM

Co-production with residents, staff, and partners

H&F has a proud history of being the country's leading borough for co-production, embedding its benefits across council services so that residents are fully involved at the earliest stage in decisions that affect and impact their lives. We were the first local authority in the country to commit to co-production across a whole council.

Co-production is about doing things with residents, not to them, and whilst co-production for us often means starting with the views of Disabled residents, it is ultimately about all residents. It means residents and decision makers are working together in an active way to plan, design and review how we work as a council – leading to better decision making and outcomes for residents. The same principles apply to our workforce; we will co-produce with our staff where decisions impact them also.

Building on the outstanding work and difference made by our 17 resident-led commissions, we have continued to operate several co-production groups including our Digital Accessibility Group and Disabled People's Housing Strategy Implementation Group. The work is overseen by our Co-production Matters Group, which includes residents, community organisations, Councillors, and staff. Other co-production successes include our award-winning Civic Campus development, which will be a truly inclusive community-led development that meets the needs of everyone in our borough.

OUR AMBITION: Our ambition is to have co-production so well embedded that it becomes second nature in the development of all service areas, leading to improved policy making, service delivery and efficiency – having no decision about residents, without residents.

In the short-term, we will:

- Continue to expect all major strategies, projects and service design works to have co-production principles, openness, and transparency at their core.
- Strengthen our governance processes to ensure all residents, staff and partners can check and challenge how we work to improve services through co-production.
- Continue to employ new co-production tools, techniques, standards, and training across the organisation to build the capacity of staff in delivering effective co-production activities.
- Establish a staff co-production working group to enable greater shared learning.
- Strengthen our resident engagement platforms to enable all residents to be better informed and involved in decisions that affects them.

In the long-term, we will:

- Bring together more co-production groups, starting with a focus on independent living and inclusive public spaces.
- Work with voluntary sector organisations and residents to co-produce their services.
- Introduce a more effective approach to enable our leaseholders to have a greater say in the shape and delivery of services they receive.
- Actively work to engage underrepresented groups across a range of decision-making areas that affect them.

Enhancing our partnership with the third sector

Our borough has a vibrant and flourishing third sector which caters for a variety of needs covering everything from dementia to disability, sport to parent support networks. We value the passion, diversity, and independence our partners bring which plays a crucial role in advocacy, service delivery, representing residents and developing enterprising solutions to many of the challenges we face. Thanks to them, the borough ranks as the “kindest” in London based on the number of charities per head.

Many council services work with local voluntary and community sector organisations to offer direct support, advice, and information to residents. The sector was instrumental in the community response to the Covid-19 pandemic and more recently the cost-of-living crisis. Our Cost-of-Living Alliance brought together local organisations to share information and develop approaches to maximise the positive impact we can make together.

In recent years, H&F has invested over £3.3m annually in our third sector, such as for commissioned advice services, grant-funded projects, fast track small grants and support to the third sector itself to develop and excel. This has included investing in the local Citizens Advice, the H&F Law Centre, Action on Disability, and domestic abuse charities – providing help for important services in a period of reduced central government funding and increasing demand on services.

OUR AMBITION: Our ambition is to maintain a strong and capable third sector that is well equipped to support our rapidly changing communities. This means working with and listening to independent organisations to continue to improve the delivery of their and our own services, with the aim of building stronger, active, and more connected communities across our borough.

In the short-term, we will:

- Continue to invest in and enhance our partnerships with third sector organisations, not least those that support residents with the cost of living, poverty and social exclusion.
- Build on the Cost-of-Living Alliance to create a permanent forum for interaction with and within the sector.
- Review our approach to engagement and funding provision for third sector organisations, as part of the development of our Third Sector Strategy, to ensure it serves the changing needs and aspirations of our diverse residents.

In the long-term, we will:

- Work with third sector organisations to co-produce their services and ensure that ours is the country’s leading borough for co-production.
- Work with third sector organisations on delivering shared, cross-cutting priorities.
- Extend our co-production activity to ensure third sector organisations fully represent the community and participate in decision-making in their areas of expertise.
- Work to build capacity within the third sector enabling them to better serve our communities.
- Undertake outreach with our communities across the borough so that residents can tell us what they would like the council to support and invest in.
- Ensure our third sector is flexible to adjust to the changing needs of residents during emerging times of crisis.

BEING RUTHLESSLY FINANCIALLY EFFICIENT

Protecting essential services

Recent years have been dominated by a rapidly deteriorating national economic situation, with high inflation, rising interest rates and record UK government peacetime borrowing. This has had a knock-on effect on household budgets, businesses, and a rise in demand for council services. Despite these challenges, the council has continued its strong track record of good financial governance, low council tax, and a balanced budget.

The future operating environment for local government will continue to be challenging, as central government continues to place more duties on councils without providing the necessary funds needed to deliver added services. Since 2010, Central Government funding for our borough has been cut by 56% in real terms.

We have kept Council Tax and charges to residents amongst the lowest in the country (35% lower than the London average in 2023/24). Despite this, we are spending more on vital services such as Adult Social Care and are pioneering in a range of areas. We are continuing to reform the way services are delivered to provide the best value for residents. Despite the difficult financial conditions, we have provided over one million free breakfasts to school children since 2019, abolished home care charges, established a local Law Enforcement Team and maintained weekly bin collections.

OUR AMBITION: Our ambition is to protect essential statutory Council services, particularly those that support residents who have additional support needs or face barriers in accessing our services, whilst maximising our financial self-sufficiency and resilience over the long term.

In the short-term, we will:

- Embed even tighter financial controls and discipline in how we operate, and ensure we maximise the added value and benefits that can be secured through contracts.
- Continue to take an ethical and compassionate approach to council tax debt recovery, and improve our ethical debt collection and outreach advice, whilst acting swiftly to recover taxes and retaining high recovery rates.
- Preserve the delivery of housing services valued by our tenants.
- Continue to operate a wide-ranging Council Tax support scheme, whereby many residents who need additional support pay nothing at all.
- Continue regular assurance reporting for major projects and programmes through our Corporate Programme Management Office and Strategic Leadership Teams.
- Maintain appropriate levels of expenditure on agency workers.
- Lobby Central Government for a fair funding deal for H&F.

In the long-term, we will

- Build a workforce culture that maintains a ruthless focus on how we use resources.
- Maximise efficiencies to be gained through digital transformation, income generation, corporate accommodation, and agile working practices.
- Drive accountability for financial efficiency and revenue raising through all our staff, and particularly our senior officers.

Reforming how the council works

As central government cuts funding, we must build long-term financial resilience and efficiency by maximising the benefits of technology, partnerships, data, resident insight and a commercial mindset to reform how we work.

We are putting the resident experience at the centre of everything that we do. We are enhancing how residents access our services, as we bring more online, whilst continuing to assist residents who need support over the phone and in person. Residents can continue to access a one-stop-shop for council services online, supported by an accessible website that offers translation in over 100 languages. In addition, our Digital Inclusion Strategy will provide residents with the connectivity, equipment and skills needed to help navigate an increasingly digital world.

We're building more strategic alliances with global anchor organisations and community groups to bolster the local economy and draw in the expertise we need to improve how we deliver services. We want to go further in maximising the benefits of data, automation, and co-production in shaping the decisions we make. We're also developing the council's commercial culture to better identify income opportunities and secure greater value through our investments. These aspirations are shaping how we redesign our town hall, which will embody what it means to be a modern, efficient, and commercially minded organisation.

OUR AMBITION: Our ambition is to continue to reform how we work with residents, staff and partners to drive efficiency and innovation in how we deliver our services, as we seek to secure the best possible outcomes for all residents.

In the short-term, we will:

- Respond positively and quickly to feedback, complaints, and compliments to improve how we work and resident satisfaction with our services.
- Maximise smart working as part of the 'Hello Hybrid Future' programme.
- Continue to bolster our cyber security capabilities.
- Maximise the added value secured through our procurement processes.
- Continue to operate effective governance arrangements across the council, to support assurance, compliance, transparency, and collaboration across decisions.

In the long-term, we will

- Deliver on the aspirations of our Resident Experience and Access Programme to provide a consistent and inclusive approach for resident access across the council.
- Challenge digital exclusion to better connect residents with council services.
- Deliver a programme of work to improve digital confidence and literacy in the council through our Technology Adoption Programme.
- Drive up our in-house capabilities in digital automation and Artificial Intelligence.
- Apply the latest business intelligence to better inform decision-making and improve outcomes for residents.
- Embed universal standards for policy and strategy development across the council, centred on co-production, quality evidence, equity, and climate considerations.
- Enhance our commercial culture, financial returns and added value through our refreshed Commercial Strategy.
- Undertake a comprehensive review of the council's non-residential property division to inform a new Property Strategy and Strategic Asset Management Plan.

Investing in the future

The investment we make in our communities and infrastructure will be critical in making H&F a better place to live. We have plans to invest over £500 million in the borough between 2023-27 to meet the ambitions in this H&F Plan.

As part of our Capital Strategy, we are leading efforts to fix the iconic Grade II Hammersmith Bridge and restore it to its full beauty once again with a sustainable funding model. Our 12-year, £729m investment in Council homes will make the biggest impact, providing more Council homes that will serve as a foundation for healthy, happy, and safe living.

Through our Building Homes and Communities Strategy, we are also self-funding a programme to deliver new, genuinely affordable housing which will help maintain the borough's vibrant social mix, renew community assets such as schools and leisure centres, whilst also generating income to reinvest in essential services. For current and future generations, we are investing in new technology to clean the borough's air and adapt our streets, buildings and council homes to be more resilient to climate change. This includes using £100m of the 12-year funding earmarked for council home improvements specifically for making homes more energy efficient.

All capital investments will continue to be underpinned by robust business cases that assess costs and risks with clear outcomes for residents. Risk management and strong project and programme management practices will continue to shape delivery. Our Capital Programme is guided by statutory strategies such as the Capital Strategy, Housing Revenue Account Strategy and Treasury Management Strategy.

OUR AMBITION: Our ambition is to continue to invest wisely in our homes, services, public spaces, our workforce and partnerships to ensure long term financial resilience for our services, in order to deliver a stronger, safer, and kinder borough for everyone.

In the short-term, we will:

- Invest in schools and more in-borough Special Education Needs provision.
- Reduce the carbon emissions of our homes and infrastructure, whilst also investing so physical assets can adapt to the inevitable changes in our climate.
- Regenerate the borough through schemes such as EdCity, at Hartopp and Lannoy and White City, making use of joint ventures with the private sector.
- Continue to invest in workforce and organisational development.

In the long-term, we will:

- Deliver and fund significant investment in council homes where it will make the biggest impact on residents' quality of life, health, and wellbeing.
- Fix the Grade II listed iconic Hammersmith Bridge in partnership with Transport for London and the Department for Transport.
- Build strategic partnerships, such as with Imperial University on the Industrial Strategy, to achieve ground-breaking change through investment.
- Use capital investment to enable the council to become more efficient, such as through investing in digital transformation and income generation opportunities.

WE VALUE OUR PEOPLE

To deliver this new plan, we need an organisation that is forward thinking; willing to pioneer new ideas, and is truly inclusive. To achieve this, we will work collaboratively with our staff and our communities to foster a culture of continuous improvement amongst our workforce, to transform how we do things, and ensure ruthless financial efficiency in everything that we do.

Our staff share our ambitions for the borough and their work will be key to delivering this plan. They endeavour to model our values in providing services to residents, businesses, and partners and in how we interact with each other. We have dedicated and hard-working staff that are proud to work for H&F and strive every day to deliver the very best for residents.

We will need to focus our limited resources on the areas that bring positive change to residents and the borough. We need to have a positive culture and create the conditions to attract and retain the best staff. We have engaged staff as part of the development of this plan and will continue to listen to and respond to their views on how we can make the borough and the council better.

Our People Strategy sets out what we will do to enable our staff to fully utilise their potential and enrich our workforce by attracting new staff from a diverse talent pool, especially from our own borough, who share our values and who have the ability and motivation to achieve our Vision. Our workforce is one of our greatest assets and Our People Strategy sets out a clear commitment to develop and support our staff.

Our values have a big influence on how we act. We expect our workforce to be consistently acting on our values. Being clear on our values will ensure we'll better understand why we do the things we do. How we act defines who we are:

- **Fair:** We treat everyone with compassion, dignity, and fairness. We value the views and opinion of others and promote benefits and equitable opportunities for all.
- **Caring:** We care about our borough and doing things well. We focus on standards and continuous improvement, learning from our mistakes and celebrating success.
- **Collaborative:** We work together for a better society. We work with our residents, businesses, schools, third sector and others for better outcomes for everyone.
- **Driven:** We will only settle for the very best. We seek to continually improve and put our residents, colleagues, customers and businesses at the heart of everything we do.

We know what our workforce requires of us and in return we are committed to maximising their full potential through programmes designed to support wellbeing, continuous learning and development and opportunities for internal progression. We will develop an engaged and motivated workforce through inclusion, recognition and great communication, and provide safe spaces for voices to be heard and listened to and acted upon. We will embed a coaching and mentoring culture across H&F to provide opportunities to develop and enhance skills, expertise and knowledge to help improve the services we deliver.

MEASURING SUCCESS

We can't manage what we don't measure. That's why we will take a systematic approach to measuring the things that contribute towards our success as a Council and use that information to adapt how we work. We will measure our success and manage performance at two distinct levels: strategic and operational, driven by the following guiding principles:

- Focusing on outcomes for residents
- Keeping it clear and simple
- Driving a culture of accountability and responsiveness to residents.

We will focus on measuring what's most important, and drive accountability for delivery through performance management at all levels of the organisation. We will ensure there are clear ways for residents to provide feedback about our services and we will use that to inform how we work in the future. We will continue to be a performance-led organisation, with performance management, monitoring and reporting central to the development and delivery of services.

Our Outcomes

Progress against this plan will be measured against a set of outcomes that describe the changes and improvements we want to achieve. These outcomes will be used as a basis for future reporting against delivery of the H&F Plan on an annual basis. These outcomes are often cross-cutting and reflect the priorities in the plan. They are not intended to encompass everything that we do to support our residents. A suite of key performance measures, including qualitative indicators and qualitative deliverables, will be used to measure success against these outcomes.

Building Shared Prosperity

- More residents are equipped with the education and employment prospects they need to succeed.
- Reducing inequity in our borough, including across education, health, housing, and workplace settings.
- More high-quality jobs are created locally, through high-growth businesses making the borough their home.

Rising to the challenge of the climate and ecological emergency

- Improving the quantity, quality, and biodiversity of green spaces across the borough.
- Improving resilience and adaptation to climate change across the borough
- Increasing climate and ecology education and action among residents.

Creating a compassionate and inclusive council

- More Disabled residents experience the same control, choice and freedom as any other resident.
- More young people with Special Educational Needs and Disabilities feel supported and ready for adulthood.
- Reducing the rates and impacts of child poverty.
- Residents are better protected from harm and feel safer where they live, work and socialise.

Doing things with residents, not to them

- Residents are more involved in decision making about changes which impact their lives.
- The third sector becomes stronger and more resilient.
- Improving resident satisfaction with Council services, in particular Housing Services.

Taking pride in H&F

- More residents are engaged in and feel proud of the diverse communities and places in which they live.
- Improving the diversity and accessibility of cultural, creative and community activities.
- More residents feel their housing needs are met.

Being ruthlessly financially efficient

- The council provides high-quality value for money services that are soundly managed with balanced budgets.
- Improving openness, transparency, accountability in all that we do.
- Improving service quality and resident experience through technology, reform and innovation.

How to Contact Us

All our services are available online, over the phone or by email. Our switchboard number is 020 8748 3020.

Deaf and hard of hearing residents who want to use the Text Relay Service, please dial 18001 followed by the council switchboard number, 0208 748 3020.

For a full list of service contact details and accessibility options, please visit our website: www.lbhf.gov.uk/contact-us

H&F Equality Impact Analysis Tool



H&F Equality Impact Analysis Tool

Overall Information	Details of Full Equality Impact Analysis
Financial Year and Quarter	Q3 / 2023/24
Name and details of policy, strategy, function, project, activity, or programme	<p>H&F Corporate Plan 2023 – 2026: A Stronger, Safer, Kinder Borough for Everyone</p> <p><u>Short summary:</u> The Council’s new Corporate Plan sets out the ambitions of H&F and what we want to achieve for our residents and workforce during 2023-2026, built on a foundation of the six core organisational values. The Corporate Plan will act as a functional document, providing the strategic thread that will shape decision-making, the services we provide and when. It will also inform departmental, service and staff objectives, and future policies and strategies. The Corporate Plan is cross-cutting in nature and identifies a set of ambitions for the benefit of residents, our staff, stakeholders and partners, whilst also providing assurance against delivery of the Council’s statutory responsibilities.</p>
Lead Officer	<p>Name: Matthew Sales Position: Assistant Director, Assurance, Programmes and Analytics Email: Matthew.Sales@lbhf.gov.uk</p>
Date of completion of final EIA	20 / 10 / 2023

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Section 02	Scoping of Full EIA		
Plan for completion	<p><u>Timing:</u> 2023 – 2026</p> <p><u>Resources:</u> There are no immediate issues relating to resources or specific financial implications to highlight. Funding for the actions set out in the Corporate Plan will be subject to the Council’s normal decision-making and budget-setting processes as set out in the Constitution and relevant legislation.</p>		
Analyse the impact of the policy, strategy, function, project, activity, or programme	Protected characteristic	Analysis	Impact:
		<p>As we navigate the challenging economic climate and a new landscape for local government, the Corporate Plan recognises that certain groups of people are more likely to be adversely impacted during the current period of national economic instability. The Corporate Plan seeks to tackle many of these issues directly, in supporting particular groups such as children, Disabled people, and older residents.</p>	<p>Positive</p>

	<p>The Plan commits to continue to deliver on all aspects of the Public Sector Equality Duty, as set out in the Equality Act 2010, and to further our Equalities Plan through the Equity, Diversity and Inclusion Board. The plan also provides a strategic link to key strategies designed to tackle inequalities that exist around race and gender, for example. In line with our six values, the Plan actively seeks to build a better borough for everyone, with fairness, inclusion and equality at the heart of everything that we do.</p>	
Age	<p>The Corporate Plan outlines how H&F will build a better future for children and young people through the continued provision of high-performing schools, family hub centres and children’s centres. It affirms the Council making Care Experience a protected characteristic and over the longer term, aims to improve the lives of young people with an expanded Special Educational Needs and Disabilities (SEND) offer, an increase in the number of foster carers, and significantly improved employment opportunities to those approaching adulthood.</p> <p>H&F continues to be the only council in England to provide free home care for older and disabled residents. This ethos is underpinned by a strong record of co-produced strategies, such as the Dementia Action Alliance in co-producing our Dementia Strategy, and in developing housing plans that meet the needs of our older residents. The plan actively recognises the need for tailored support for different age groups.</p>	Positive
Care Experienced	<p>The Corporate Plan highlights care leavers as a priority group – delineating it as a protected characteristic underpinned by an ambition to provide training, housing, employment, and other opportunities to care experienced young people.</p> <p>The Plan underscores H&F’s resolve to strengthen a whole Council approach to support, protect and safeguard young people from harm, and improve outcomes through excellent education and employment opportunities.</p> <p>H&F’s care leavers hub will provide a full range of services for care experienced young people.</p>	Positive

Disability	<p>The Corporate Plan underlines good work being done in collaboration with public health and NHS partners, the third sector, young people and families, to coproduce services with Disabled residents. Early Intervention and SEND strategies are specifically highlighted as avenues in which H&F improves the lives of young disabled people.</p> <p>The Plan supports the aspiration for Disabled people to live independently, including through the work of the Independent Living Delivery Group, which is made up of Disabled residents, Councillors and officers. H&F has also adopted the Social Model of Disability, developed by Disabled people. The Plan makes a clear commitment to co-production, which it explains starts with Disabled residents.</p> <p>The new civic campus will represent a new chapter for the organisation, and this world-class facility will be very accessible for Disabled People.</p>	Positive
Gender reassignment	<p>The Corporate Plan does not make any specific mention of this protected group. What is clear however is that the Plan makes a significant commitment to tackling inequalities across health, housing and employment, among other, settings.</p> <p>The Corporate Plan highlights the importance of our Equalities Plan 2021-25, which specifies that everyone (including people of reassigned gender) should feel free to be themselves and be free from attack or abuse.</p> <p>Concurrently, it is an ambition of the Corporate Plan that H&F reflects the borough's diversity, and that the borough itself is a place in which staff can feel safe to be themselves and that staff networks will foster greater levels of inclusion.</p>	Neutral
Marriage and Civil Partnership	<p>The Corporate Plan does not make specific mention of those who are married or in civil partnerships. However, no adverse impacts are expected from the Plan on these groups.</p>	Neutral
Pregnancy and maternity	<p>The Corporate Plan does not make any specific mention of those who are pregnant, nor does it speak directly to the matter of maternity.</p> <p>However, families will be supported through a range of offers including family hub centres and children's centres, alongside an assurance from H&F to revise</p>	Positive

	our Corporate Parent Pledge by 2024 - to strengthen our whole Council approach as Corporate Parents. Whilst not directly referenced, the Council has a range of family friendly policies and procedures in place for staff that meet our statutory obligations in this area.	
Race	The Corporate Plan highlights the commitment to tackle race inequality directly and across the workforce through Equity, Diversity and Inclusion awareness resources, and staff training. H&F will continue to tackle race inequality with continued commitment to initiatives such as our Race at Work Charter, and the Social Care Workforce Race Equality Standard.	Positive
Religion/belief (including non-belief)	The Corporate Plan does not make any specific mention of this group. However, the Plan highlights the importance of our Equalities Plan, which specifies that everyone should feel free to be themselves and be free from attack or abuse - regardless of their religion or belief. The Plan actively commits to making the borough a more inclusive place, and this is inclusive of people with any religion or beliefs.	Positive
Sex	The Corporate Plan specifies that H&F will deliver actions to reduce pay gaps based on gender, as well as disability and ethnicity. The Plan also details commitments to improve women's safety through the Violence Against Women and Girls Strategy (VAWG), with a continued pledge to support survivors and hold abusers to account.	Positive
Sexual Orientation	The Corporate Plan mentions that 5.3% of the borough identify as LGBTQ+. The Corporate Plan highlights the importance of our Equalities Plan, which specifies that everyone should feel free to be themselves and be free from attack or abuse - regardless of sexual orientation.	Positive

Human Rights or Children's Rights

Will it affect Human Rights, as defined by the Human Rights Act 1998? No

Will it affect Children's Rights, as defined by the UNCRC (1992)? No

Section 03	Analysis of relevant data 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.
Documents and data reviewed	Key resources that the Corporate Plan has drawn on include (list not exhaustive): <ul style="list-style-type: none"> • Equalities Plan, 2021-25. • Other major Council policies and strategies that contain Council commitments and objectives in tackling areas relevant to equalities, inclusion and diversity. • Department and service plans. • Service operational performance data. • Census 2021, Office for National Statistics. • H&F Labour Manifesto 2022.

Section 04	Consultation
Consultation	A staff consultation was completed, which consisted of: <ul style="list-style-type: none"> - All staff briefing on the Corporate Plan, complemented by interactive exercises, which elicited 500+ responses. - A survey over three weeks which received 61 detailed responses. <p>Additionally, the development of the plan actively took account of a wide range of engagement exercises completed with senior officers, department management teams and the Strategic Leadership Team, and a range of amendments were made.</p>
Analysis of consultation outcomes	<ul style="list-style-type: none"> - Staff feedback was that the priorities of the Corporate Plan were correct, with a number of respondents praising the plan for being challenging and comprehensive in its scope. - Key themes identified from the staff survey included the importance of engaging and supporting our staff, that our response to climate change is of paramount importance, and that staff recognise that delivering H&F's six values is essential to the coproduction and delivery of services they are passionate about. This is particularly important when recognising that some of our residents – such as children, young people, elderly residents, and Disabled people – may require our support more than others. - Responses also drew out the optimism and pride that exists within the workforce and that officers are enthusiastic about a future in which H&F will deliver a new civic campus, tackle climate change, and continue to champion our diversity and inclusiveness both as a borough and as a workforce.

Section 05	Analysis of impact and outcomes
Analysis	The Corporate Plan, in and of itself, does not make any formal decisions relating to policy areas. However, it signals a positive direction of travel with respect to improving equality and inclusion in the borough. The Plan represents a strategic approach and a golden thread by which the authority will deliver its aims in the period 2023-26. It includes strategies and approaches that have already been agreed or are underway and signals the council's intention to explore other areas of work related to improving equality.

Section 06	Reducing any adverse impacts and recommendations
Outcome of Analysis	It is not anticipated that there will be any adverse impacts from the Corporate Plan, but departmental leads will closely monitor the implementation and progress of the plan, recognising that H&F's departments may operate very differently, and that service-level agility is therefore required.

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Section 07	Action Plan					
Action Plan	N/A.					
	Issue identified	Action (s) to be taken	When	Lead officer and department	Expected outcome	Date added to business/service plan

Section 08	Agreement, publication and monitoring
Senior Managers' sign-off	Name: Matthew Sales Position: Assistant Director, Programmes, Assurance and Analytics Email: matthew.sales@lbhf.gov.uk Considered at relevant DMT: Corporate Plan presented to Finance DMT.
Key Decision Report (if relevant)	Date of report to Cabinet: 04/12/2023 Key equalities issues have been included: Yes.



Agenda Item 5

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet

Date: 04/12/2023

Subject: The Temporary Relocation of Flora Gardens Primary School

Report of: Councillor Alex Sanderson, Cabinet Member for Children and Education

Responsible Director: Jacqui McShannon, Strategic Director of Children's Services

Report author: Peter Haylock, Operational Director for Education and SEND

SUMMARY

The report recommends approving the temporary relocation of Flora Gardens Primary School to the Lena Gardens site, following refurbishment. The Lena Gardens Primary school site has returned to Local Authority control and provides a site well suited to long term educational use. Cabinet recently agreed the award of a contract to refurbish the site to provide high quality educational facilities for H&F pupils.

RECOMMENDATIONS

1. To approve the temporary relocation of Flora Gardens Primary School to the Lena Gardens site, following refurbishment of Lena Gardens.
2. To approve £200,000 S106 contributions to fund relocation costs associated with the disruption as a result of the temporary move of Flora Gardens Primary School to the Lena Gardens Site.

Wards Affected: Addison, Ravenscourt

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	The provision of improved educational facilities for pupils at Flora Gardens will support improved educational outcomes.
Creating a compassionate council	The provision of a quality learning environment for Flora Gardens pupils, as well as future educational use for H&F children and young people.
Doing things with local residents, not to them	The temporary move of Flora Gardens to the Lena Gardens site responds to

	concerns raised with the condition of the current school site.
Being ruthlessly financially efficient	The refurbishment of the Lena Gardens site represents significantly better value for money than the ongoing investment in the current school site.
Taking pride in H&F	Supporting H&F children with the provision of high-quality educational facilities.
Rising to the challenge of the climate and ecological emergency	The refurbishment will contribute towards reducing carbon emissions by providing improved building fabric compared to the current Flora Gardens site and prepare the way for further improvements.

Financial Impact

This report is requesting Cabinet approval to drawdown £200,000 of S106 funding for the costs associated with the temporary relocation of the Flora Garden Primary School site. This includes an allowance (£170,000) for revenue support to Flora Gardens to help offset disruption costs – such as a potential reduction in pupil numbers as a result of the move. The breakdown of project costs is shown below in Table 1.

The project is expected to commence within the 2023/24 financial year and to complete in 2024/25. The £170,000 payment to Flora Gardens for revenue support is expected to be made in two equal tranches of £85,000 in the 2023/24 and 2024/25 financial years.

Planning colleagues have below confirmed banked Section 106 funds, secured from the Kings Mall Car Park development (planning ref 2012/03546/FUL) to cover the £200,000 revenue support costs.

Table 1 – Breakdown of project costs

Expenditure Estimates	Lena Gardens
Revenue: costs not capitalizable	£30,000
Revenue cost: Income loss compensation to impacted school	£170,000
Subtotal Revenue Expenditure	£200,000
Target S106 revenue contributions (costs that cannot be capitalised)	£200,000

Financial Implications provided by: Anjeli Chadha, Principal Accountant, 8 August 2023

Reviewed by Tony Burton, Head of Finance, Children's Services and Education, 10 August 2023

Verified by: Sukvinder Kalsi, Director of Finance, 26 June 2023

Legal Implications

Planning

Section 106 agreements containing planning obligations are entered into between developers and the Council as the Local Planning Authority.

The use of such obligations is controlled by legislation, including regulation 122 of the Community Infrastructure Regulations 2010 which requires planning obligations to be:

- Necessary to make the development acceptable in planning terms;
- Directly related to the development; and
- Fairly and reasonably related in scale and kind to the development.

Officers are asking the Cabinet to approve the use of £200,000 of S106 contributions to fund costs associated with the temporary move of the school.

Section 106 Details

The Council entered into Section 106 Agreement for Kings Mall Car Park on 1 July 2013. The terms of agreement required the developer to pay an Education Contribution in the sum of £350,000 within the Central Hammersmith Area.

The Council is proposing to use £200, 000 from this contribution in accordance with the terms of this agreement, for relocation costs and revenue support costs.

Having reviewed the terms of the s106 agreement, and the proposed purposes, the section 106 contribution can be used for these purposes.

Gerta Kodhelaj Senior Solicitor, Planning, Licensing and Highways Team, 26 June 2023

Background Papers Used in Preparing This Report

None.

DETAILED ANALYSIS

Proposals and Analysis of Options

Temporary move

1. Flora Gardens is a one form entry primary school. The main part of the building was built in the post-world war two period of a 'prefabricated' construction design that was not intended to be in use seventy years later. Whilst some parts of the premises are of more recent construction, including the Children's Centre and the Reception Centre, both less than twenty years old - the main part of the school has significant condition and suitability issues.
2. A 2014 condition survey recommended replacing both the roof and windows within a one-to-two-year period. A 2020 survey noted that the design of the building meant that the fabric of the building would be unlikely to be strong enough to allow window replacement to take place without significant further work.





3. A complete refurbishment of Flora Gardens has not been fully costed, as the option is not viable. It will however, cost significantly more than the cost of refurbishing Lena Gardens. For example, current window replacement projects are estimated at above £1 million per school. Fully refurbishing Flora Gardens probably cost in the range of £1.5 million to £2 million, including window and roof replacements, as well as a wide range of other condition issues, and may not be technically possible.
4. Lena Gardens primary school was formerly an academy and was part of the Elliot Trust. The site was leased to the Trust on a 125 year, as is standard for academies and free schools. The academy closed on the 31 August 2019 and the site was therefore managed by the DfE before formally returning to LA control after the Trust formally surrendered the lease in December 2021. H&F resumed control of the Lena Gardens site from 1 April 2022.
5. A condition survey undertaken in the autumn of 2021 identified significant essential works, estimated at £451,000 that will be needed to bring the Lena Gardens site to a condition suitable for future educational use. This figure did not include:
 - costs associated with ICT and telephony infrastructure,
 - specialist surveys, such as asbestos and drainage surveys, along with the works resulting from the surveys,
 - potential issues in the basement and roof spaces that were not directly accessible.
6. Cabinet recently agreed to award a contract to Arc Group London Ltd to refurbish the Lena Gardens site.
7. The refurbishments at Lena Gardens now allows for a high-quality educational facility to be available for Flora Gardens primary school, and for long-term educational use at relatively modest cost compared to refurbishing the current site at Flora Gardens. The school is approximately one mile from Flora Gardens by foot to the west-north-west. Although most pupils live slightly further away the proposed move has been worked on jointly with the Flora Gardens School community. The move is expected by parents and the wider school community.
8. The approval of the temporary move of Flora Gardens Primary School to the Lena Gardens site is therefore recommended, following refurbishment.

Disruption support

9. An allowance has been agreed in discussion with the school to mitigate the uncertainty of the temporary move and any disruption that this may cause for the school community. This is currently estimated at £170,000, with two equal payments of £85,000 in the 2023/24 and 2024/25 financial years.

Reasons for Decision

10. The refurbishment of the Lena Gardens site will provide a high-quality educational facility for ongoing educational use at significantly lower cost than refurbishing Flora Gardens.
11. The relocation will provide a high-quality educational environment for pupils and staff at Flora Gardens, supporting educational outcomes and supporting the sustainability of the school.

Equality Implications

12. There are no direct negative equality implications for groups with protected characteristics, under the Equality Act 2010, by the temporary relocation of Flora Gardens Primary School.

Risk Management Implications

13. The report recommends approving the temporary relocation of Flora Gardens Primary School to the Lena Gardens site, following refurbishment of Lena Gardens, along with the funding for associated relocation and disruption costs. The relocation will provide a high-quality educational environment for pupils and staff at Flora Gardens, supporting educational outcomes and supporting the sustainability of the school. This is in line with Council objectives as set out in the report.

David Hughes, Director of Audit, Fraud, Risk and Insurance, 15 May 2023

Climate and Ecological Emergency Implications

14. The current Flora Gardens building is of an old design and is thermally inefficient. Lena Gardens, particularly when refurbished, will provide a more thermally efficient fabric, contributing immediately towards reducing carbon emissions. The building is also much more suited to further investment (e.g. air sourced heat pumps) as the estate moves towards net zero and will be included in the programme of feasibility studies currently underway to support investment grade proposals for fundamental upgrading to net zero.

Verified by: Jim Cunningham, Climate Policy & Strategy Lead, 4 August 2023

School Admissions

15. The proposed move to the Lena Gardens site has been previously consulted on with the school and parents are aware of the move is probable for the period through to summer 2024. There will however need to be further clear communication with parents on their options if they do not wish to move with the school to the Lena Gardens site and colleagues in the Admissions Team will be able to advise on this. It should be noted that most nearby schools have few spare spaces at this time, which may limit options for parents if they do not wish to remain with the school. It is possible that uncertainty around the move may impact on future admissions for Reception cohorts. It is therefore important

that School Admissions are fully aware of all information about the proposed move as early as possible to be in a position to provide clear information and effective support to parents. The Authority should consider funding costs of unexpected uniform or transport costs for parents who feel they need to move school.

Richie Adeyeye, Principal Schools Admission Officer, 16 May 2023

Section 106 implications

16. This report is asking Cabinet to approve the allocation of £200,000 of S106 funding for the relocation costs (£30,000) associated with the temporary move of the Flora Garden Primary School and an allowance (£170,000) for revenue support to help offset disruption costs – such as a potential reduction in pupil numbers as a result of the move.
17. Flora Gardens Primary is located on Dalling Road and is one of four primary schools that serves the primary education needs of the Central Hammersmith Regeneration Area.
18. S106 funds have been secured from the Kings Mall Car Park development (planning ref 2012/03546/FUL) on Glenthorne Road towards education contribution for social and physical infrastructure purposes for the Central Hammersmith Area. Such funds are sufficient to cover the £200,000 relocation and revenue support costs.
19. In allocating the identified S106 funding to the Flora Gardens Primary School project, Members are acknowledging that they are prioritising this project ahead of other purposes to which the S106 funds could have been put to.

Matthew Paterson, Assistant Director of Spatial Planning, 15 May 2023.

LIST OF APPENDICES

None.

Agenda Item 6

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet

Date: 04/12/2023

Subject: LBHF Companies Update

Report of: Councillor Rowan Ree - Cabinet Member for Finance and Reform

Report author: Joanna McCormick - Assistant Director Procurement and Commercial

Responsible Director: Strategic Director of Finance - Sukvinder Kalsi

SUMMARY

The London Borough of Hammersmith & Fulham has several companies registered at Companies House. This report provides an update on the status of these companies.

RECOMMENDATIONS

1. To note that Appendices 1-9 are not for publication on the basis that they contain information relating to the financial or business affairs of any particular person (including the authority holding that information) as set out in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).
2. To note the status of the companies.

Wards Affected: None

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	When the companies do well it benefits the borough and ultimately our residents
Creating a compassionate council	Setting up companies can enable the council to manage issues that affect residents more innovatively
Doing things with local residents, not to them	Enables the Council as shareholder to influence delivery against resident priorities through innovation and commercial approaches.
Being ruthlessly financially efficient	On occasion companies can assist the council in operating efficiently and securing better outcomes for the

	borough.
Taking pride in H&F	Company business often supports improvements to the borough
Rising to the challenge of the climate and ecological emergency	Ensuring that we as a shareholder or partner highlight the council's commitment to climate and ecological emergency in the work companies deliver.

Financial Impact

Contained in the exempt appendix 7.

Legal Implications

The Cabinet has responsibility for carrying out all of the local authority's functions which are not the responsibility of any other part of the local authority (Article 7). Therefore, the Cabinet has responsibility for overseeing the functioning of the Council's subsidiary companies. This report fulfils that function.

Angela Hogan, Chief Solicitor (Contracts and Procurement), 26 September 2023

Background Papers Used in Preparing This Report

None.

DETAILED ANALYSIS

Proposals and Analysis of Options

1. The council presently has 4 active limited companies and is part of 2 Joint Ventures.
2. Cabinet now receives regular updates on the position of the companies. This fulfils the function of the council as a shareholder or joint venture partner in these companies. The function was previously held by the Commercial Revenue Committee. This change enhances transparency and oversight.
3. Council departmental directors and appropriate officers engage with relevant companies as required for the business of the companies. Regular updates are presented to the internal Commercial Board on activities of companies and the LLPs.
4. Each company has their own legal advice and accountancy support. LLP programme arrangements are in place to track the risk and delivery of the developments. The director arrangements have been refreshed and training is provided to support directors working on the Joint Ventures.

5. LBHF companies have been constituted for a purpose and once that purpose is fulfilled action is taken accordingly in relation to their direction of travel.
6. An overview of the companies' status on Companies House, purpose and direction of travel is as follows:

Company (Companies House link)	Purpose & direction of travel
Active	
H&F Housing Developments LTD https://find-and-update.company-information.service.gov.uk/company/07811156	Development of building projects. Keep as is
HFS Developments 2 Limited https://find-and-update.company-information.service.gov.uk/company/10286958	Development of building projects, buying, and selling of own real estate. Keep as is
LBHF Ventures Limited https://find-and-update.company-information.service.gov.uk/company/10222097	Management consultancy, public administration activities, support to performing arts and other information service activities. Exploring options for next steps
LBHF Family Support Services Limited https://find-and-update.company-information.service.gov.uk/company/10923413	Previously provided family support services. See separate note – Appendix 5
LLP	
HFS Developments LLP https://find-and-update.company-information.service.gov.uk/company/OC392278	Joint Venture to optimise provision of affordable housing in the borough See Appendix 1
West King Street Renewal LLP https://find-and-update.company-information.service.gov.uk/company/OC430982	Joint Venture for the development and sale of 204 properties. Keep as is

7. Further details about the workings of these companies can be found in Exempt Appendices 1 – 9. Scheduled updates to Cabinet going forward will be bi-annually.

Risk Management Implications

8. The report sets out the status, purpose and direction of travel for the council-owned companies and confirms the arrangements for corporate oversight. This will help to provide appropriate assurance to the Cabinet on the companies' activities, the delivery of objectives set when the companies were established and the management of risks relating to the delivery of objectives.

David Hughes, Director of Audit, Fraud, Risk and Insurance, 2 October 2023

LIST OF APPENDICES

Exempt Appendix 1 – HFS Developments LLP (provides further detail on joint venture)

Exempt Appendix 2 – HFS Developments 2 Ltd (provides further detail on a limited company)

Exempt Appendix 3 – West King Street Renewal LLP (provides further detail on joint venture)

Exempt Appendix 4 – H&F Housing Developments Ltd (provides further detail on a limited company)

Exempt Appendix 5 – Note on LBHF Family Support Services Ltd

Exempt Appendix 6 – Note on LBHF Ventures Ltd

Exempt Appendix 7 – Financial comments

Exempt Appendix 8 – Companies House Document

Exempt Appendix 9 – West King Street Renewal LLP 2022-23

Agenda Item 7



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. 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 NOVEMBER 2023 UNTIL APRIL 2024

The following is a list of Key Decisions which the Authority proposes to take from November 2023. 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

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) 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

Leader	Councillor Stephen Cowan
Deputy Leader	Councillor Ben Coleman
Cabinet Member for Children and Education	Councillor Alexandra Sanderson
Cabinet Member for Civic Renewal	Councillor Bora Kwon
Cabinet Member for Climate Change and Ecology	Councillor Wesley Harcourt
Cabinet Member for Economy	Councillor Andrew Jones
Cabinet Member for Finance and Reform	Councillor Rowan Ree
Cabinet Member for Housing and Homelessness	Councillor Frances Umeh
Cabinet Member for Public Realm	Councillor Sharon Holder
Cabinet Member for Social Inclusion and Community Safety	Councillor Rebecca Harvey

Key Decisions List No. 131 (published 3 November 2023, updated 24 November 2023)

KEY DECISIONS LIST – FROM NOVEMBER 2023

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.

Decision to be made by	Earliest date the decision will be made and Reason	Proposed Key Decision 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 publication
CABINET MEMBER AND OFFICER DECISIONS				
Finance				
Cabinet Member for Social Inclusion and Community Safety, Cabinet Member for the Economy	November 2023	<p>Construction Code of Practice</p> <p>The Council's Noise and Nuisance team would like to publish a Code of Practice for Construction Work. By publishing an approved Code of Construction Practice the council will set out clear requirements for how construction works should be carried out. This will help to ensure that all impacts from those works e.g. noise or dust complaints, are minimised.</p>	Cabinet Member for Social Inclusion and Community Safety, Cabinet Member for the Economy	<p>A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.</p>
	Reason: Affects 2 or more wards		Ward(s): All Wards	
Cabinet Member for Children and Education	November 2023	<p>Short Term Lease for the School House at Hurlingham Academy</p> <p>The report requests approval for consent for Hurlingham Academy to enter into a short term lease of the School House (caretakers lodge).</p>	Cabinet Member for Children and Education	<p>A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the</p>
	Reason: Expenditure/ income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Palace & Hurlingham	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision 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)
				3-day call-in.
Cabinet Member for Public Realm	November 2023	Clean Air Neighbourhoods Programme Investment Investment in the borough wide Clean Air Neighbourhoods Programme	Cabinet Member for Public Realm	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Director Children's Services	November 2023	Contract Award of Capital Works for Connected Person's Since June 2018 we have been working to increase the capacity of a property to enable permanency for a family. Following two procurement exercises, to ensure best value, we are seeking approval to appoint a contractor to complete the works.	Cabinet Member for Children and Education	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
Cabinet Member for Children and Education	November 2023	Breakfast Support Provider to Address Food Poverty in Schools Deliver of expert advice and support to establish hunger	Cabinet Member for Children and Education	A detailed report for all decisions going to Cabinet will be available at
	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 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)
	Revenue between £500,000 and £5m and Capital between £1.5m and £5m	focused breakfast provision in schools as well as food deliveries.	Contact officer: Marcus Robinson Marcus.RobinsonCHS@lbhf.gov.uk	least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Strategic Director of the Economy Department	November 2023	<p>Refurbished Town Hall - Level 06 Fit-Out</p> <p>The Council is seeking to tender for works to fit-out the new bar and restaurant area on Level 06 of the refurbished Town Hall. Works are likely to include, floor and wall finishes, lighting, kitchen and bar counter.</p>	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Hammersmith Broadway	
Cabinet Member for Children and Education	November 2023	<p>GLA funding for Primary School Universal Free School Meals</p> <p>The Mayor for London announced £130 million of one-off funding to ensure all school children at publicly funded primary schools in London can receive free school meals for the academic year beginning in September 2023.</p> <p>The funding allocation for Hammersmith & Fulham is funding for schools to implement the meal provision for children in Key Stage 2 who are not otherwise eligible for</p>	Cabinet Member for Children and Education	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision 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)
		free school meals.		the start of the 3-day call-in.
Cabinet Member for the Economy	November 2023	Article 4 Direction Direction to remove permitted development rights for commercial premises to change use to residential in identified commercial areas within the borough.		A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Affects 2 or more wards		Ward(s): All Wards Contact officer: David Gawthorpe David.Gawthorpe@lbhf.gov.uk	
Cabinet Member for Finance and Reform	November 2023	Smart Building and Environmental Technologies 2023 The council has ambitions to invest in technology to support climate and environmental targets within offices. Facilities are needed to monitor and manage energy and power usage and operate technically efficient buildings whilst providing powerful utilization data.		A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards Contact officer: Ramanand Ladva Tel: 07493864847 Ramanand.Ladva@lbhf.gov.uk	
Strategic Director of Finance	November 2023	Council Tax Single Person Discount Review		A detailed report for all decisions

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision 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)
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m	In line with recommendations from DLUHC, the Council conducts a yearly review of the Single Persons Discount (SPD) which has been granted to residents previously under Section.11 Council Tax (Discount and Disregard) LGFA 1993. This review is to establish whether the resident is still eligible for the discount, which is a 25% reduction on the council tax charge.	Ward(s): All Wards Contact officer: Jamie Mullins Tel: 020 8753 1650 Jamie.Mullins@lbhf.gov.uk	going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet Member for Finance and Reform	November 2023 Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m	Council Tax and Business Rates Arrears Reduction Project To agree one off revenue funding of £938,000 to support a targeted reduction in Council Tax and Business Rates arrears, to be funded from the Council's efficiency projects reserve (invest to save).	Cabinet Member for Finance and Reform Ward(s): All Wards Contact officer: Jamie Mullins Tel: 020 8753 1650 Jamie.Mullins@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet Member for Public Realm	November 2023 Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and	Hammersmith Bridge Stabilisation and Restoration Specialist advice services for the stabilisation and restoration of Hammersmith Bridge	Cabinet Member for Public Realm Ward(s): All Wards Contact officer: Ian Hawthorn Tel: 020 8753 3058 ian.hawthorn@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision 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)
	£5m			Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet Member for the Economy	Before 31 Mar 2024	Instruction to H&F Developments Ltd to grant a lease on civic campus Block B Restaurant The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): Hammersmith Broadway	
Strategic Director of the Economy Department	December 2023	Instruction to H&F Developments Ltd to grant cinema lease to successful operator The Council's nominee company, H&F Housing Developments Ltd, acts upon the instruction of the council in matters relating to commercial leases at the Civic Campus. PART OPEN PART PRIVATE 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	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): Hammersmith Broadway	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision 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)
		of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.		
Strategic Director of the Economy Department	Before 31 Mar 2024	Instruction to H&F Developments Ltd to grant a lease on civic campus Block C cafe The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Hammersmith Broadway	
Strategic Director of the Economy Department	Before 31 Mar 2024	Instruction to H&F Developments Ltd to grant lease on civic campus Block C retail unit The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Hammersmith Broadway	
Strategic Director of the Economy	January 2024	Instruction to H&F Developments Ltd to grant lease on civic campus convenience	Cabinet Member for the Economy	A detailed report for all decisions

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision 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)
Department	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K	<p>store to successful operator</p> <p>The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus.</p> <p>PART OPEN PART PRIVATE</p> <p>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.</p>	<p>Ward(s): Hammersmith Broadway</p> <p>Contact officer: Philippa Cartwright</p> <p>Philippa.Cartwright@lbhf.gov.uk</p>	going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Strategic Director of the Economy Department	<p>March 2024</p> <p>Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K</p>	<p>Instruction to H&F Developments Ltd to grant lease on civic campus Block B 1st floor office</p> <p>The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus.</p>	<p>Cabinet Member for the Economy</p> <p>Ward(s): Hammersmith Broadway</p> <p>Contact officer: Philippa Cartwright</p> <p>Philippa.Cartwright@lbhf.gov.uk</p>	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision 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)
Strategic Director of the Economy Department	March 2024	Instruction to H&F Developments Ltd to grant lease on civic campus Block B 2nd floor office The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus.	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): Hammersmith Broadway	
Strategic Director of the Economy Department	March 2024	Instruction to H&F Developments Ltd to grant lease on civic campus Block B 3rd floor office The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus.	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): Hammersmith Broadway	
Strategic Director of the Economy Department	March 2024	Instruction to H&F Developments Ltd to grant lease on civic campus Block B 4th floor office The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus.	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet
	Reason: Expenditure/Income over £5m & policies or new income, reserves use,		Ward(s): Hammersmith Broadway	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision 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>)
	overspend over £300K		v.uk	Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Strategic Director of the Economy Department	March 2024	Instruction to H&F Developments Ltd to grant lease on civic campus Block B 5th floor office The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus.	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): Hammersmith Broadway	
Strategic Director of the Economy Department	March 2024	Instruction to H&F Developments Ltd to grant lease on civic campus Block B 6th floor office The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus.	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): Hammersmith Broadway	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision 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 the Economy	Before 31 Mar 2024	Instruction to H&F Developments Ltd to grant a lease on civic campus Block B 7th floor office The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus.	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): Hammersmith Broadway	
	Contact officer: Philippa Cartwright Philippa.Cartwright@lbhf.gov.uk			
Cabinet Member for the Economy	Before 31 Mar 2024	Instruction to H&F Developments Ltd to grant lease on civic campus Block B ground floor office / reception The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus		A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Hammersmith Broadway	
	Contact officer: Philippa Cartwright Philippa.Cartwright@lbhf.gov.uk			
Cabinet Member for the Economy	Before 31 Mar 2024	Instruction to H&F Developments Ltd to grant a lease on civic campus Affordable Start-up Unit 2 The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus		A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital		Ward(s): Hammersmith Broadway	
	Contact officer: Philippa Cartwright Philippa.Cartwright@lbhf.gov.uk			

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision 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)
	between £1.5m and £5m		v.uk	Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet Member for the Economy	Before 31 Mar 2024	Instruction to H&F Developments Ltd to grant a lease on civic campus Affordable Start-up Unit 1 The Council's nominee company, H&F Housing Developments Ltd acts on the instruction of the Council in all matters related to the commercial leases on the civic campus		A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): Hammersmith Broadway	
Cabinet Member for Public Realm	December 2023	Wood Lane / Depot Road Junction Improvement Scheme - S106 Highway Works This is a junction improvement scheme which involves a complete redesign of the junction, including new traffic signals, new access road into the Imperial College Campus Site, carriageway and footway repaving, greening and incorporating the new C34 bi-directional cycle lane through the junction.		A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): College Park and Old Oak	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision 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 Public Realm	December 2023	Roll out of 500 Cycle Hangars To enable the roll out of up to 500 Cycle Hangars across the borough, thereby meeting our current residents' waiting list which is 3000-strong		A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Cabinet Member for Social Inclusion and Community Safety	March 2024	Decision to introduce a Public Spaces Protection Order (PSPO) relating to street harassment This report will outline the result of a public consultation into whether to introduce a Public Space Protection Order to prevent street harassment		A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
Strategic Director of the Economy Department	Before 1 Dec 2023	Acquisition of four family-sized properties Decision to purchase four family-sized homes.		A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital		Ward(s):	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision 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>)
	between £1.5m and £5m			Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Strategic Director of the Economy Department	Before 31 Mar 2024	Acquisition of freehold properties Acquisition of freehold properties under the Refugee Housing Programme / Local Authority Housing Fund Round 2.		A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s):	
Strategic Director of the Economy Department	Before 31 Mar 2024	Acquisition of leasehold properties Decision to acquire leasehold properties using funding from the Refugee Housing Programme and the Local Authority Housing Fund Round 2.		A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s):	

Corporate

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision 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)
Strategic Director of the Economy Department	November 2023	<p>White City Central - Variation to the appointments of Mae, Curtins, 24 Acoustics, Make:Good and Farrer Huxley to include RIBA 3A</p> <p>This report concerns the proposed development of the site known as White City Central area ("site").</p> <p>The report seeks the approval for the variation of existing contracts for stage RIBA 3A to assist in the procurement of the main contractor.</p>	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Affects 2 or more wards		Ward(s): All Wards	
Cabinet Member for Children and Education	24 Nov 2023	<p>Maintained Nursery Grant Funding</p> <p>Approve maintained nursery funding for academic year 22/23 at current levels from early years block</p>	Cabinet Member for Children and Education	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Strategic Director of the Economy Department	November 2023	<p>Procurement Strategy & Award of Air Source Heat Pumps</p> <p>We are proposing to let and award a contract for the supply and installation of air to water source</p>	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at
	Reason: Affects 2 or more wards		Ward(s): Sands End	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision 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)
		heat pump system (s) at 105 Greyhound Road, W6 8NL and the Public Mortuary at 200 Townmead Road, SW6 2RE.	Contact officer: Sebastian Mazurczak Tel: 020 8753 1707 Sebastian.Mazurczak@lbhf.gov.uk	least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet Member for Housing and Homelessness	November 2023	<p>Contract Award Report - Consultancy Services Framework</p> <p>Contract award report in relation to the appointment of specialist external consultants to deliver professional services for the Economy Department covering: Multi-disciplinary services (such as Quantity Surveyors, Contract Administrators, Project Managers, Principal Designers including CDM Consultants/Advisors, Building Surveyors and Employers Agents including a combination of such services); Engineering Services (such as Mechanical & Electrical and Civil and Structural); Architectural Services; Clerk of Works Services; and Fire Consultancy Services.</p> <p>The Consultancy Services Framework Agreement comprises eight (8) lots and will run for a period of four (4) years.</p>	Cabinet Member for Housing and Homelessness	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): All Wards	
Leader of the Council	November 2023	<p>Open Market Acquisition</p> <p>The authority to acquire residential</p>	Cabinet Member for the Economy	A detailed report for all decisions

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision 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)
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K	properties to accelerate the delivery of genuinely affordable housing in the borough, to meet the urgent need for affordable housing.	Ward(s): All Wards Contact officer: Mo Goudah mo.goudah@lbhf.gov.uk	going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet Member for Housing and Homelessness	November 2023 Reason:	Variations to Housing Repairs Contract Contract variation to existing housing repairs contract	Cabinet Member for Housing and Homelessness Ward(s): All Wards Contact officer: Emma Lucas Tel: 07827883247 Emma.Lucas@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Strategic Director of Finance	November 2023 Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m	Land and property-based ICT system contract extension Approval of a 12 month contract extension with existing provider IDOX to enable the data migration and new system configuration to take place	Ward(s): All Wards Contact officer: Davina Barton Davina.Barton@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision 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>)
				Decisions reports will be published at the start of the 3-day call-in.
Cabinet Member for Public Realm	November 2023	Parking Bailiff Enforcement Procurement Strategy This decision will be to sign off on the procurement strategy relating to the bailiff enforcement contract for outstanding Penalty Charge Notice (PCN) debt.		A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards Contact officer: Gary Hannaway, Bram Kainth Tel: 020 8753, Tel: 07917790900 gary.hannaway@lbhf.gov.uk, bram.kainth@lbhf.gov.uk	
Cabinet Member for Children and Education	November 2023	Procurement Strategy for Community Schools Programme Refurbishment Works To refurbish Lena Gardens and Mund St. sites to serve as decant locations for schools in the Community Schools Programme		A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): Avonmore; Addison; Brook Green; Ravenscourt Contact officer: Anthony Mughan Anthony.Mughan@lbhf.gov.uk	
Cabinet Member for Public Realm	November 2023	Contract award for Residential Charging Network expansion	Cabinet Member for Public Realm	A detailed report for all decisions

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision 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)
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m	The Council has successfully secured £4.2 million of funding from the On-street Residential Charging Scheme (ORCS), run by the Office for Low Emission Vehicles. This report now seeks approval for the procurement strategy to expand the residential lamp column charge point network through an award of a concession contract, as recommended in this report, to Joju Limited (Joju) for a period of five years commencing in Summer 2022, with the option for the Council to extend for a further two years.	Ward(s): All Wards Contact officer: Masum Choudhury Masum.Choudhury@lbhf.gov.uk	going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet Member for the Economy	November 2023 Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m	Design Team contract award - Four Development Sites Contract award - Lead Architect and Design Team for the proposed developments of new homes at Barclay Close, Becklow Gardens, The Grange & Jepson House.	Ward(s): Coningham; Walham Green; Sands End Contact officer:	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Strategic Director of the Economy Department	November 2023 Reason: Affects 2 or more wards	Community Schools Programme – Variation to the appointment of Design Team (BPTW) Variation to existing contract for Design Team services	Cabinet Member for the Economy Ward(s): Avonmore; Ravenscourt	A detailed report for all decisions going to Cabinet will be available at least five

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision 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)
		(encompassing architectural design services) for the Community Schools Programme.	Contact officer: Patrick Vincent Patrick.Vincent@lbhf.gov.uk	working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Deputy Leader	November 2023	<p>Direct Award of Contract for Minterne Gardens Extra Care Service</p> <p>The decision is to agree that the Contract with Housing 21 will start from February 2023 until 31st March 2027.</p> <p>The decision is to agree that the total value of the four-year Housing 21 Minterne Gardens contract is expected to be £3,919,566.</p> <p>The service is based on a core and flexi model which fits around resident's needs. This contract will provide a consistent and sustainable Extra Care Service for resident of the borough, which promotes independent living, enabling them to remain in their own home for as long as possible and reduces the need for more expensive residential care.</p>		A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): White City; Wormholt	
Strategic Director of the Economy	November 2023	Decarbonisation of non-domestic properties (phase 2) - WOS - contract award	Cabinet Member for the Economy	A detailed report for all decisions

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Department	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K	<p>Decision relates to the award of a Works / Optimisation Service (WOS) contract for retrofitting and decarbonising H&F assets (incl. replacement of gas boilers with ASHPs).</p> <p>This decision follows the procurement strategy taken to Cabinet on 18th July 2022 and the Cabinet report (requesting approval for authority to award the contract to be delegated to relevant the SLT Director, in consultation with the Cabinet Member) on 6th March 2023.</p> <p>The WOS contract will be used for the installation of Energy Conservation Measures (ECMs) at H&F non-domestic properties. The delivery of decarbonisation and retrofit projects will support the Council to achieve its net-zero carbon target and reduce carbon emissions in H&F.</p>	<p>Ward(s): All Wards</p> <p>Contact officer: Jonathan Skaife Jonathan.Skaife@lbhf.gov.uk</p>	going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet Member for Housing and Homelessness	<p>November 2023</p> <p>Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m</p>	<p>Procurement Strategy/Contract Award approval to Cablesheer to support with housing voids and repairs</p> <p>We are looking for both procurement strategy and contract award approval to direct award a 3 year contract to Cablesheer. The contract will instruct work orders to Cablesheer to support our term-service patch contractors with housing voids and repairs.</p> <p>This direct award will be through a compliant Construction Framework (The national framework</p>	<p>Cabinet Member for Housing and Homelessness</p> <p>Ward(s): All Wards</p> <p>Contact officer: Nick Marco-Wadey Tel: 07988490264 Nick.Marco-Wadey@lbhf.gov.uk</p>	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at

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		partnership). The contract value will be for a maximum value of £4,500,000 over a 36 month duration. The contract will apportion the spend equally at £1,500,000 per annum.		the start of the 3-day call-in.
Cabinet Member for Housing and Homelessness	<p>November 2023</p> <p>Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m</p>	<p>Installation of lift motor room air conditioning</p> <p>The impact of climate change and severe weather events is becoming all more frequent with significant temperature events in since 2020 with 40°C being surpassed in 2022*. These increases have many impacts on residents and buildings and the associated infrastructure including the failure of operational systems such as lifts.</p> <p>Since 2020, we have noticed a rise in temperatures during summer months, which has resulted in 50 lifts going out of service as the operating temperatures in motor rooms housing the plant are exceeded. This results in significant impacts on residents in accessing their homes or exiting the building. The installed passive air flow grilles in the motor rooms are inadequate to provide a cool operating function and therefore there is need for the provision of active climatic control within the motor rooms.</p>	<p>Cabinet Member for Housing and Homelessness</p> <p>Ward(s): All Wards</p> <p>Contact officer: Nick Marco-Wadey Tel: 07988490264 Nick.Marco-Wadey@lbhf.gov.uk</p>	<p>A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.</p>

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		<p>Furthermore, temperatures drop below freezing during the winter months, having an adverse effect on control units due to ice forming on motor room walls during the day with this resulting in condensation which pours into control panel and malfunctions the drive units. To manage this risk, the provision of full function air conditioning units to manage temperatures within lift motor rooms is urgently required. This report recommends approving a 1-year contract (Via a waiver to standing orders) to install circa 120 air conditioning units in lift motor rooms with an estimated spend of £500,000 to Drurycourt Limited.</p>		
Strategic Director for the Environment	<p>November 2023</p> <p>Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m</p>	<p>Alternative Ecological Mitigation at Wormwood Scrubs Contractors Procurement</p> <p>This report is seeking permission for the council to approach the market and procure contractors for the implementation of the Alternative Ecological Mitigation (AEM) Masterplan capital works and 10 Year Management and Maintenance Plan (MMP) for Wormwood Scrubs.</p>	<p>Cabinet Member for Public Realm</p> <p>Ward(s): College Park and Old Oak</p> <p>Contact officer: Vicki Abel</p> <p>Victoria.Abel@lbhf.gov.uk</p>	<p>A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.</p>

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Cabinet Member for Housing and Homelessness	November 2023	<p>Approval to extend our roofing contract by 12 months.</p> <p>We seek approval to extend our existing contract with our roofing subcontractor. This contract currently supports our DLO by carrying out roofing repairs and maintenance works, on behalf of H&F Maintenance, our Direct Labour Organisation ('the DLO'. The DLO has responsibility for carrying out repairs to communal areas for most of our council housing stock. Due to the specialist nature of roofing works the DLO requires a subcontractor to carry out roofing repairs and maintenance works on its behalf.</p> <p>We initially procured this provider under a JCT measured term contract from the 16th of May 2022 until the 15th of May 2024. The original contract award allowed for a 12 month extension of the contract until the 15th of May 2025.</p> <p>We are seeking approval to action this extension of the contract until the 15th of May 2025.</p>	Cabinet Member for Housing and Homelessness	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Director Children's Services	November 2023	<p>Contract Award for Home Extension for Long term Connected Persons Foster Carers</p> <p>Proposal to award a contract, following a competitive tendering process, for the creation of a loft and side extension to an out-of-borough foster home.</p>	Cabinet Member for Children and Education	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Outside the Borough	

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				Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet Member for Housing and Homelessness	November 2023	<p>Procurement strategy for air source heat pump communal heating and hot water system and thermal insulation of building fabric energy efficiency pilot project</p> <p>We are seeking approval to replace the existing gas communal heating and hot water system, which has reached the end of its operating life, with an air source heat pump (electric) system and in tandem undertake climate change adaptations (e.g., thermally insulate the fabric of the building) at Philpot Square, Peterborough Road, London, SW6 3HT. The system serves 72 households. We seek to use the Procurement for Housing Framework: 'Decarbonisation and Retrofit' – Lot 2 'Air Source Heat Pumps' to appoint capable design and build. We will call-off this framework via a mini-competition.</p>	Cabinet Member for Housing and Homelessness	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Deputy Leader	November 2023	<p>Day Opportunities Direct Award Contract</p> <p>The purpose of this report is to approve a Direct Award to both Nubian Life and the Alzheimer's</p>	Deputy Leader	A detailed report for all decisions going to Cabinet will be available at
	Reason: Expenditure/Income -		Ward(s): All Wards	

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	Revenue between £500,000 and £5m and Capital between £1.5m and £5m	Society to the total value of £564,887. For both services, the contract ends on the 31st March 2023 and to ensure service continuity as well as planning a co-production project and tender in order that on the 1 June 2024 a revised service will be put in place.	Contact officer: Laura Palfreeman Tel: 0208 753 1953 Laura.Palfreeman@lbhf.gov.uk	least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Director Children's Services	November 2023 Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m	Procurement Strategy for Temporary Classroom Unit at Woodlane High School Provision of 20 additional temporary spaces at Woodlane High Schools	Cabinet Member for Children and Education Ward(s): All Wards Contact officer: Anthony Mugan Anthony.Mugan@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet Member for Housing and Homelessness	November 2023 Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m	Direct Award via the Southeast Consortium Framework for a Windows installation/replacement contractor We are seeking approval to compliantly direct award a 3 year, £3,000,000 windows installation and replacement contract via the Southeast Consortium Framework. This contract will provide the council with the additional capacity required to support our increasing work order demand within the	Cabinet Member for Housing and Homelessness Ward(s): All Wards Contact officer: Richard Buckley richard.buckley@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be

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		repairs service.		published at the start of the 3-day call-in.
Strategic Director of the Economy Department	November 2023	Procurement of a Marquee for the refurbished Hammersmith Town Hall The Council is seeking to procure a marquee for the outdoor area of the rooftop bar and restaurant on Level 06 of the refurbished Town Hall	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Hammersmith Broadway	
Cabinet Member for the Economy	November 2023	Procurement and Installation of Audio Visual Equipment, Desk Booking and Smart Technology within the refurbished Town Hall The Council is seeking to tender for works to procure and install the following: - Audio Visual equipment - Desk Booking technology - Smart technology	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): Hammersmith Broadway	
Strategic Director of the Economy	November 2023	Procure joinery works in relation to large Furniture and Fixtures at the refurbished	Cabinet Member for the Economy	A detailed report for all decisions

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Department	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m	<p>Town Hall</p> <p>The Council is seeking to tender a joinery package for the provision of two large reception desks and a bar counter at the refurbished Town Hall</p>	<p>Ward(s): Hammersmith Broadway</p> <p>Contact officer: Philippa Cartwright Philippa.Cartwright@lbhf.gov.uk</p>	going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet Member for the Economy	<p>November 2023</p> <p>Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m</p>	<p>Fulham Library & Macbeth Centre Roof Replacement</p> <p>Roof Replacement works</p>	<p>Ward(s): Fulham Reach</p> <p>Contact officer: Sebastian Mazurczak Tel: 020 8753 1707 Sebastian.Mazurczak@lbhf.gov.uk</p>	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet Member for Housing and Homelessness	<p>November 2023</p> <p>Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K</p>	<p>Fire safety upgrade and refurbishment works to Charecroft estate W12</p> <p>Appointment of contractor to enter into a Pre-Construction Services Agreement (PCSA) in relation to fire safety upgrade and refurbishment works to Charecroft estate W12 (Bush Court, Shepherds Court, Woodford Court, Roseford Court)</p>	<p>Cabinet Member for Housing and Homelessness</p> <p>Ward(s): Addison</p> <p>Contact officer: Vince Conway Tel: 020 8753 1915 Vince.Conway@lbhf.gov.uk</p>	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer

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				Decisions reports will be published at the start of the 3-day call-in.
Cabinet Member for Children and Education	November 2023	<p>GLA funding for Primary School Universal Free School Meals</p> <p>The Mayor for London announced £130 million of one-off funding to ensure all school children at publicly funded primary schools in London can receive free school meals for the academic year beginning in September 2023.</p> <p>The funding allocation for Hammersmith & Fulham is funding for schools to implement the meal provision for children in Key Stage 2 who are not otherwise eligible for free school meals..</p>	Cabinet Member for Housing and Homelessness	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Cabinet Member for the Economy	November 2023	<p>2023 ICT Service Desk procurement</p> <p>ICT Service Desk procurement</p>		A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	

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Deputy Leader	November 2023	Award of Hammersmith & Fulham Council's Young People's Integrated Substance Misuse and Sexual Health (ISMASH) Service contract This report seeks approval to award the Young People's Integrated Substance Misuse and Sexual Health (ISMASH) Service contract to the successful provider to commence on 1 October 2023 following a robust procurement process.	Deputy Leader	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Strategic Director for the Environment	November 2023	New Parking Permit System The Parking Department is looking to procure a new permit system through G-Cloud 13 as a direct award	Cabinet Member for Public Realm	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
Cabinet Member for Housing and Homelessness	November 2023	Variation of Procurement Strategy for Housing Lift Modernisation Programme to allow re tendering of 2 Lots This report seeks approval for a variation of procurement strategy for housing lift modernisation programme to allow retendering of 2 Lots.	Cabinet Member for Housing and Homelessness	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and		Ward(s): All Wards	

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	Capital between £1.5m and £5m			Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet Member for Housing and Homelessness	November 2023	<p>Contract Award to Baily Garner for consultancy services relating to sprinkler system works.</p> <p>The Fire Safety Works team are required to undertake a 4 year programme of works to cover general fire safety remedial works such sprinkler retrofit and fire door replacement. These works are estimated to cost in the region of £15,000,000 to £20,000,000.</p> <p>To deliver this work programme, the client team need to instruct a competent consultant to be lead on: contract administration/building surveyor, cost control and construction and design management (CDM). To deliver the programme on schedule, we need to instruct this consultant by October 2023.</p> <p>We are therefore proposing a compliant direct contract award under the Southeast Consortium Consultancy Framework- LOT 11 'Multi-disciplinary services' to the 1st ranked bidder- Baily Garner. The contract value will be for up to £1,000,000, over a 4 year period.</p>	Cabinet Member for Housing and Homelessness	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	

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Strategic Director of the Economy Department	Before 31 Dec 2023	<p>Procurement of a works contract for Commercial office block lobby fit-out (Civic Campus)</p> <p>The existing build contract is for shell and core only. Work is required to fit-out the lobby area.</p>	Cabinet Member for the Economy	<p>A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.</p>
	Reason: Expenditure/ income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Hammersmith Broadway	
Strategic Director of the Economy Department	Before 31 Dec 2023	<p>Procurement of furniture for Ground to floor 5 of the Civic Campus</p> <p>As part of the transition of the workforce to the Civic Campus, furniture is required in order to allow the workforce to continue to deliver the services it currently does.</p>	Cabinet Member for the Economy	<p>A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.</p>
	Reason: Expenditure/ income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Hammersmith Broadway	
Strategic Director of the Economy Department	Before 31 Dec 2023	<p>Approval to award contract for 6th Floor Terrace Landscaping Works (Civic Campus)</p> <p>The refurbishment of the Civic Campus building is currently underway. A contract is required to</p>	Cabinet Member for the Economy	<p>A detailed report for all decisions going to Cabinet will be available at least five</p>
	Reason: Expenditure/ income above £300K		Ward(s): Hammersmith Broadway	

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	- Revenue up to £500k and Capital up to 1.5m	procure for the work on the roof garden, which will be on the 6th floor terrace.	Contact officer: Philippa Cartwright Philippa.Cartwright@lbhf.gov.uk	working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Strategic Director for the Environment	November 2023	<p>Contract Award for Frank Banfield Park Community Garden</p> <p>This report requests approval to award a contract to T Loughman Ltd of £402,788.08 to facilitate the construction and installation of the community garden in Frank Banfield Park, and allocate sums as recommended to ensure the good management and involvement of the Friends of Frank Banfield Park in the project. These works are wholly funded using secured S106 monies (AKA 716).</p> <p>The new community garden will provide a new facility for residents to enjoy. This project will contribute to the Council's priorities and aspirations, becoming the country's greenest borough and 'doing things with residents not to them'.</p>	Cabinet Member for Public Realm	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Hammersmith Broadway	
Cabinet Member for Public Realm	November 2023	<p>Bishops Park Riverside Railings Refurbishment - award</p> <p>To award the contract to the successful tenderer following the evaluation process.</p>	Cabinet Member for Public Realm	A detailed report for all decisions going to Cabinet will be available at
	Reason:		Ward(s): Palace & Hurlingham	

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			Contact officer: Hugo Ross-Tatam Hugo.ross-tatam@lbhf.gov.uk	least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Strategic Director of the Economy Department	November 2023 Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m	Procurement Strategy for the Linford Christie Changing room Demolition of Linford Christie Changing room and shower block and the provision of design, purchase and installation of six purpose-built WC, changing room and shower facility porta cabins for Linford Christie	Cabinet Member for the Economy Ward(s): College Park and Old Oak Contact officer: Sebastian Mazurczak Tel: 020 8753 1707 Sebastian.Mazurczak@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet Member for Public Realm	November 2023 Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m	Parking Suspensions System Procurement The Parking department is looking to carry out a procurement exercise for a new Suspensions system utilising G-Cloud 13.	Cabinet Member for Public Realm Ward(s): All Wards Contact officer: Oscar Turnerberg Tel: 074 9854 2978 oscar.turnerberg@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at

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				the start of the 3-day call-in.
Deputy Leader	November 2023	Contract extension of the contract for Learning Disability Flexible Support (LDFS) Contract extension for the flexible supported accommodation to support residents with a Learning disability to live independently.	Deputy Leader	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): All Wards	
Strategic Director of the Economy Department	November 2023	Contract award for provision of disrepair and void works Contract award for the provision of disrepair works	Cabinet Member for Housing and Homelessness	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): All Wards	
Strategic Director of the Economy Department	30 Nov 2023	Procurement Strategy for Garage Refurbishment Approval for the strategy to procure a contractor to deliver the Phase 3 programme of	Cabinet Member for Housing and Homelessness	A detailed report for all decisions going to Cabinet will be available at
	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 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 - Revenue up to £500k and Capital up to 1.5m	refurbishment works to garages on housing land.	Contact officer: Emma Lucas Tel: 07827883247 Emma.Lucas@lbhf.gov.uk	least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet Member for Finance and Reform	November 2023	Procurement strategy of a Portal, E forms & CRM system This report sets out the procurement strategy for a competitive tender for a customer portal, E form, CRM platform. The current contract is with Granicus-Firmstep Limited and has been in place since 2019, which is due to expire in October 2024.	Cabinet Member for Finance and Reform	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Strategic Director of the Economy Department	23 Nov 2023	Contract Award - Voids and Disrepair works A direct contract award for a short-term contract to support the delivery of void and disrepair works in the borough.	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at
	Reason:		Ward(s): All Wards	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision 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)
				the start of the 3-day call-in.
Cabinet Member for the Economy	23 Nov 2023	<p>Contract Award - Damp and Mould works</p> <p>A direct contract award for the provision of Tier 1 and Tier 2 damp and mould works in council housing across the borough.</p>	Cabinet Member for the Economy	<p>A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.</p>
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Cabinet Member for the Economy	17 Nov 2023	<p>Four Sites - Appointment of Design Team</p> <p>Following the procurement process. This report will seek approval to appoint the design team for the four sites.</p>	Cabinet Member for the Economy	<p>A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.</p>
	Reason: Expenditure/Income above £300K - Revenue up to £500k and Capital up to 1.5m		Ward(s): Sands End; Coningham; Walham Green	
Cabinet Member for the Economy	17 Nov 2023	<p>Four Sites - Appointment of Control Team</p> <p>Following the procurement process. This report will seek approval to appoint the Control team for the four sites.</p>	Cabinet Member for the Economy	<p>A detailed report for all decisions going to Cabinet will be available at least five</p>
	Reason: Expenditure/Income - Revenue		Ward(s): Coningham; Walham Green; Sands End	

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision 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)
	between £500,000 and £5m and Capital between £1.5m and £5m		Contact officer: Labab Lubab Tel: 020 8753 4203 Labab.Lubab@lbhf.gov.uk	working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet Member for Children and Education	20 Nov 2023 Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m	Procurement Strategy for Voucher Payment Solution Procurement Strategy for the provision of closed loop supermarket vouchers	Cabinet Member for Children and Education Ward(s): All Wards Contact officer: Marcus Robinson Marcus.RobinsonCHS@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet Member for the Economy	November 2023 Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m	The Public Mortuary - Replacement of Air Cooled Chiller and Boilers with Air Source Heat Pumps The works will include for the Replacement of the existing Air-Cooled Chiller, gas fired boilers and hot water heaters with Air Source Heat Pumps, upgraded Air Handling Units, controls and associated electrical works.	Ward(s): Sands End Contact officer: Ethelbert Clarke ethelbert.clarke@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision 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)
				3-day call-in.
Cabinet Member for Finance and Reform	December 2023	<p>CONTRACT EXTENSION FOR VARIABLE DATA PRINTING SERVICES</p> <p>The Council's four-year contract for variable data print services ended on 30 November 2021. This contract included printing and mailing communications for several Council services, including revenues and benefits, housing and electoral services. These services continue to go through a programme of transformation, with a focus on improved digital delivery. A new two-year contract (with the option to extend for a further two years) was recommended to ensure short-term stability of service as this transformation is embedded and services focus on Covid recovery.</p> <p>The contract was awarded to the current supplier, (Financial Data Management Ltd) who had performed well throughout the contract and continues to actively support the council in the delivery of a wide range of business-critical services. As such, and to ensure ongoing service delivery, an extension of a further 2 years as per the terms of the contract awarded in Nov 2021, is considered to be the most efficient and economically advantageous solution. The extension of the contract will be on the same terms and conditions as the current contract, where costs are incurred based on actual service volumes. This provides for the opportunity to reduce printing and mailing costs as the Council expands its' programme of digitalisation across these service areas.</p>		A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	

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Cabinet Member for Public Realm	December 2023	Residential Cycle Hangars Contract Award Contract Award Decision for the roll out of residential cycle hangars		A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
Cabinet Member for Housing and Homelessness	20 Dec 2023	Procurement Strategy for Housing Lift Modernisation of Barton and Jepson House To maintain the lift service, it has been recommended that works to modernise the lift should be carried out. This will both improve the reliability of the lifts and reduce future running costs.		A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): All Wards	
CABINET - 6 November 2023				
Cabinet	6 Nov 2023	Planning Obligations Draw Down Report 2022/23	Cabinet Member for the Economy	A detailed report for all decisions

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	Reason: Affects 2 or more wards	The Council is required to use funds received from planning obligations to address the impact of developments carried out . This report sets out the use of funds received through Section 106 agreements and received as a result of the Community Infrastructure Levy (CIL) schedules in force in the Borough. It seeks approval to the drawdown of these funds for projects which have been delivered in 2022/23.	Ward(s): All Wards Contact officer: Rebecca Yee Tel: 07786 290034 Rebecca.Yee@lbhf.gov.uk	going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet	6 Nov 2023 Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m	Community Investment in Climate Initiatives Community Investment in Climate Initiatives	Cabinet Member for Finance and Reform Ward(s): All Wards Contact officer: Kellie Gooch kellie.gooch@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet	6 Nov 2023 Reason: Affects 2 or more wards	2023/24 Corporate Revenue Monitor - Month 4 (July 2023) To Note the Council's Financial Forecast position.	Cabinet Member for Finance and Reform Ward(s): All Wards Contact officer: Andre Mark Tel: 020 8753 7227 andre.mark@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision 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)
				Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet	6 Nov 2023 Reason: Expenditure/ income over £5m & policies or new income, reserves use, overspend over £300K	Hammersmith Bridge - Toll Order and Road User Charge Scheme This decision report will set out the requirements and approvals necessary for either a Toll or Road User Charge for Hammersmith Bridge. PART OPEN PART PRIVATE 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.	Cabinet Member for Public Realm Ward(s): All Wards Contact officer: Ian Hawthorn Tel: 020 8753 3058 ian.hawthorn@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.

CABINET - 4 December 2023

Cabinet	4 Dec 2023 Reason: Affects 2 or more wards	H&F Corporate Plan 2023 - 2026 To adopt a Corporate Plan for the London Brough of Hammersmith and Fulham for the years 2023-26.	Cabinet Member for Finance and Reform Ward(s): All Wards Contact officer: Matthew Sales matthew.sales@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting.
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Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision 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 Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet	4 Dec 2023 Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m	Acquiring New Affordable Homes in Fulham Riverside Acquiring New Affordable Homes in Quayside Lodge	Cabinet Member for the Economy Ward(s): Sands End Contact officer: Mo Goudah mo.goudah@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet	4 Dec 2023 Reason: Affects 2 or more wards	Temporary Relocation of Flora Gardens Primary School The report seeks approval for the temporary relocation of Flora Gardens Primary school to the Lena Gardens Primary school site.	Cabinet Member for Children and Education Ward(s): Addison; Ravenscourt Contact officer: Daryle Mathurin Tel: 07816 661199 Daryle.Mathurin@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.

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CABINET - 15 January 2024				
Cabinet	15 Jan 2024	Grant Strategy for the launch of the Third Sector Investment Fund (3SIF) Analyses options for the future of funding to the local Voluntary and Community Sector (VCS) via the Third Sector Investment fund (3SIF).	Cabinet Member for Social Inclusion and Community Safety	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): All Wards	
Cabinet	15 Jan 2024	Supported Housing Acquisition Proposal to acquire a supported housing building for rough sleepers	Cabinet Member for Housing and Homelessness	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital between £1.5m and £5m		Ward(s): Munster	
Cabinet	15 Jan 2024	Investing in New Affordable Homes in Fulham Acquiring new homes in Kings Road Park	Cabinet Member for the Economy	A detailed report for all decisions going to Cabinet will be available at least five working days before the date
	Reason: Expenditure/Income - Revenue between		Ward(s): Sands End	

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	£500,000 and £5m and Capital between £1.5m and £5m		matt.rumble@lbhf.gov.uk	of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet	15 Jan 2024 Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K	Procurement Strategy for Mental Health Supported Housing Procurement strategy for our mental health supported housing in borough contracts. PART OPEN PART PRIVATE 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.	Deputy Leader Ward(s): All Wards Contact officer: Julius Olu, Michele Roberts, Rebecca Richardson Tel: 0208 753 8749, Tel: 020 8834 4734, Tel: 07827879659 Julius.olu@lbhf.gov.uk, Michele.Roberts@lbhf.gov.uk, rebecca.richardson@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet	15 Jan 2024 Reason: Expenditure/Income - Revenue between £500,000 and £5m and Capital	Award of the Home Care and Independent Living Service contracts The key decision award report for home care and independent living to be signed off by Cabinet Member. The service provides home to residents living in the borough with assessed eligible need	Ward(s): All Wards Contact officer: Laura Palfreeman Tel: 0208 753 1953 Laura.Palfreeman@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet

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	between £1.5m and £5m	<p>ART OPEN PART PRIVATE</p> <p>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.</p>		<p>Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.</p>
Cabinet	<p>15 Jan 2024</p> <p>Reason: Affects 2 or more wards</p>	<p>Annual Emergency Planning & Business Continuity Report</p> <p>The Council has responsibilities under the Civil Contingencies Act 2004 to plan and respond to emergencies and to have business continuity arrangements in place to reduce the risk of service disruption.</p> <p>This annual report provides an overview of activity over the previous year and the priorities and work plan for the forthcoming year. The report highlights areas of work for the new financial year to ensure continuous improvement in the service.</p>	<p>Cabinet Member for Social Inclusion and Community Safety</p> <p>Ward(s): All Wards</p> <p>Contact officer: Denise Prieto Tel: 0208 753 2286 Denise.Prieto@lbhf.gov.uk</p>	<p>A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.</p>

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Cabinet	15 Jan 2024	<p>CAPITAL PROGRAMME MONITOR & BUDGET VARIATIONS, 2023/24 (SECOND QUARTER)</p> <p>This report provides a financial update on the council's capital programme and requests approval for budget variations to the capital programme.</p>	Cabinet Member for Finance and Reform	<p>A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.</p>
	Reason: Expenditure/ income over £5m & policies or new income, reserves use, overspend over £300K		Ward(s): All Wards	
Cabinet	15 Jan 2024	<p>2023/24 Corporate Revenue Monitor - Month 6 (September 2023)</p> <p>To note the Council's financial forecast position</p>	Cabinet Member for Finance and Reform	<p>A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.</p>
	Reason: Affects 2 or more wards		Ward(s): All Wards	
Cabinet	15 Jan 2024	<p>Council Tax Base and Collection Rate 2024/25 and Delegation of the Business Rate Estimate</p> <p>This report is a statutory requirement that sets the council tax base for the purposes of the 2024/25 revenue budget.</p>	Cabinet Member for Finance and Reform	<p>A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet</p>
	Reason: Affects 2 or more wards		Ward(s): All Wards	

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				Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet	15 Jan 2024 Reason: Affects 2 or more wards	Council Tax Support Scheme 24/25 To agree the Council Tax Support Scheme for 24/25	Cabinet Member for Finance and Reform Ward(s): All Wards Contact officer: Kirsty Brooksmith Tel: 07785531091 Kirsty.Brooksmith@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet	15 Jan 2024 Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K	Civic Campus Commercial Leasing Strategy This report seeks approval of the commercial leasing strategy for entering into leases with proposed tenants of all of the refurbished and newly built commercial premises on the Civic Campus. PART OPEN PART PRIVATE 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	Cabinet Member for the Economy Ward(s): All Wards Contact officer: Philippa Cartwright, Denise McEnery Philippa.Cartwright@lbhf.gov.uk, Denise.McEnery@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.

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		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.		
Cabinet	15 Jan 2024 Reason: Affects 2 or more wards	Alternative Provision Strategy Hammersmith & Fulham have developed our local area Alternative Provision (AP) Strategy which sets out our strategic approach in light of the Department for Education's published Special Educational Needs and Disabilities and Alternative Provision Improvement Plan.	Cabinet Member for Children and Education Ward(s): All Wards Contact officer: Joe Gunning Tel: 07769672031 Joe.Gunning@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet	15 Jan 2024 Reason: Affects 2 or more wards	Serious Violence Duty - Strategy and Strategic Needs Assessment As a requirement of the Police and Justice Act 2006, a strategy must be produced on how the borough tackles serious violence along with a strategic needs assessment of the level and geographical location of serious violence in the borough.	Cabinet Member for Social Inclusion and Community Safety Ward(s): All Wards Contact officer: Laura Seamons, Beth Morgan Tel: 07786965292, Tel: 020 8753 3102 laura.seamons@lbhf.gov.uk, beth.morgan@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.

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Cabinet	15 Jan 2024	Parking Strategy The purpose of this document is to identify key proposals which will support the ever changing demands of parking within the borough. They are designed to improve resident's, visitors, and businesses' experience of travel within the borough.	Cabinet Member for Public Realm	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Affects 2 or more wards		Ward(s): All Wards Contact officer: Mark Fanneran mark.fanneran@lbhf.gov.uk	

CABINET - 12 February 2024

Cabinet	12 Feb 2024	Health and Wellbeing Strategy Hammersmith & Fulham's 2023 - 2028 Health and Wellbeing Strategy sets out our vision for improving the health and wellbeing of those in the borough, and reducing health inequities through empowerment, collaboration and innovation.	Deputy Leader	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Budg/pol framework		Ward(s): All Wards Contact officer: Jessica Dawson jessica.dawson@lbhf.gov.uk	
Cabinet	12 Feb 2024	FOUR YEAR CAPITAL PROGRAMME 2024/25 AND CAPITAL STRATEGY 2024/25 This report presents the Council's four-year Capital Programme	Cabinet Member for Finance and Reform	A detailed report for all decisions going to Cabinet will be available at least five working days before the date
	Reason: Expenditure/Income over £5m & policies or		Ward(s): All Wards Contact officer: Andre Mark	

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	new income, reserves use, overspend over £300K		Tel: 020 8753 7227 andre.mark@lbhf.gov.uk	of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet	12 Feb 2024 Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K	CAPITAL PROGRAMME MONITOR & BUDGET VARIATIONS, 2023/24 (THIRD QUARTER) This report provides a financial update on the council's capital programme and requests approval for budget variations to the capital programme.	Cabinet Member for Finance and Reform Ward(s): All Wards Contact officer: Andre Mark Tel: 020 8753 7227 andre.mark@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet	12 Feb 2024 Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K	Insurance Tender 2014 – 2029 This report sets out the recommended contract awards for the Councils Insurance programme for the following contracts: Property, Combined Liability, Leasehold Buildings, Directors & Officers, Terrorism, Motor, Crime, Personal Accident & Travel, School Journey insurances and associated Engineering Inspection services for contract commencement date of 1 April 2024	Cabinet Member for Finance and Reform Ward(s): All Wards Contact officer: Ray Chitty, Beverly Mills Tel: 07739 315 565, Ray.Chitty@rbkc.gov.uk, beverly.mills@rbkc.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.

Decision to be Made by (Cabinet or Council)	Date of Decision-Making Meeting and Reason	Proposed Key Decision 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	12 Feb 2024 Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K	Delivering Affordable Homes on Old Laundry Yard This report details the agreement to secure affordable homes on the site known as Old Laundry Yard.	Cabinet Member for the Economy Ward(s): Shepherds Bush Green Contact officer: Matthew Rumble matt.rumble@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.

CABINET - 4 March 2024

Cabinet	4 Mar 2024 Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K	Enhancement of our Corporate Parenting Commitments to our care experienced young people This report recommends: <ol style="list-style-type: none"> 1. Approving our Joint Housing Protocol for Care Leavers. 2. Adopting the guiding principle that care leavers up to the age of 25 should, if possible, be found as being in 'priority need' under homelessness legislation and that, if possible, no care leaver up to the age of 25 should be found intentionally homeless. 3. Approval to become a partner of the Care Leaver Covenant. 	Cabinet Member for Children and Education Ward(s): All Wards Contact officer: Sophie Veitch Tel: 07876855124 sophie.veitch@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
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Cabinet	4 Mar 2024	School Budget (Dedicated Schools Grant) 2024/25	Cabinet Member for Children and Education	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
	Reason: Expenditure/Income over £5m & policies or new income, reserves use, overspend over £300K	To approve the schools budget funding formula for allocating resources to H&F schools for the financial year 2024/25	Ward(s): All Wards Contact officer: Tony Burton tony.burton@lbhf.gov.uk	
CABINET - 15 April 2024				
Cabinet	15 Apr 2024	Hate Crime Strategy 2024-2028 This report will present a new Hate Crime Strategy for Hammersmith and Fulham	Cabinet Member for Social Inclusion and Community Safety Ward(s): All Wards Contact officer: Beth Morgan, Laura Seamons Tel: 020 8753 3102, Tel: 07786965292 beth.morgan@lbhf.gov.uk, laura.seamons@lbhf.gov.uk	A detailed report for all decisions going to Cabinet will be available at least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.
Cabinet	15 Apr 2024	2023/24 Corporate Revenue Monitor - Month 9 (December 2023) To note the Council's financial forecast position	Cabinet Member for Finance and Reform Ward(s): All Wards	A detailed report for all decisions going to Cabinet will be available at
	Reason: Affects 2 or more wards			

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			Contact officer: Andre Mark Tel: 020 8753 7227 andre.mark@lbhf.gov.uk	least five working days before the date of the meeting. Cabinet Member Decisions and Officer Decisions reports will be published at the start of the 3-day call-in.